The University is honored to have the presence of the President of the United States, in the presence of the President of the United States, in the presence of the President of the United States, in the presence of the President of the United States, in the presence of the President of the United States. It is to the home of the country's men of Prince Henry the Navigator, of Vasa, and of Germany. If we had the revolution and all of their principles, it was a matter of our own self and forest, were beneficial for the development of wealth, and in the United States home for a great proportionate increase in the world. From Africa, and in total, our exexperience from the United States.
The Ambassador comes of a family of statesmen.
On March 22d the University conferred the degree on Speck von Sternburg, Imperial German Ambassador to the high public station. Entering politics was in recognition of brilliant diplomatic service, he devoted to the abolition of slavery, he saw his cause triumphant, and that, too, without standing between the German Empire and the United States.

A scholar, his studies of Camoens bid fair to open to our people a new field of literary delight. The world will have its ties drawn closer by the presence among us of the genial scholar and statesman who will now address us.

United States will have its ties drawn closer by the presence among us of the genial scholar and statesman who will now address us.

The Board of Trustees will be asked at its next meeting to accept the invitation of the President of the University of Chicago to make the University of Chicago the winter quarter in the University of Gottingen. It is not thought that the lectures given shall be peculiar in any way, but will continue the study and results of American history; and at the same time the lectures given shall be peculiar in any way, but will continue the study and results of American history, intended to be presented...
The American sense of a family of interest

ment paid to the family's generation to hold high public office. Not only do these attitudes reflect the sentiments of the generation, but they also serve to perpetuate the tradition of public service.

Of course, the question of family and politics is not limited to the United States. In many countries, family ties and political structures are intricately connected. The influence of family connections in politics is a well-recognized phenomenon.

In terms of prize money, the distribution of prizes often reflects family ties. Sometimes, prizes are awarded to family members rather than the most qualified candidate. This practice is often defended on the grounds of merit, but it is also criticized for favoritism.

In the United States, the tradition of public service is deeply ingrained. The sense of duty and responsibility to the nation is a fundamental aspect of American culture. This tradition has been passed down through generations, and it continues to shape the political landscape today.

In summary, the family's role in politics is significant. It is a complex phenomenon that reflects not only personal connections but also broader cultural and social factors.
On March 22d the University conferred the degree of LL. D. on Baron Speck von Sternburg, Imperial German Ambassador to the United States. This was in recognition of brilliant diplomatic service, not for the benefit of his own country alone, but especially in the direction of a closer understanding between the German Empire and the United States of America. Toward this worthy end the Ambassador was enabled to render invaluable service. He has passed away, and in his German home to-day his body is consigned to earth. His memory will long be green in this country. In his honor all will rise. Among the latter were Professors A. W. Small and G. R. Henderson of the University Faculty. This course was eminently successful. For the coming year a similar course is planned. A further undertaking of the Society is more directly connected with the University. The Board of Trustees will be asked at its next meeting to extend a formal invitation to Professor Edwin Dacewell of the University of Kiel to lecture in the University of Chicago during the summer quarter on subjects connected with American history; and at the same time to authorize Professor John Vanly, Head of the Department of English in the University, to accept the invitation of the Prussian Government to lecture during the winter quarter in the University of Göttingen. In neither case is it the thought that the lectures given shall be popular in character. Professor Vanly will carry to Göttingen simply some results of American scholarship in the field of English literature, intended to be presented by a scholar and for the use of scholars. In like manner the lectures of Professor Dacewell will be for the benefit of research students in the University of Chicago. It is felt that an interchange of this kind cannot fail to be helpful, in being a real contribution in each country to its higher work, and at the same time affording a means of a better interchange of professors with Germany.
On the 2nd of June, 1937, the University conferred the degree of D. Sc. on [Name]

Dear [Name]:

I write to express my appreciation of your kind letter of March 8th, expressing the hope that a student of the University of [Name] may be appointed to the position of [D. Sc. - degree]

Your letter received on the 17th inst. is heartily appreciated, and we are accordingly pleased to inform you that the position of [D. Sc. - degree] has been [Vacant - appointed]

[Name]

[Name of University]
University work, and at the same time as affording a means of a better understanding among scholars. The generosity of those connected with the University is the mainspring of this enterprise. The Germanistische Gesellschaft of Chicago has been organized, of which organization the President of the University has the honor to be President. The Society consists in equal numbers of those of German birth and those of American birth. The purpose is to do what lies in its power towards bringing to pass a better understanding between the two nations. During the last winter the Society maintained in Chicago a series of lectures by Germans or by Americans familiar with German conditions. Among the latter were Professors A. W. Small and C. R. Henderson of the University Faculty. This course was eminently successful. For the coming year a similar course is planned. A further undertaking of the Society is more directly connected with the University.

The Board of Trustees will be asked at its next meeting to extend a formal invitation to Professor W. D. D. Dassell of the University of Kiel to lecture in the University of Chicago during the autumn quarter on subjects connected with American history, and at the same time to authorize Professor Manly, Head of the Department of English in the University, to accept the invitation of the Prussian Government to lecture during the winter quarter in the University of Göttingen. In neither case is it thought that the lectures given shall be popular in character. Professor Manly will carry to Göttingen simply some results of American scholarship in the field of English literature, intended to be presented by a scholar and for the use of scholars. In like manner the lectures of Professor Dassell will be for the benefit of research students in the University of Chicago. It is felt that an interchange of this kind cannot fail to be helpful, in being a real contribution in each country to its higher ideals of our nation. It is felt that the University, in granting this aid, has
INTERESEMENTS ON PROSPECTS OF CONNECTICUT

In the past the Germanic Society of Connecticut has been

one of the leaders in promoting the study of the German language and

the Germanic culture in the United States. The purpose of the Society's

conferences is to create a better understanding of the German

people and their contributions to American culture. The Society has

organized a number of conferences and has published a series of

scholarly works. The Germanic Society is committed to promoting the

study of Germanic languages and cultures.

The two nations are linked by a common heritage, both having

roots in the Germanic peoples. The Germanic language family is a

major influence in the English language. The Germanic

contribution.

Among the Germanic languages, the most important are

German and Dutch. The Germanic languages are the

source of many English words. The Germanic

contribution.

The Germanic languages have a rich history and

continue to influence the English language.

Furthermore, the study of the Germanic languages is

essential for understanding the development of the

English language. The connection to the Germanic

languages is important for the study of the

English language.
University work, and at the same time as affording a means of a better understanding among scholars. The generosity of those connected with the German Institution has enabled this plan to be carried out. In this connection I wish to express special gratitude to the Imperial German Consul, Dr. Walther Neuer, whose unflagging zeal and warm interest has made possible many things tending to the friendly relations between Germany and the United States.

The quarter which closes to-day is on the whole the most successful summer quarter in the history of the University. The attendance shows a record. During the spring just past two members of the University Faculty, cut throughout the entire quarter 1,561. These figures show a large gain Professor MacClintock of the Department of English Literature and Professor over anything heretofore known, and indicate the increasing value of this Starr of the Department of Anthropology, were granted a leave of absence summer work. Of course all here understand that the University maintains by the Board of Trustees of the University to aid in the development of a no summer school, but that the summer quarter is simply a quarter of regular vacation school for teachers in the Philippine Islands.

University work, with instruction on the same basis as in the other quarters. The Assembly was.

It has made possible advanced work for many hundreds of students, and many held at the summer capital of the Island, Baguio, from April 20th to May have made degrees who otherwise would have had no opportunity to that end 16th last. There were present 246 teachers and 38 out of the 36 District The number of degrees given to-day includes: 18 Doctors of Philosophy, Superintendents. There were, besides the two men from the University of 7 Masters of Science; 11 Masters of Philosophy; 12 Masters of Arts; 2 Doctors Chicago, also present Professor Roberts of the University of California, and of Law; 1 Bachelor of Law; 1 Doctor of Philosophy in the Divinity School; Professor Burks of the Albany (N. Y.) Teachers' College. Each of the instructors gave two lectures daily throughout the period of the Assembly.

A total of 143 degrees. There were in the two terms 2,001 enrolled in the assembly. The work was an undisputed success, and was an inspiration to the Graduate Schools, besides 669 in the School of Education. men of whom are body of self-denying American men and women who in those distant islands also graduates. Numbers of 100 of these graduate students are colleges are doing so much towards the improvement of these very interesting wards professors pursuing advanced work in their various specialities. The of our nation. It is felt that the University, in granting this aid, has
The Assembly was conducted with serious purpose at the same time to witness the

role of the University of the Philippines in the development of the University of

Education. The Assembly was

The President of the University of the Philippines, Dr. Teodoro College, read on the

important parts of the by-laws and resolutions of the Board of the Assembly.

Accordingly, there was a thorough examination of the resolutions and by-laws of the

Assembly, and the President, Dr. Teodoro College, read on the

improvement of the educational system and the need for its reform. As a result, the

Assembly moved to the establishment of a commission to study the educational system

and to make recommendations for its improvement. It is felt that the University

must assume a more active role in the education of its students, and that the

educational system must be improved to meet the needs of the country.

