chief engineer of the Western Electric Company, New York; William R. Blair, director of the government observatory, Mt. Weather, Virginia; Oswald Veblen, professor of mathematics in Princeton University; and Arnold Dresden, assistant professor of mathematics in the University of Wisconsin.

It was the general verdict of the visiting Doctors and Masters that the pleasure of reunion made possible by the conferences and dinners far exceeded their anticipation. The mutual esteem of the University and the men and women it has trained was so obvious that the whole atmosphere of the occasion was that of a genuine home-coming.
THE QUARTER-CENTENNIAL EXHIBITS

The Committee on Exhibits as originally appointed consisted of the following persons: Dr. J. S. Dickerson, Mr. J. O. Murdock, and Mr. Ernest D. Burton, who associated with themselves, as members of the Committee, Mr. Maurice Block, Mr. J. B. Canning, Professor H. C. Cowles, Professor J. Paul Goode, Miss Helen C. Gunsaulus, Assistant Professor N. M. Harris, Mr. E. A. Henry, Principal F. W. Johnson, Miss Helen Johnston, Associate Professor R. L. Lyman, Mr. Edward H. Miller, Mr. Newman Miller, Dr. W. J. Monilaw, Mr. J. F. Moulds, Assistant Professor H. G. Moulton, Mr. W. A. Payne, Mr. N. C. Plimpton, Mr. E. E. Quaintrell, Miss Marian J. Reynolds, Professor F. W. Shepardson, Mr. Denton H. Sparks, Mr. Henry D. Sulcer, and Miss Agnes R. Wayman.

The Committee was divided into the following subcommittees: Books Published by Members of the University, The University Press, Statistics, Photographs, Building Development, The Libraries, Athletics, Finances, Student and Alumni Activities, Departmental Exhibits, Installation.

With the cordial consent of the Department of Physical Culture and Athletics, the main floor of the Bartlett Gymnasium was selected as the place for the principal exhibit. Temporary movable partitions were erected on the north, east, and south sides of this room and on the running-track, making approximately twenty booths. In these booths the following exhibits were placed:

Books written by members of the Faculties, Doctors of the University, and other alumni

- The University Press
- The University Libraries
- The history of the University, illustrated by photographs
- Undergraduate and alumni activities

Departmental exhibits, representing the following departments and divisions of the University: Education, Household Administration, Oriental Languages and Literatures, Latin, Astronomy, Physics, Chemistry, Geography, Zoology, Anatomy, Botany, Pathology, Hygiene and Bacteriology, Correspondence-Study, Physical Culture and Athletics.

The collection of books published by members of the University included about 3,300 volumes, that of the University Press about 697
volumes. The exhibit of the Department of Oriental Languages consisted of pictures and transparencies illustrating the explorations of the Department in Egypt and Babylonia. The Department of Astronomy showed two cases of transparencies illustrating the work of Yerkes Observatory. The Department of Pathology showed a very extensive series of charts illustrating the research work of the department in the development of cancer. Other departments illustrated the character of their work by charts and apparatus.

A notable feature of the exhibits was a series of twelve large mounted diagrams or graphs illustrating the following aspects of the University's development:

I. *Finance*
   1. Endowment (by years)
   2. Gifts received (by years)
   3. Investments in buildings and grounds (by years)
   4. Budget: Income, Expenditure

II. *Library*
   1. Library Staff (by years)
   2. Acquisition of books (by years)
   3. Books accessioned (by years)
   4. Growth in circulation (by years)

III. *General, University of Chicago*
   1. Registrants; (a) students, (b) three-quarter basis (by years)
   2. Course registration, three-quarter basis (by years)
   3. Growth of curriculum (by years)
   4. Faculty, by years and classes, three-quarter basis (by years)
   5. Degrees conferred, three-quarter basis (by years)
   7. Map of the United States: Distribution of graduates
   8. Map of the World: Source of students; Distribution of graduates

These graphs were hung upon the railing of the running-track and the spaces between them were filled with University flags and shields. The material for these graphs was furnished by various University offices notably those of the Auditor and Examiner. The graphs themselves were constructed under the direction of Professor J. Paul Goode.