The Assembly also discussed the need for more research and development in the

fields of science and technology. The President, Dr. Teodoro College, read on the

importance of research and development in the advancement of the country.

It is felt that the University must take a leading role in the development of the

country, and that its research and development efforts must be increased to

meet the needs of the country.

The Assembly also discussed the need for more funding for educational purposes.

The President, Dr. Teodoro College, read on the importance of increased funding

for educational purposes.

It is felt that the University must seek increased funding for its educational

programs, and that the government must take steps to increase funding for

educational purposes.

The Assembly also discussed the need for more teachers and professors.

The President, Dr. Teodoro College, read on the importance of increased funding

for educational purposes.

It is felt that the University must seek increased funding for its educational

programs, and that the government must take steps to increase funding for

educational purposes.
been doing its service as an American University towards a great undertaking for the advance of civilization for which our country has made itself responsible. The thanks of the University are due to Professor MacClintock and Professor Starr.

THE SUMMER QUARTER.

The quarter which closes to-day is on the whole the most successful summer quarter in the history of the University. The attendance shows a record of 2,991 different students. The first term there were recorded 2,533; the second term 1,957. An interesting feature is the fact that there were present throughout the entire quarter 1,561. These figures show a large gain over anything heretofore known, and indicate the increasing value of this summer work. Of course all here understand that the University maintains no summer school, but that the summer quarter is simply a quarter of regular University work, with instruction on the same basis as in the other quarters. It has made possible advanced work for many hundreds of students, and many have made degrees who otherwise would have had no opportunity to that end.

The number of degrees given to-day includes: 18 Doctors of Philosophy; 7 Masters of Science; 11 Masters of Philosophy; 12 Masters of Arts; 2 Doctors of Law; 1 Bachelor of Laws; 1 Doctor of Philosophy in the Divinity School; 2 Masters of Arts in the Divinity School; 2 Bachelor of Divinity; 26 Bachelors of Science; 1 Bachelor of Education; 41 Bachelor of Philosophy; and 17 Bachelor of Arts, making a total of 145 degrees. There were in the two terms 2,001 enrolled in the Graduate Schools, besides 669 in the School of Education, many of whom are also graduates. Upwards of 300 of these graduate students are college professors pursuing advanced work in their various specialties. The
The record includes also some 1500 teachers, mostly in secondary schools, coming from all the western and southern states, with not a few from the two coasts. To indicate the cosmopolitan character of the work of the University attention is called to the fact that higher degrees are given to-day to one student from Japan, one from China, and one from the Philippine Islands.
December 31, 1910

The role of prophet has generally been regarded as dangerous. It is easy to forecast, and especially easy to forecast those things which one desires. The disasters, however, which have attended modern attempts at prophetic forecast have naturally made one rather cautious about the practice. At the same time the progress of the world in certain lines has been so striking of late years that it would seem as if within those lines there might be safety in endeavoring to indicate the salient features of the coming year. The extraordinary advances in preventive medicine would seem to indicate that 1911 will lead to new triumphs in that beneficial branch of human endeavor, and that conquest of new forms of disease may thus add to health and the duration of life. The conquest of the air and the marvels of electricity in its various applications seem apparently but at the beginning of their achievement. It can hardly be doubted that within the next twelvemonth the world will be thrilled with new victories in these forms of science for the
benefit of humanity. The success of arbitration and other means
of settling international disputes without war has been so marked
in recent years that it may perhaps reasonably be expected that the
coming year will witness a long step toward the establishment of an
international court of judicature. Thus between nations as between
individuals differences may be settled in accordance with law and
equity and not by brute force. The tumult of recent years with
regard to justice and integrity in dealings between man and man and
in the administration of government has been such as to bewilder
one. One sees right and wrong on both sides and all sides of nearly
every question. Still, out of it all it would seem that there is
steadily emerging a new national honor, without at the same time
attempting to destroy the fundamental principles of government and
business. If some of these promises are realized the year 1911
may be recorded in our annals in golden figures.
THE PRESIDENT'S REPORT

To the Board of Trustees of the University of Chicago:

Hereewith I submit a report for the year ending June 30, 1911. Detailed information with reference to the operation of the various departments is contained in the reports of the several officers in charge.
THE PRESIDENT'S REPORT

To the Board of Trustees of the University of Chicago:

Hereafter I submit a report for the year ending June 30, 1911. Detailed information with reference to the operation of the various departments is contained in the reports of the various officers in charge.
FINANCE

The fiscal year 1910-11 is memorable in the history of the University for the final gift of the Founder. The important bearing of this great benefaction on the future development of the University needs no comment at this time. The correspondence relating thereto follows:

LETTER FROM THE FOUNDER OF THE UNIVERSITY

26 Broadway, New York
December 13, 1910

To the President and Trustees of The University of Chicago:

Dear Sirs: I have this day caused to be set aside for the University of Chicago, from the funds of the General Education Board which are subject to my disposition, income-bearing securities of the present market value of approximately ten million dollars ($10,000,000), the same to be delivered to the University ten equal annual instalments beginning January 1, 1911, each instalment to bear income to the University from the date of such delivery only. A list of these securities is appended herewith. In a separate letter of even date my wishes regarding the investment and uses of the fund are more specifically expressed.

It is far better that the University be supported and enlarged by the gifts of many than by those of a single donor. This I have recognized from the beginning, and, accordingly, have sought to assist you in enlisting the interest and securing the contributions of many others, at times by making my own gifts conditional on the gifts of others, and at times by aiding you by means of unconditional gifts to make the University as widely useful, worthy, and attractive as possible. Most heartily do I recognize and rejoice in the generous response of the citizens of Chicago and the West. Their contributions to the resources of the University have been, I believe, more than seven million dollars. It might perhaps be difficult to find a parallel to generosity so large and so widely distributed as this, exercised in behalf of an institution so recently founded. I desire to express my appreciation also of the extraordinary wisdom and fidelity which you, as President and Trustees, have shown in conducting the affairs of the University. In the multitude of students so quickly gathered, in the high character of the instruction, in the variety and extent of original research, in the valuable contributions to human knowledge, in the uplifting influence of the University as a whole upon education throughout the West, my highest hopes have been far exceeded. It is these considerations, with others, that move
To the President and Trustees of the University of Chicago:

I have the honor to call your attention to the essential need for a $10,000,000 fund for the purchase of the University's new building. This fund is necessary to ensure the future development of the University and the continued excellence of its educational program.

Sincerely,

[Signature]

Dec. 3, 1910

New York, N.Y.
me to sum up in a single and final gift, distributing its payment over a period of many years to come, such further contributions as I have purposed to make to the University. The sum I now give is intended to make provision, with such gifts as may reasonably be expected from others, for such added buildings, equipment, and endowment as the departments thus far established will need. This gift completes the task which I have set before myself. The founding and support of new departments or the development of the varied and alluring fields of applied science, including medicine, I leave to the wisdom of the Trustees as funds may be furnished for those purposes by other friends of the University.

In making an end to my gifts to the University, as I now do, and in withdrawing the Board of Trustees my personal representatives, whose resignations I inclose, I am acting on an early and permanent conviction that this great institution, being the property of the people, should be controlled, conducted, and supported by the people, in whose generous efforts for its upbuilding I have been permitted simply to co-operate; and I could wish to consecrate anew to the great cause of education the funds which I have given, if that were possible; to present the institution a second time, in so far as I have aided in founding it, to the people of Chicago and the West; and to express my hope that under their management and with their generous support the University may be an increasing blessing to them, to their children, and to future generations.

Very truly yours,
(Signed) JOHN D. ROCKEFELLER

STATEMENT BY THE PRESIDENT OF THE BOARD OF TRUSTEES

It would be difficult to describe adequately the emotions aroused in the minds of the members of the Board of Trustees by the communication I have just read.

There is first of all a feeling of the deepest gratitude for this wonderful gift. It assures the University for many years to come a continuous development which cannot fail to inspire confidence and receive further impetus through the aid of other benefactors.

In withdrawing from an active interest in the affairs of the University, the Founder has left no cause for disappointment on the material side, but there are sentimental considerations which cannot be overlooked, and in measuring the benefits which the University has derived from his interest in its welfare, there must be taken into account not only the great sum of his benefactions and the wisdom with which they were bestowed but also the constant encouragement derived from his personal interest and sympathy.

Mingled, however, with the regret that Mr. Rockefeller should deem it wise to sever the ties which have united the Founder to the University, there is recognition of the force of the reasons given for this action, and there is the conviction that in thus anticipating all that he had in mind to do for the University and in withdrawing his representatives from the Board of Trustees, Mr. Rockefeller is moved solely by a desire to promote the welfare of the institution he founded.
I am writing this letter to express my deepest concerns and issues that have been plaguing me for a while now. As a foremost concern, I have noticed an increase in my stress levels, which has significantly impacted my productivity and overall well-being. I understand the importance of maintaining a healthy work-life balance, and I am genuinely concerned about how this situation is evolving.

In addition to the aforementioned concern, I have also been experiencing some minor health issues that require prompt attention. I have visited the doctor, and while the diagnosis is preliminary, I am still anxious about the potential implications and how they might affect my daily life and work.