The installation of the exhibits involved a large amount of labor, in which the various members of the Committee cheerfully took their several parts. The main exhibit was open to the public on Saturday, June 3. As the room in which it was installed was used on Sunday for the Convocation Religious Service, and because of the rain on Tuesday, for the Convocation Service, portions of the exhibit were observed in connection with these exercises by the large audiences attending them.
The attendance at the exhibit was continued until Friday, June 30. An exact record of attendance was kept from June 8 to 30, showing an average attendance of fifty persons per day.

Through the co-operation of various departments of the University, the following temporary exhibits were also held simultaneously with that in the Bartlett Gymnasium:

I. Harper Memorial Library
   1. Incunabula owned by the University
   2. Manuscripts from the Durrett Collection
   3. The Butler-Gunsaulus autographs
   4. The Gunsaulus manuscripts and incunabula
   5. The Emma B. Hodge Collection of Melanchthoniana and Erasmiana
   6. Letters of Mr. Rockefeller, Mr. Gates, and President Harper

II. Classics Building
    1. Paintings of the French Impressionist School
       In co-operation with the Renaissance Society of the University, one aim of which is to arrange for exhibitions of paintings and other works of art, this Committee secured for exhibition in the Classics Building a collection of modern paintings, chiefly of the Impressionist School. These were loaned by the Art Institute, Mr. Martin A. Ryerson, Dr. Frank W. Gunsaulus, and others. These paintings were seen and studied by hundreds of persons and the success of the effort led the Department of the History of Art to follow it with a collection of similar and possibly more valuable paintings, which have remained on view during the Summer Quarter.
    2. Early Latin and Greek printed texts
    3. Illustrated books on classical archaeology
    4. Facsimiles of manuscripts in the Bastard Collection

III. Haskell Library, Room 32
    1. A collection of Bibles owned by the University

IV. School of Education Library
    1. A collection of illustrated juvenile books

In addition, the following permanent collections of the University were advertised by bulletins or otherwise:

I. Harper Memorial Library
   1. An exhibit of rare books
   2. The George Morris Eckels Collection of Cromwelliana
   3. Manuscripts owned by the University
   4. The Erskine M. Phelps Collection of Napoleana
   5. The Ebenezer S. Lane Collection of rare and illustrated books

II. Haskell Oriental Museum
    1. The Egyptian and Assyrian museums

III. Julius Rosenwald Hall
    1. The museum of Geology and Geography

IV. Walker Museum
    1. The museum of Paleontology
No record was kept of the visitors to the exhibits outside of Bartlett Gymnasium, but the total number was undoubtedly large.

The sum appropriated for the work of this Committee was $2,400. The total expense incurred was about $2,200. A considerable portion of this amount was spent for things which will be of permanent value to the University.

The exhibit of the Department of Oriental Languages will be permanently placed in Haskell Oriental Museum, and the exhibit of the Department of Astronomy in Rosenwald Hall. The charts showing the development of the University will be transferred to the corridors of the East Tower of Harper Memorial Library and continued on exhibition for a time. The photographs showing the process of acquiring, cataloguing, and shelving books and the process of delivering books to readers will be continued on exhibition in the Harper Memorial Library for purposes of inspection. The photographs of the various reading-rooms will also be continued on exhibition in the Harper Memorial Library.

The Committee is impressed with the eminent desirability of a permanent exhibit, resembling in some respects that which has just been held. Partly in consequence of the exhibits, the Libraries propose at once to inaugurate an effort to secure and preserve permanently photographs of all members of the Board of Trustees and of the Faculties, of all administrative officers of the University, and of all students who take degrees at the University, also of University buildings and events of University history. But while this preservation of photographs will have a certain historical value, in many cases the photographs thus obtained, or copies of them, should be permanently exhibited in buildings of the University.