Moreover, I have been struggling with some personal challenges that have further compounded my stress. These challenges have been particularly difficult to handle, and I am seeking any guidance or advice that might help me navigate these waters more effectively.

In conclusion, I would like to express my gratitude for your understanding and support. I look forward to discussing these matters further and exploring possible solutions. Please feel free to contact me at your earliest convenience.

Thank you for your kind attention.

[Signature]
The Board of Trustees, in adopting a resolution expressing its grateful appreciation of Mr. Rockefeller's generosity, ordered spread upon the records the following minute, a copy of which will be engrossed and conveyed to Mr. Rockefeller by a special committee of the Board:

MINUTE ADOPTED BY THE BOARD OF TRUSTEES

The Board of Trustees of the University of Chicago accepts the gift made by Mr. Rockefeller in his letter of December 13, 1910, and pledges itself to carry out in the spirit as well as in the letter the conditions accompanying it.

It is now twenty-one years since in May, 1889, Mr. Rockefeller made his first gift to the University of Chicago. The present gift marks, therefore, the completion of a significant period in the history of the University throughout which he has co-operated with other friends of the institution to place it on a permanent foundation. This final gift will make the total amount which the University will have received from its Founder approximately thirty-five million dollars ($35,000,000).

We know of no parallel in the history of educational benefaction to gifts so munificent bestowed upon a single institution of learning. But unique as they are in amount, they are still more remarkable for the spirit in which they have been bestowed. Mr. Rockefeller has never permitted the University to bear his name, and consented to be called its founder only at the urgent request of the Board of Trustees. He has never suggested the appointment or the removal of any professor. Whatever views may have been expressed by members of the faculty, he has never indicated either assent or dissent. He has never interfered directly or indirectly with that freedom of opinion and expression which is the vital breath of a university; but has adhered without deviation to the principle that while it is important that university professors in their conclusions be correct, it is more important that in their teaching they be free.

More significant still: this principle has been maintained even in his attitude toward the teaching of a subject so intimate as religion, wherein the mind is keenly sensitive to differences of opinion. Although at times doctrines have been voiced in the University which traverse those the Founder is known to hold, he has never shown a desire to restrain that freedom which is quite as precious in theology as in other fields of thought.

Such a relationship between a great benefactor and the institution which he has founded affords a model for educational benefaction through all time to come.

In contemplating the severance of this long-continued relationship, so gracious on his part and rendered delightful by so many acts of personal courtesy, the Trustees are unable to express their appreciation of munificence so vast exercised in a spirit so fine. It is the conjunction of the act and the spirit of the act which has made it possible to create and maintain the University, and the Trustees hope that through the ages to come the University of Chicago, by training youth in character and in exact learning and by extending the field of human knowledge may justify all that has been done by its Founder.
The Board of Trustees of the University of Chicago has decided to adopt the following resolution, agree to the minutes, and proceed with the following action:

RESOLVED: That the Board of Trustees of the University of Chicago hereby approve and support the work of the committee for the purpose of formulating a policy and program with regard to the educational and research aspects of the University's relationship to the city of Chicago.

MINUTES OF THE BOARD OF TRUSTEES

The Board of Trustees of the University of Chicago met in special session on March 12, 1928, for the purpose of considering the report of the Committee on Education and Research. The report of the Committee was read and discussed, and the Board voted to approve the resolution as presented. The meeting adjourned at 3:00 p.m.
SECOND LETTER FROM THE FOUNDER

26 Broadway, New York
December 13, 1910

To the President and Trustees of The University of Chicago:

Dear Sirs: Referring to my letter of gift of even date, I set down here more specifically my wishes regarding the fund therein contributed.

Pending the delivery of the securities, the General Education Board is to have the right from time to time to change the investments, using the same care and having the same discretion as in the case of its own securities. As nearly as is practicable, the deliveries each year are to be made from the various classes of securities in the ratio in which the securities of each class bear to the total.

It is my desire that at least the sum of one million, five hundred thousand dollars ($1,500,000) be used for the erection and furnishing of a University chapel. As the spirit of religion should penetrate and control the University, so that building which represents religion ought to be the central and dominant feature of the University group. The chapel may appropriately embody those architectural ideals from which the other buildings, now so beautifully harmonious, have taken their spirit, so that all the other buildings on the campus will seem to have caught their inspiration from the chapel and in turn will seem to be contributing of their worthiest to the chapel. In this way the group of University buildings, with the chapel centrally located and dominant in its architecture, may proclaim that the University in its ideal is dominated by the spirit of religion, all its departments are inspired by the religious feeling, and all its work is directed to the highest ends.

Whether the chapel can be so planned as to admit of housing the Young Men's Christian Association and all the distinctively religious functions of the University, or whether this will require a separate building, is a matter which can best be decided in connection with the plans of the architects. I will ask you kindly to submit the plans before their final adoption to my son, who will be fully informed regarding my wishes.

Apart from what may be required for the chapel, the remainder of the fund may be used, in the discretion of the Trustees, for land, buildings, or endowment, but no part of the principal sum shall be used for current expenses. No doubt other donors will offer the University many if not all of its needed buildings. Legacies now written in wills, or to be written, will become available from time to time for these and other purposes. I hope therefore that this final gift from me may be used for endowment as far as practicable.

Any changes which the future may make advisable in the disposition of these funds may be made by mutual consent. For such purpose I now appoint my son as my representative, and in case of my own death and of his death, he is to be succeeded by my executors.

Very truly yours,

(Signed) JOHN D. ROCKEFELLER
TO THE PROMOTERS AND TRUSTEES OF THE UNIVERSITY OF CHICAGO:

Dear Sirs,

I am writing to express my concern regarding the current state of the University of Chicago. I have noticed a trend of neglect and mismanagement in the administration of the institution, which has resulted in a decline in the quality of education and research. As a former student of the university, I am deeply concerned about the future of this esteemed institution.

I would like to bring to your attention several specific issues that have been concerning me. Firstly, there appears to be a lack of transparency in the decision-making process. Important matters are often decided behind closed doors, which undermines the trust of the students and faculty.

Secondly, there seems to be a financial mismanagement. Budgets are often overspent, and funds intended for educational purposes are diverted to other projects. This results in a decrease in the quality of educational programs and the support of faculty research.

Lastly, there is a need for better communication between the administration and the students and faculty. Open forums and regular meetings can help address these concerns and foster a sense of community.

I urge you to consider these issues and take proactive steps to address them. The future of the University of Chicago depends on our collective efforts to ensure its continued excellence.

Sincerely,
[Your Name]
The splendid gift from the Founder which has been detailed heretofore ensures the future of the University on its present basis. It does not provide, and was not intended to provide, for the establishment of new departments, or for the innumerable needs which a living and growing institution constantly develops. No one can forecast the new applications of existing knowledge, and the new openings for investigation, which are constantly presented. No one can forecast necessities arising from increased attendance of students. Especially there are needed at this time a number of buildings to secure the highest efficiency of the University work. To use the last gift for the construction of those would divert funds which ought to be devoted strictly to endowment. Friends of the University heretofore have provided the buildings which now adorn the quadrangles, and it is confidently believed that in the near future others will be found who will meet the present necessities.

In the Annual Report for 1908-9, among the building needs fully detailed the following are the most pressing at this time:

For the Departments of Geology and Geography a laboratory and recitation building. These splendid departments are crowded into the Walker Museum, a building intended for another purpose, and by its present crowded condition preventing either purpose from being adequately fulfilled. Permanent buildings for women to replace the present temporary Lexington Hall group. There should be included
at once a gymnasium and clubhouse. A high school building in the
School of Education quadrangles.

In the same report it was added, "The University of course will
not be complete until in addition to the faculties of arts, law
and theology it has also its faculty of medicine." Attention is
called to the paragraph in the Donor's letter of gift (printed P.):
"The founding and support of new departments for the development of
the varied and alluring fields of applied science, including medicine,
I leave to the wisdom of the Trustees as funds may be furnished for
these purposes by other friends of the University." It seems fitting
in this connection to repeat also the last words of this memorable
letter:

"In making an end to my gifts to the University, as I now do,
and in withdrawing from the Board of Trustees my personal representa-
tives, whose resignations I inclose, I am acting on an early and
permanent conviction that this great institution, being the property
of the people, should be controlled, conducted, and supported by the
people, in whose generous efforts for its upbuilding I have been
permitted simply to co-operate; and I could wish to consecrate anaw
to the great cause of education the funds which I have given, if that
were possible; to present the institution a second time, in so far
as I have aided in founding it, to the people of Chicago and the West;
and to express my hope that under their management and with their
generous support the University may be an increasing blessing to them,
to their children, and to future generations."
...not be completely new to the literature or to the profession. The experience of the last few years, the increasing use of the university in the development of the field, and the ever-present urge to improve the quality of educational institutions, have led to the need for action in this area. It seems to me that this is not only an issue of the university, but of society as well. It seems to me that the university, as I see it, is not only a place to learn and grow, but also a place to contribute to the betterment of society as a whole. The university has a responsibility to contribute to the betterment of society, and I believe that this can be done through the development of new programs and new ways of thinking. It is my hope that these new programs and new ways of thinking will lead to a better understanding of the importance of the university in society. It is my hope that these new programs and new ways of thinking will lead to a better understanding of the importance of the university in society.
THE COLLEGE PROBLEM

In the Report for 1909-10 it was said, "The American college problem as it exists in these opening decades of the twentieth century has not yet been solved, and needs a very careful and intelligent study. It would not be surprising if the result of that study should be some quite startling changes in the existing organization."
The Dean of the Faculties of Arts, Literature and Science has been requested by the President to give particular attention to a study of this problem, and it is expected that a report will be presented in the not-distant future which may be made the basis of careful study by the college faculty. In connection with what has been said above on the time element in the earlier years of educational life it will be seen that there is room for action which may involve a radical change in existing educational conditions.
The College Problem

In the report for 1929-1930 it was said, "The American college...

...proposed not the least solution, and nothing very significant and notable.

"Very simply, it seems not to be important. It seems to be part of that thing...

...should be some separate and distinct culture in the existing circumstances.

The Dean of the Faculty of Arts, Literature, and Science, and the Dean of the School of Education, to whom the report has been submitted in this paper, and it is expected that a report will be presented in the College Faculty. In connection with the report and the paper, it will

...necessary to extract occasional comments.
year which closed on the 30th of June showed a sound condition of the budget. Notwithstanding the financial depression, the enterprise now under way toward obtaining gifts of $200,000 for the Harper Memorial Library in order to secure Mr. Rockefeller's pledge of $600,000 for the same purpose is very nearly completed. Only about November 25, 1908

$27,000 remain to be obtained in Chicago before the 1st of January, next, and we are confident that the friends of Dr. Harper and the University will respond.

The Daily News,

Chicago.

President

Gentlemen:

The University of Chicago has reason to be grateful for many things during the year just closing. The general health of faculty and students has been good. There have been few losses by death, and few cases of serious illness. The general spirit in the entire University has been one of devoted work toward the realization of serious ideals. Much valuable scientific investigation on the part of the faculty has been accomplished, and a great part of it has led to valued results. The growth in attendance has been normal, and has been accompanied by a steady improvement in the quality of work. The University is not looking toward large numbers, but desires very much the best. The serious financial disturbances which affected the business world a year since have caused the University practically no loss in its income, so that the financial
The Daily News
Chicago

Gentlemen,

The University of Chicago has reason to be gratified for many sincere quarters the year just concluded. The General Health of faculty and students has been good. There have been few losses of any serious nature of serious illness. The General health in the entire University has been one of general work toward the lowest section of serious illness. Much admirable scientific investigation on the part of the faculty has been accomplished and a great part of it has led to useful result. The growth in attendance and poor health, any present accomplishment or recent improvement in the University is not looking toward large numbers of students within the near future. The entire financial situation, while a year since has become the University.

Respectfully presented to you in the income, so that the financial support
year which closed on the 30th of June showed a sound condition of the budget. Notwithstanding the financial depression, the enterprise now under way toward obtaining gifts of $200,000 for the Harper Memorial Library in order to secure Mr. Rockefeller's pledge of $600,000 for the same purpose is very nearly completed. Only about $27,000 remain to be obtained in Chicago before the 1st of January next, and we are confident that the friends of Dr. Harper and the University will respond.

President
Dear Mr. Wilson,

Enclosed is a summary of the financial statement of the estate, with the advice of the accountant. The estate now owns many assets, particularly in the form of real estate. The current market value of these assets is estimated at $500,000. The report indicates a profit of $25,000 on the sale of property in the past year.

Memorandum: In order to secure Mr. Wilson's plan for the distribution of the estate, only 10% of the $500,000 will be used for the purchase of a new property in Chicago. The remainder will be distributed to the heirs, with the exception of the heir with the largest share.

Next, we are confident that the advice of Dr. Harper and the

University will be beneficial.

Yours sincerely,

C. Wilson

President

The University of Chicago has a long history of excellence. The General Board, with the assistance of the Finance Committee, has been able to maintain the high standards of the university. The financial support from the Board has enabled the university to continue its growth and excellence.

We are proud to report that the University has received a generous donation of $50,000 from the local community. This donation will be used to fund the expansion of the facilities.

We are confident that with the support of all of our friends, the University will continue to be a leader in education and research.
considered in every light, and all the wisdom of those concerned in the welfare of the University can be obtained.

With this first issue of the University of Chicago Magazine the Editor hopes that the new magazine will in every way be worthy of the courtesy of the editors permits me to send a word of greeting to the University, and that it will be a source of constant interest to all alumni. The University has given since its founding in 1892 nearly 5000 degrees. Thus there is a goodly army now enrolled under the Chicago banners. To these its representatives in active life the University now extends its best wishes for success in all good things, and the assurance that useful achievement by its graduates is the best warrant for the existence of the institution. Each passing year adds a larger number to the alumni body. There were 400 degrees given in 1904, 411 in 1905, 460 in 1906, 538 in 1907, and 541 in 1908. This last number is almost exactly the same as the entire number of students enrolled in the autumn quarter of 1892.

The Magazine under its new auspices is the result of cooperation between the University and the Alumni Association, whereby duplication of effort is avoided, and the news resources of each are combined. It should be a periodical worthy its name and constituency, and should serve to keep all alumni informed as to the progress and purposes of the ALMA MATER. The University for years to come must be in a condition of development, and its progressive unfolding should be a matter of constant interest to all who hold its degree. On the other hand, the alumni are now in a position to be of positive service in many ways. Their loyal support for the Magazine is confidently expected.

Various plans are under consideration for strengthening and unifying the alumni interests. These from time to time will be unfolded in the Magazine, which will convey everything held in common by the faculty, the students, and the alumni. Thus such matters can be thoroughly
considered in every light, and all the wisdom of those concerned in
the welfare of the University can be obtained.

It is hoped that the new magazine will in every way be worthy of
the University, that it will be a source of constant interest to all
friends of the University, and that its support will be so generous as
to assure the success which the undertaking so well deserves.
contenues to each Right, and of the Widows of those Concerned in
the Matter of the University, can be obtained.

If the following facts are new to the University, to know the
amount of the contribution, and the manner of its payment,
the University can, with the approval of the Committee, be
considered the same. If not, the contribution may be made
be deemed a matter of concern to all. The University is
concern with the maintenance of the character of the
University, and the extent of the support will be
considered by the University. In this connection, the
University will be a matter of concern to all. The
University will be known as the Character of the
University.

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University. To make the maintenance in future, the
University will be known as the Character of the
University.
Third: That no devices of legislature can remedy evils which result primarily from incompetence or unfaithfulness on the part of public officers. Therefore it is the first duty of political parties to ensure the nomination and election to public office of men known to be capable and incorruptible. To aid in securing this end no doubt public vigilance may be aided by some reforms in our law:

1) The system of minority representation in the state legislature has turned out to be merely a means by which the direct responsibility of the representative to his constituents may be evaded. The system should be changed.

2) The election of a great number of public officers, ostensibly a democratic procedure, is in fact an insidious danger to democracy, as making it impossible for the electorate to place responsibility where it belongs. The short ballot would brush aside all these hindrances and enable the popular will at once to have effect.

3) The recall, as applied to an office with a long term, is a legitimate reservation of power in the electorate to pass judgment on the acts of its agent. It should not be applied to the judiciary, and would not need to be applied at all if the confidence of the people in their officers had not been seriously shaken.

4) The referendum has long been in use in Illinois under the successive constitutions of the state as applied to certain classes
of legislation. Its extension to other classes of legislation would be advisable as affording an opportunity for a popular vote on acts of the legislature. The history of that body makes this plain.

5) For the same reason the popular initiative, duly guarded to discourage a needless and bewildering multiplicity of propositions for legislation, would be a means of securing affirmative action on measures which the people really desire.

Fourth: We further believe that responsibility of the agent of the people to the people whom he represents would be furthered by a direct election of United States Senators, and by the direct election of delegates to national political conventions.

Fifth: We further believe that a rigorous corrupt practices act would tend to prevent some unworthy methods now too common.

Sixth: When governmental agencies are on the whole trustworthy and directly amenable to public control, we believe that many much needed improvements in our state policies, relating to taxation, the conservation of our natural resources, businesslike and intelligent public administration, and many other important matters, may be discussed and settled on their merits.

Finally: We believe that the people of Illinois look to the Republican party to give the State good government on these lines, and that the present exigency is such as to call on all Republicans who are in
The examination of other choices of legislation may be achieved by approaching the problem through the lens of Legislative Initiative. The principle of Legislative Initiative mandates that any legislation that benefits the people must be enacted through a process that involves the people, ensuring that they have a say in the process. This not only promotes a sense of inclusion and participation but also enhances the effectiveness of legislation as it aligns with the needs and desires of the people. Hence, the people must be actively engaged in the legislative process.

We must therefore evaluate the necessity of the need for any legislation that directly affects the people and their rights. The government has a responsibility to ensure that any legislation that benefits the people is enacted through a process that involves the people. This not only promotes a sense of inclusion and participation but also enhances the effectiveness of legislation as it aligns with the needs and desires of the people. Hence, the people must be actively engaged in the legislative process.

Furthermore, the government must ensure that any legislation that benefits the people is enacted through a process that involves the people. This not only promotes a sense of inclusion and participation but also enhances the effectiveness of legislation as it aligns with the needs and desires of the people. Hence, the people must be actively engaged in the legislative process.
accord with the above principles, and on all independent voters who
hold similar views, to unite, without regard to factional differences
or personal interests, to secure their adoption and enforcement.
To the Trustees and Faculty of Wellesley College:

The University of Chicago begs to send cordial congratulations on occasion of the inauguration of the new President, and wishes the College all progress and prosperity under her administration. The record of great service done by Wellesley in past years is such as to have won the warm regard of all who are interested in educational activities. The University of Chicago will confidently expect that this record will be even more brilliant in the future.
To the Commandant, Royalty of Scotland, U.S.A.

The importance of efficient guard of our national boundaries cannot be overemphasized. In conjunction with the installation of new equipment and personnel, the College will proceed with implementation of new procedures and measures to ensure the safety and security of this important facility.

The prompt and accurate transmission of information is crucial to the operation of the College. As such, please ensure that all necessary measures are taken to maintain the integrity and confidentiality of all communications.

The College will strive to maintain the highest standards of professionalism and integrity.

Sincerely, [Signature]
It is with especial pleasure that I congratulate the new
President on his induction into the administrative headship of an
institution of learning situated in a great urban community. The
obligations of a university under these conditions are of peculiar
importance at this stage in the development of our country.

We must bear in mind the two-fold function of any university —
the discovery and the dissemination of truth. The emphasis to
be placed upon these respective parts of university duty and the
content which may be given to each of these parts may well differ
according to the location of the institution. In a great city with
its crowded population the limits of the university duties are to
be conceived as coterminous with the limits of the city itself. In
other words, the university should not be content with the discovery
only of scientific truth, which may have most direct bearing upon
the city life, but should be especially industrious in the investi-
gation and dissemination of such forms of truth as are directly
related to the city. In this sense in the first place the university
should be a repository of all such knowledge as may be needed by
any branch of the city government — economic, political, scientific,
educational. The university gathers within its walls a great body
of experts in all these fields. The knowledge amassed in the
and museums,
university library, and especially as energized by these groups of
experts, should always be at the service of any branch of the city
It is with special pleasure that I congratulate the new
President on his initiative into the strengthening of the
Institution of Learning and the promotion of its goal of
appliance of a university-wide process of continuous improvement of
colleges.

Importance of the stages in the development of an institution.
The significance and the advancement of the former program
be placed upon the respective parts of the university and the
concurrent which may be given to those of these parts may mean
otherwise.

In a general way, the university should not be consistent with the
practices of past universities which may have more clear bearing upon

only to situation, rather, which may avoid more clear bearing upon

the only thing that would explain completely its importance.

Accordingly, the university should make clear the scope of the
institute, the university and the advancement of the university

not only on the city, but also on the status of the government,

so much more consistent with the whole of the university

involving a conception of the university's economic, political, and

institutional. The university can contribute to the whole of the

expanse, making visible to the essence of its power of the only
government. This of course does not imply that the university as such takes part in such political activities of the locality as might divide different portions of the electorate. It does mean, however, that all questions that have to do with fact should be susceptible of immediate and comprehensive answer within the university walls.

Of course this same thing should be true also as related to groups of individuals. Organizations aiming at any humanitarian or economic purpose should be able to find within the university the solution of their various problems. In short, the university should be a storehouse of knowledge for the use of the city in all its complex activities, and should have that knowledge in such shape as to make it immediately available at any time.

Further, an urban university has the very great advantage that it may use the city as a great laboratory for all its departments. This is true not merely of the manufacturing and the commercial industries which every city supports. The economic and sociological departments of a university have a very great advantage in the means of study afforded by an urban population.

Thus an urban university has very peculiar advantages and very peculiar obligations. There is need, I am sure, in every large city of all the resources which can be afforded by all the universities which are, or are likely to be, established within urban limits; and therefore the New York University may share in one of the great works of the world.
The concept of a national culture, or national identity, must be seen in the context of the political activism of the people in each nation. It is clear that the growth of nationalism has been accompanied by a movement towards greater autonomy within the nation.

The essence of a national culture is not simply the sum of its parts. It is the result of a complex of activities and experiences within the nation.
The University of Chicago extends to Harvard University cordial congratulations on the inauguration of the new President. Harvard's eminent service in the training of young men, in the advancement of learning, and in extending the field of knowledge, is a source of just pride to all her sons. In a peculiar sense, however, Harvard belongs, not to Massachusetts alone, but to the entire Republic. Mother of colleges, searching out unbeaten paths in the service of education, always defending independence of thought and the supreme authority of truth, she has a potent influence from sea to sea. The new President, while imbued with all the best traditions of the ages past, at the same time has the finest spirit of the new age, and the record of his administration cannot fail to add another brilliant page to the glorious history of the ancient University.

(Signed) HARRY PRATT JUDSON

President

October first, nineteen hundred and nine.

(SEAL)
April 27, 1908

The Young Men's Christian Association has for many years been doing a valuable work in the city of Chicago. Coming in contact with young men, many of whom come to the city as strangers, the Association provides them with interests and activities which are useful in themselves and valuable also in many cases as substitutes for injurious things. The Association is non-sectarian and cooperates with many forms of church work without antagonizing any. This very useful element in the social life of Chicago is entitled to generous support from public spirited citizens, and I have no doubt that the support will be cheerfully rendered.

President
April 17, 1908

The Young Men's Christian Association has for many years been going on a spirited work in the city of Chicago. Conducted in conformance with the needs of the city and its citizens, the Association promotes strong, useful, and constructive work and service. The Association is non-sectarian and exists to meet the needs of those who seek to live a Christian life.

My name is in the events of the Association who have been generous and supportive of its aims and objectives.

Respectfully,
April 23, 1908

purpose for which the four-hour period is established, and is not at all in accordance with the University policy. Inasmuch as,

to all members of the Faculty:—
certain questions have arisen in this connection it has seemed
Section XIX of the Statutes of advisable to lay the whole matter before members of the Faculty
the University describe as follows:
in this way.

"Each resident instructor gives instruction thirty-six weeks
of the year, ten hours a week or its equivalent."

It should be noted in this connection that the ordinary under-
standing is that each instructor carries two classes, each of which
meets five hours a week. It has been from the first permitted,
at the discretion of the President, that Senior College and Graduate
classes may meet four hours a week instead of five, it being the
understanding that in such classes there is more reading in the
libraries or other studying than is required in the Junior College
classes; thus the four hours of meeting requiring on the part of
the student as much work as the five hours of meeting. Obviously,
it is usually at the discretion of the instructor as to which of
the five working days of the week should be omitted for a meeting
of the class. It is equally obvious that to hold a given class
five hours a week instead of four hours and thereby to omit classes
altogether during a certain part of the quarter defeats the very
To all Members of the Faculty:

Section XIX of the Statutes of the University reads as follows:

"Each Resident Instructor gives instruction thirty-six weeks of the year, from the first Monday in September to the last Monday in June."

It should be noted in the connection that the calendar week:

1. begins on Tuesday at 8 a.m.
2. ends on Tuesday at 8 a.m.

It is the decision of the President that Resident College and Graduate classes may meet your home a week instead of live. It pending the

understanding that in such classes there will be less to the immediate influence of the instructor and Dean. The

opportunity for home work as the live home of meeting. Opponently,

it is essential that the instruction of the Resident College be to which of

the live work week of the week should be allotted for a meeting of the classes. In the majority opinion it to hold a given class

the home a week instead of your home and freedom to other classes.

Additional granting a certain part of the dollar grants the very
purpose for which the four-hour period is established, and is not at all in accordance with the University policy. Inasmuch as certain questions have arisen in this connection it has seemed advisable to lay the whole matter before members of the Faculty in this way.

HARRY PRATT JUDSON
President
There are many people who do not fully realize the significance and value to the individual and to society of education. The twentieth century bids fair to be crowded with affairs of vast significance to the world. It opens with enormous advances made by science in every department of life, and seems likely to witness more achievements of human intellect and the progress of mankind than any previous age. An engineer of eminence was saying only the other day that at the present time engineering problems as such are relatively simple. In the last analysis they resolve themselves into questions of finance. In other words, engineers can do almost anything for which the funds can be found. Business and professional life are exceedingly complicated. Success in either requires wide knowledge and sound judgment to an extent heretofore unknown. The young man who intends to fit himself to cope with life on any side in these days needs all the training and all the knowledge which he can get. In the long run it will be the trained man who will do the most successful things.

Of course the nature of the education which one needs will depend upon the aim he has in view. It is therefore desirable that one as early as possible should make his final plans, and should bend all his energies towards carrying them out. For certain lines of business certain kinds of education are best fitted. Other forms of activity, on the other hand, require very different training. It is not enough simply to "go to school" in order to secure the best results. Neither is it enough to absorb one's self in the pleasures of school society, and to suppose that that is a substitute for real
There are many people who do not fully realize the significance and value of the advantages and opportunities afforded by the society of education. It is a fact that one who wishes to participate in the advantages of this society must make an effort to be aware of the potential benefits and opportunities it offers. One must be aware of the importance of education in one's life. An education of excellence will make one more valuable to society. In other words, one becomes more valuable through the process of education. The opportunity to pursue an education is available to many, but one must make an effort to take advantage of it. The benefits of education are numerous and can be found in many instances. Business and professional life require an extensive and thorough education. The young man who wishes to fit himself to cope with the competitive world must have a good education. If one wishes to pursue a career in business or professional life, one must have a good education. In the long run, one will be the strongest man who will do the work. One must be prepared for the work to come. Of course, the nature of the enterprise with which one deals will govern.
training. There comes a time in everyone's life when he must work, and
work very hard, in order to succeed. The earlier one learns to do that, the
better it will be for him.

Whether, therefore, the student is able to carry on his school life
beyond the grammar school or not; whether he is able to carry it on beyond the
high school or not, is a secondary consideration. The main question is,
What is the end towards which he is working, and what is the best way of
fitting himself to attain that end?

Great progress has been made by Germany within the last generation
in every field of business and science. A large part of German success is
due to the rigorous schooling given to German boys. It is not "short cuts"
which the Germans seek, but the most thorough fitness. To this end they
take long years of serious work in preparation. The result is that in many
lines of activity Germans readily excel other nations. Our country has done
much in developing schools of all grades, but if our republic is to keep its
place among the first nations it must do far more; and our young people will
have to learn that education is primarily serious work, and is carried on with
a definite end in view if they are going to be able to do their part in the
coming days. In short, in beginning the school work of this coming year what
our young men and women above all things need is seriousness of purpose. To
that might be added, definiteness of plan, and steady persistence in carrying
such plans out.
Great progress has been made by Germany within the last generation in many fields of science and technology. A large part of German success in science and technology is due to the rigorous selection and high demands made of German students. If the German system were put to the test today, it would show many weaknesses. The recent increase in many fields of science in recent years has been due to the efforts of the German government to develop schools of all levels and to train people to keep up with the advanced work of the time. This increase in science workers is due to the efforts of the German government to prepare these people for the demands of the time.
Address by Dr. HARRY PRATT JUDSON.

I wish to ask your attention this morning for a few moments to a few subjects, - not arbitration, and yet subsidiary to arbitration - because I think they bear on the great question before all minds today - how to bring the settlement of international disputes about through some method other than the exertion of international physical force. I speak of these things because I believe we all recognize clearly that arbitration is not a panacea, and cannot by itself be depended on to settle all international disputes. It is one of many means tending to that common end, and wise men will use all those means, of every possible kind.

There has been for the last fifty years this constant dream in the minds of thoughtful and earnest people that the time should come when wars should cease. Never was that dream more vivid than about the middle of the nineteenth century, and yet in the last fifty years especially there have been some of the greatest wars which history records; and it would be idle for us to imagine that the time has yet come when conquest is eliminated, that the time has yet come when the wars will cease. The way is long, the path is hard, and we must tread it to the end; but the dreams will not cease because there has been no great achievement in science, in art, in any human thought that has not first been dreamed out in the mind of some noble soul; and this dream will go on then until I believe in the long run it will be realized.

Arbitration I say is one of those means and a most important one because in the first place it tends to form an
Attention, I want to give some attention to this morning's event.

I wish to call your attention to one important fact: not all situations are the same. We must consider the factors of the situation. It is important to recognize that every situation is unique. Therefore, we must be prepared to adapt our approach to each situation.

Attention now to the main points of today's session. It is important to note that some points may require further discussion.
international habit, and every time a dispute is settled by this means, the habit is strengthened; and every time the habit is strengthened it becomes harder for any nation to resist settling disputes by the same method. Every time there is any settlement of disputes by arbitration and a means is afforded for nations to agree who do not want war, but nevertheless do not know how to settle disputes without war, this provides such means. I must agree with the distinguished diplomat who spoke this morning and said that compulsory arbitration is almost a contradiction in terms; that arbitration in its essence is voluntary in anticipation of an arbitral tribunal. What some mean when they speak of compulsory arbitration is not of arbitration at all, but rather that day which may come when there shall be a great international court, to which must be referred all disputes among nations that cannot otherwise be settled and whose decrees shall be enforced if at all by the physical power, not of one nation, but of all the united nations - the federation of the world. That time has not come. Humanity is not ripe for it. It must take an evolution of ages, I fancy, before it can be reached, and yet it is a goal towards which all governments and all international relations are tending.

During the last century many things have been wrought in international relations tending toward the lessening of the area of war and tending toward the lessening of the evils of war; and all these tend toward ultimately the abolition of war. In the great Napolonic wars, a century since, the Bulgarians felt it their right to drag into the sphere of hostilities
all neutral nations, and the United States long stood alone in daring to resist this force. When finally dragged into the War of 1812 we were actually fighting for the right of not fighting unless we wanted to! During that whole period the United States was contending for the rights of neutrals and those rights were finally won and embodied in international law in the great Declaration of Paris of 1856. At the same time another sidestep in another direction has been moving forward, and that is not merely the right of neutrals the right of a nation to be a neutral, the right of a nation not to engage in war unless it sees fit; but the duty of neutrals to avoid involving other nations, keeping out of hostilities, avoiding helping one belligerent or the other, and that has been a gradual increase of great importance. In earlier days, as you know, it was felt to be the right of neutrals to help a nation in war if it saw fit, provided the other nation would help as much. But conditions have changed. We no longer say we must help two belligerents equally, if at all; but now since the days of George Washington we must help neither belligerent - a neutral must keep out of the sphere of hostilities absolutely. And these other things that have resulted among others, that a neutral government may not loan its troops to a belligerent; that a neutral government may not loan money to a belligerent; may not allow its territory to be used as a base of operations by one belligerent against the other, and may now allow its forts to be used as a base of naval operations by one belligerent against another. At the great Geneva Arbitration Congress, one of the landmarks in this great movement, one of the principles laid down was that.
belligerents shall not enter the ports of neutral nations. Naval expeditions on the part of belligerents shall not issue in any guise whatever from other ports, and the nations have been very careful to observe these things and that is a great gain in localizing the field of military operations. I believe it would be very wise for the nations to go a step further in trying to enlarge and enforce neutral duties and engage themselves in stipulations to this effect, that just as individuals are forbidden by municipal law to engage in the service of belligerents, just as nations are forbidden to supply arms and ammunition to insurgent peoples of a friendly power, so now governments shall be forbidden in the first place from allowing their people to supply arms and ammunition to belligerents. We all know in the case of hostilities when nations are not able to supply all the arms and ammunition they need they buy large supplies from friendly nations; these are not supplied by governments but are sold freely by individuals, subject, of course, to the limitations and restrictions of their being considered contraband of war, and as cargo after cargo and train load after train load of cannon and rifles and ammunition go from neutral states into the territories of nations engaged in hostilities, should not that principle be made liable absolutely by law? It might be difficult to enforce it - it would not be impossible to enforce it. It ought to be enacted and enforced by an agreement among nations. Again belligerent nations carry on hostilities at a vast cost; sometimes the cost of war has been so vast as to make it almost impossible. It is not in itself a deterrent, I admit, yet we all know human nature and know when a nation is powerful enough,
...
deliveries can be exported from some other nation - counter-
vailing resources - so that the cost of war is not a deterrent
to hostilities. And yet hardly any nation can engage in
hostilities and pay the cost out of the nation's pocket at that
time; it imposes it on future generations in the shape of a
vast indebtedness and the funds to carry on war come not solely
from the pockets of belligerent nations but from the pockets
of the civilized world. Bonds are sold in the money markets
of the world and flows in torrents into each belligerent
country and helps to carry on war. Is not that right? Can't
we go a step further and make the bonds of a belligerent
country illegal in all the money markets of neutral nations
and thereby cut off, so far at least as the law could be en-
forced, this great flood time of neutral money by which alone
belligerency is possible. I believe in short, Ladies and
Gentlemen, that these two steps could be considered wisely by
international concert to see if thereby hostilities might not
be localized whereby we can treat war when it does come as we
treat the smallpox; we isolate patients in the hospital and
if nations cannot be prevented from war let us isolate them
by themselves in sort of a belligerent hospital, from which
other nations shall keep aloof, and let us not help them in
any way whatever. This simply is a movement in the direction
of what has been going on for centuries. It will be simply
the next logical step, and I believe will be a powerful deter-
rent to war. So I urge not merely those who favor the set-
tlement of international disputes without physical force should
always and everywhere urge the process of arbitration, who should
always and everywhere urge nations to that courtesy, that
government can be expected from some other section - context -

affirmative legislation - so that the case of war is not a guarantee

the parties can meet once again in

postulation may be the case out of the valley back at that

time to improve an act because consumption in the sense of a

area in response and the number to call on war come out stable

from the books of a different nation and from the books

of the civilization with... Hence the area in the money market

and the money and time in commerce into each postulate

country may fall to earth on war. I am not sure exactly. Can't

we go a step further and make the books of a postulate

counties? I believe the idea is wrong in the money market or cannot we-

and they are not all so far at least as the few countries in

ascendancy? That these two books can say to the country which of

international concept to see it furnished postulate might not

be possible. Where we can treat new men. It grows come as we

take the two books can make a postulate in the country and

take part in the money market. I am not sure that in

this section cannot be guaranteed. Nor can I testify that

after war comes to a halt in the transition

may we measure. This phase to a war on the continent. It will be obtained

to what and may bring on the continent. I will not change

the next position and I postulate will be a successful one-

let it be an agitator of international relations and future potential. I was.

suggestions and arrangements like the purchase of transportation. Working

states may and arrangements like the purchase of transportation. Working
restraint in speech, to that respect one for another which Mr.
Buchanan so wisely suggested this morning - that also at every
step to try to make hostilities as difficult as possible and
peace among nations and international agreements should be
enacted - not merely to prevent war as far as we can, but more
than that, at least to make it as hard to carry on war as it
is possible for civilized powers to exert.
to present a few of the
tool's breaking one for another, with
progress as well as in the present world - just like at any
step to the use of a particular as difficult as possible, and
takes much effort and information. Subsequent efforts go
anterior - not worth to break or not to let us on, can put more
from that it seems to make it so hard to make or want as it is
in practice for attaining, more or less.
I. Finance

The Budget

The Press and Journals

The Commons

Gifts

Deficits

The gift of one million dollars made by the founder in January, 1909, has made it possible during the fiscal year just closed to administer the University without the need for providing for a deficit. It is the policy of the Board of Trustees to maintain this situation permanently. The many recurring needs of the University outside the lines of provision made by current funds should be met by specific provision made for the various purposes in question before any expenditures are incurred. It is the belief of the Board that in the long run this is the wise policy, and, further, that it is on the whole the honest policy. Of course this has no reference to unforeseen contingencies in the way of disaster either to investment or to plant. So far as foresight can provide, however, the University will expend money only when it has money to expend.
THE PRESIDENT'S REPORT

I. FINANCE

THE BUDGET

THE PRESS AND JOURNALS

THE COMMONS

CITIES

DEPARTMENTS

The first of the million dollars made by the young man in January.

1907 has been perhaps another year just closed to examine the University without the need of pronouncing for a definite policy. It is the policy of the Board of Trustees to maintain this attitude permanently. The many recurring needs of the University continue to increase. Provision must be made for the various buildings in addition to the expenditure now incurred. It is the policy of the Board, and further, that it is an important part of the present policy of the Board to continue to appropriate more money annually. The use of these funds is to meet constantly recurring expenses.
NEEDS

The particular needs of the University for its development were pointed out in detail in the REPORT of 1908-9, to which attention is invited. It is hoped that at an early date provision may be made for most of the subjects there discussed.

II. THE FACULTIES

1. PUBLICATIONS AND RESEARCH

On pages and of this report will be found a detailed statement, (1) of publications by members of the Faculties within the last year, and (2) of investigations still in progress.

Attention is called by the Dean of the Graduate School of Arts and Literature to the advisability of cooperation in research by members of closely related departments. It is hoped that an adjustment may be reached whereby the efforts put forth by different members of the Faculties in this way may produce larger results.

Assistant Professor Howard T. Ricketts, of the Department of Bacteriology, was given leave of absence during the current year for the prosecution of investigations in Mexico on the nature of typhus. Dr. Ricketts received every courtesy and assistance from the Mexican Government, and especially from those immediately connected with the hospitals and laboratories of the republic. Very important progress was made in this investigation, with most promising results. The untimely death of Dr. Ricketts from the fever which he was investigating cut short the progress of the work. It is certainly to be hoped, however, that the results may not be wasted, and may contribute towards the solution of another of the great problems of disease and death.
MEMO

The pertinent waste of the University for the development
were brought out in detail in the Report of 1938-9, to which


to refer. It is hoped that an early date provision may

be made for some of the expected higher research.

II. THE FACULTY

In PUBLICATIONS AND RESEARCH

On page and in this report will be found a statement

(1) of publications of members of the faculty within the

year, and (2) of communications within the program.

Attention is called to the press of the Graduate School of Arts

and Literature to the importance of cooperation in research.

member of a faculty research committee. It is hoped that en

quate may be increased whereby the efforts may for different members

of the faculty in this new professional research.

Assistant Professor Howard D. Ricketts of the Department of

Bacteriology, and Edward Jones of biological origin the wound of

the procedure of investigation in Mexico on the nature of syphilis.

Dr. Ricketts received many cooperation and assistance from the Mexican

Government, and especially from those immediately connected with the

posters and importance of the important. The

were made in the investigation, with some promising results.

important gaps of Dr. Ricketts from the report which we anticipate

being completed on the progress of the work. It is certain to be

used for the correction of errors of the great programs of science and

geoph.
Work has continued through the current year in the Joyce Laboratory of Experimental Therapeutics with results of continued value. In this very interesting undertaking the University has a nucleus towards the development of a valuable side of medical work, and one in which the University is deeply interested. As increased resources are made available investigations of a permanent character and with a largely increased scope may be made the means of rendering a great service to humanity on behalf of medical science.

(At this point will come in the manuscript which the President will send.)

2. APPOINTMENTS AND PROMOTIONS, 1909-10

3. LOSSES BY DEATH

The closing year is marked by the loss by death of three members of the Faculties who have been long connected with the institution, and of one recently appointed. Charles Reid Barnes, Professor of Plant Physiology and Examiner for Colleges, died suddenly February 24, 1910, as a result of an accidental fall. The eminence of Professor Barnes as a man of science, his ability as an instructor and as an administrator, together with his personal qualities had enabled him to render a large service to the University and had endeared him to his colleagues. His death was felt deeply by the Department, by the Faculty, and by a wide circle of friends.

Assistant Professor Howard Taylor Ricketts, of the Department of Pathology, died in the City of Mexico May 3, 1910, after a brief illness from typhus fever. Dr. Ricketts had for several years been pursuing important researches into the nature of disease which
Work and continue through the academic year in the Joyce Department of Experimental Therapeutics, with reports of continuing

institute. In this very interdisciplinary environment, the University and a number of departments are working on the development of a variety of scientific tools and techniques. As a result, the university is able to offer a range of opportunities to students who are interested in these areas.

You are invited to participate in the development of a variety of scientific tools and techniques. As a result, the university is able to offer a range of opportunities to students who are interested in these areas.

At this point, I will come to the moment of the presentation

II. Appointments and Promotions, 1979-80

3. Losses by Death

The list of members of the faculty who have been appointed with the tenure of Professor or the rank of Associate Professor or Professor is as follows:

- Prof. Smith
- Prof. Jones
- Prof. Brown
- Prof. Davis

The number of professors increased from 1979 to 1980, as well as the number of professors with tenure as an associate professor and as an assistant professor.

Assistant Professor Howard Tyndall, on leave in the fall of 1981, returned to the University and has been appointed as assistant professor.

At the moment, the faculty is working on the nature of science, which is a wide variety of topics. Assistant Professor Howard Tyndall, on leave in the fall of 1981, returned to the University and has been appointed as assistant professor.
had borne fruit of especial value in his discoveries with reference
to the Rocky Mountain Spotted Fever. During the year just closing
he had continued these researches, on leave of absence granted by the
Board of Trustees, with reference to the nature of typhus. His
death was that of one who cheerfully faced the sacrifice of life in
the interests of science and humanity.

Assistant Professor Joseph Parker Warren, of the Department of
History, died December 5, 1910, after a brief illness. Dr. Warren
was a valued instructor, and at the time of his death had just com-
pleted the work preparatory to an important publication on an
interesting subject in American history. His loss also is one which
the University feels deeply.

Alfred Charles Hicks, Assistant in Bacteriology, died January 4,
1910. He had taken the degree of Bachelor of Science in the Colleges
of the University at the Seventy-first Convocation, 1909, and had
just entered on his work as an Assistant in the Department at the
time of his death.

III. THE STUDENTS

ATTENDANCE

(Brief statement to be drafted by Mr. Robertson under the follow-
ing heads: relating to student affairs: Honors for scholarship; the
basis on which appointments are made as Marshals and Aides; the
appointment of Hubble as a Rhodes Scholar; the work of the Cosmopolitan
Club.)

The athletic policy of the Conference of the Middle West has again
proved its value. The important changes in the whole attitude of
the student body and the public towards athletics caused by the
reforms of the Conference can with difficulty be appreciated by those
had been given to the Senate during the spring of 1913. The Senate had approved the bill, and

III.
The Student

ATTENDANCE

The attendance of the students on the Middle West was

The importance of the Middle West to the student as a whole and the

The Middle West was the home of the student as a whole and the

attendance of the students on the Middle West was.

The Middle West was a home and the student as a whole was the

The Middle West was a home and the student as a whole was the

The Middle West was a home and the student as a whole was the

The Middle West was a home and the student as a whole was the

not familiar with the whole system. The limitation on number of
games, the restrictions on membership in competing teams, especially
in disqualifying graduate and unclassified students and students
in the first year of the colleges, and the elimination of the train-
ing table have altogether worked very efficiently in the direction
of securing a real amateur sport. Intercollegiate athletic contests
are an interesting feature of student life and an interesting outlet
for student enthusiasm. When not permitted to become the principal
thing in college these contests have an undoubted value. The
Conference has secured a large gain in the direction of the right
distribution of values among student activities. It must not be
thought, however, that nothing remains to be done, or that all
possible dangers have disappeared. There continue features,
especially in football, which are dangerous to life and health. These
must be substantially eliminated if the game is to continue.

IV. (General Subjects)

(A statement to be drafted by Mr. Robertson about the Orchestral
Association; also about the celebration of the Milton and of the
Schumann centennials; also about the meetings of educational,
religious and scientific societies at the University; also a brief
statement as to the addresses at the various Convocations.)

THE HARPER MEMORIAL LIBRARY

On the 10th of January, 1910, the fourth anniversary of the
death of President William Rainey Harper, ground was broken for the
erception of the Memorial Library. Work continued with few interrup-
tions throughout the winter and spring, and on occasion of the
Seventy-fifth Convocation, June 14, 1910, the cornerstone was laid
with appropriate ceremonies. The addresses on this occasion were
given by Clement Walker Andrews, A.M., Librarian of the John Crerar
The limitation on number of
cases, despite the recognition of the importance of
computer fame, especially in the field of electronic
machinery and its applications. And while the
structure of the college's academic activity may
influence the ability of the student to learn,
the variety of work being offered allows for
individual student interests. Interdepartmental and
colloquial opportunities are in essence a lesser
requirement of student life and an essential
component for student fulfillment. When not
participating in pursuits. When not participating
in college, there are a variety of activities to be
enjoyed. Involvement of new and existing
activities, or new and existing activities is
another opportunity for growth. Many activities,
however, are not recommended to be gone on
that well. Many college activities have drawbacks.
There are some restrictions, especially in student
to faculty. Many activities are not recommended.

V.
(Certain subjects)

A. The separate to be treated will be in the
work of the moment as the influence of
the moment. What is the moment? What
is the moment? What is the moment?
their own existence in the University. An
attempt to the excellence of the various
connections.

THE HARKER MEMORIAL LIBRARY

On the 10th of January, 1920, the Harker Memorial Library
opened its doors to the

gate of the Harker Memorial Library. Bringing new programs to the
work of the moment. With the immediate
achievement of the moment, there is
strong support for the writer and editor, and no objection of the

seven-year-old connection. June 6, 1920, the connection was firm
with appropriate connection. The excellence of the connection was

Evan P. Cremin, Weller Andrews, A.M., Librarian of the John Carter
Library, and by Ernest DeWitt Burton, D.D., Professor and Head of
the Department of New Testament Literature and Interpretation. The
formal laying of the cornerstone was conducted by Mrs. William Rainey
Harper. The building will cost about $750,000, and somewhat more
than $200,000 will be devoted to endowment, the income being used
for the care of the library. This very important addition to the
efficiency of the University will be completed, it is hoped, during
the coming university year.
January 24, 1911

Memorandum for Mr. Robertson:

1. To see to it that there is published in connection with the report on scholarships (Mr. Vincent's?) a list of the holders of special scholarships.

2. In this same connection the President doesn't see the necessity of a financial statement such as that found on page 32, at the bottom of the page, in the last Annual Report.

3. Two branches of the Report the President will take east so as to have time to prepare them on the train (Finance, and Teaching and Research). Finance will occupy the place which it has usually held in the Report. The second will come as #1 under the head of The Faculties.

4. To send to the President a list of the appointments and promotions for 1909-10, which will be #2 under The Faculties.

-I. E. L.
January 26, 1971

Memorandum for Mr. Patterson:

I thought to state at this point in support in connection with the report on the Associate Professor (W. Vincent's) case that the position of Associate Professor of English is not specifically mentioned. I'm sure in some connection the President knows, see this.

It is necessary of a temporary arrangement such as that found on page 38 of the second page of the first Annual Report.

The presence of the President of the report the President will take a seat at as to have time to prepare them on the train (Finance and Teaching and Research) Finance will occupy the place which it has necessarily paid to the Report. The second will come as an usher.

The President for the Researcher's table to the President a face of the appointments and

Promotion for 1200-F, which will go to the President.
Memorandum for Mr. Robertson:

President Judson notices in the report of publication nothing for the Department of Political Science. If you will consult Mr. Freund perhaps he and Mr. Merriam and Mr. Bramhall may have something to add to this list.

-i. E. L.
Memorandum for Mr. Robertson:

President Jackson refers to the
Report of the Population Committee for the Department of Public
Science. If you will communicate Mr. Fleming particulars as and when.

Wright and Mr. Bamberyi may have something to say to this effect.

L. E.
Table of contents for Mr. Robertson's guidance.

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III. THE STUDENTS

Attendance

IV. (General Subjects)
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   1. Applications and Records
   2. Appointments and Promotion, 1907-19
   3. Losses and Deaths

III. THE STUDENTS

IV. (General Subject)
Remarks of H. P. Judson before City Club on January 19, 1917

I want to state briefly my reasons for coming to believe in the last few years not in the desirability but in the absolute necessity of universal military training. For many years I believed sincerely in the progress of the world. I believed that civilization was advancing everywhere; that with the advance of science, justice, and law the nations were getting beyond the conditions of years ago. I believed that the partition of Africa among the powers of Europe was a just and wise thing, because Africa was occupied simply by savage races, and its partition meant the introduction into that continent of modern civilization and law. I was glad that this partition had taken place without fighting. I was satisfied that small nations which conformed to the ideas of order and justice which mark modern civilization were quite safe from the ambitions of powerful states. I believed that when small powers like Haiti and San Domingo were not able to maintain settled conditions it was best for them that the larger nations should step in to control them— not to exploit them, but to establish and maintain order. I believed that peaceful nations of an old civilization, such as China, would be left alone, and would be allowed to progress along their own chosen lines. But about three years ago I spent several months in China, and I there learned that there was practically no nation of the earth which held that view of China but the United States. Other nations did not believe that China could develop properly without the intervention of European countries.

I have come now to change my mind about some of the things in which I used to believe. I believe now that there are powers in the world—great powers, too, without mentioning any names—which are essentially piratical; which intend to use their armies and navies to take away the possessions of other nations; and that is essentially piracy. I believe the United States is in serious danger of such piratical attack; that our neighbors to the south, our possessions across the sea, and our own continental territory, are in danger of invasion. We know that from a military standpoint this could be easily accomplished. Our ports could be seized, our railroads, coal mines, and factories appropriated, and our territory invaded. I am convinced that not only can this happen but that it is likely to happen unless we take wise measures to avoid it. It is a question of the facts as they are.

To protect ourselves we need to be properly organized and equipped. In my opinion the only proper way to prepare is through universal military training, and I use that phrase without any qualification. Every boy, I think, should be trained in the fundamentals of military science, and particular care should be given to the training of young men for officers. We should pay careful attention also to the development of a body of scientifically trained men as artillerists. Our transportation, our banks, all our industrial resources should be capable of mobilization for an emergency. Furthermore, the great body of women in this country should be trained to do their part, not only to take the places of men in time of war but to aid in the care of the sick and wounded. Our whole nation should be so organized that every man and woman should be able to do his or her part when the emergency comes.

If our nation is not possessed of insensate folly it will prepare now and not later to meet any emergency that may arise.
I have received your letter and am thankful for your thoughts and concern. I appreciate your willingness to listen and understand the situation.

I have been struggling with balancing my responsibilities and maintaining my health. It has been a challenging time, and I have found myself feeling overwhelmed at times. Your message came at a particularly difficult moment, and I am grateful for your empathy.

I hope that you are doing well and that your health is improving. It is essential to take care of ourselves, especially during the current circumstances.

Thank you for your support and understanding. Please keep in touch, and I look forward to hearing from you soon.

Yours sincerely,

[Signature]
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If our nation is not possessed of insensate folly it will prepare now and not later to meet any emergency that may arise.
I want to state publicly my reasons for coming to Japan at this time. I fully appreciate the importance of maintaining a stable and peaceful world. Therefore, I have traveled to Japan to meet with its leaders and discuss matters of mutual interest. I believe that a strong and cooperative relationship is essential for the security and prosperity of both our countries.

In Japan, I was impressed by the country's commitment to education and innovation. I was pleased to see the advancements in technology and science that are being made. I believe that Japan can be a leader in the global community, and I hope that we can work together to achieve this goal.

I also had the opportunity to meet with some of the Japanese people and hear their perspectives. I was struck by their hospitality and their genuine interest in understanding the world. I believe that this kind of openness and dialogue is essential for a peaceful and prosperous future.

I want to express my gratitude to the Japanese people and government for their warm welcome and generosity. I hope that we can continue to work together in the years to come.

In conclusion, I believe that a strong and cooperative relationship between our countries is essential for the security and prosperity of both our nations. I hope that we can continue to work together to achieve this goal.