Similarly, many of the charts showing the development of the University, perhaps on a reduced scale, might well be maintained and kept always on view, being annually corrected up to date. Especially interesting and instructive would be a series of photographs of buildings, events, and persons, which would present to the eye the history of the University year by year.

It is to be hoped, and the Committee recommends, that in the erection of further buildings the possibility of wall space for permanent exhibit purposes may be kept in mind and plans gradually matured for a permanent exhibit, especially of objects which will tell the story of the University’s life.
THE UNIVERSITY DINNER

The celebration of the Quarter-Centennial closed on Tuesday evening, June 6, with the University Dinner in the new Ida Noyes Hall. To this had been invited many official guests, representative men and women of Chicago, sharing the honor with University department heads and with the relatively small group of pioneers who were members of the Faculty at the beginning. The company was so large that it was necessary to use both the dining-room and the spacious gymnasium, the latter being selected for the after-dinner festivities. This first rather severe test of the facilities of the new Hall only served to increase the happiness of members of the University in the possession of such a splendidly equipped building.

The program of brief addresses was opened by a felicitous speech by President Judson, who introduced Professor Coulter as the toastmaster. The latter, in graceful words, welcomed each one of the speakers, who, together, represented all phases of the University life. The home-oration idea of the week was adhered to, the "Chicago" thought being everywhere dominant. Mr. Arthur E. Bestor, '01, who was on the Convocation program of the Decennial Celebration in 1901 as representative of the student body, now spoke for the alumni of the colleges. Miss Mary E. Courtenay, '09, expressed the gratitude of the women students because of their new home, her topic, "Echoes of Lexington" suggesting as great a revolution in student life as that larger political one which began on the famous Massachusetts green. Mr. Clifford W. Barnes, '03, the first Master of the University, was the appropriate representative of the graduate schools' alumni, sharing this position with Dr. Katherine B. Davis of the Doctors and with Professor Goodspeed of the Divinity School. The new honorary alumni found opportunity to express their feelings through Dr. John M. Clarke and Dr. George E. Hale, the latter's presence being particularly gratifying because of his former connection with the University, as a member of the Faculty. Dean Angell was the natural spokesman for the Faculties, whom he represented with his accustomed skill.

It was a late hour when Mr. John D. Rockefeller, Jr., was called upon to speak on behalf of the Founder of the University. President Judson's prediction that it would be morning before the last song was sung was
nearing realization. Despite such a handicap, however, Mr. Rockefeller again proved his ability as an extremely interesting and forceful speaker and gave to the final program of the celebration a fitting ending.

As the guests left the Hall, with its rich decorations, its insistent charm, and its promise of great usefulness in days to come, the memories of the University Dinner seemed certain to abide, as marking the end of a notable commemoration with a social event of exceptional importance and significance.
THE CONVOCATION SERMON

By ALBERT PARKER FITCH, D.D.

Esther 4:14: "Who knoweth whether thou art not come to the kingdom for such a time as this?"

There may be still some among us who recall the once highly valued, but now largely forgotten, book from which these words are taken. Esther, a beautiful Jewish girl, has suddenly been elevated to vast and irresponsible power by being made the favorite in the harem of the Persian monarch. And, at the very moment when power is thus put into her hands, a great disaster threatens to overwhelm her people. Through the machinations of their political enemies, the Jews throughout the kingdom are to be destroyed. So Mordecai, Esther's former guardian, comes and begs her to plead for their lives before the king. When Esther demurs at undertaking so difficult, not to say dangerous, an office, Mordecai turns upon her with the rebuke of our text. Great opportunities, he declares, bring with them corresponding obligations. Power is given for the precise purpose of its application to critical situations. "Who knoweth whether thou art not come to the kingdom for such a time as this?"

Now the young men and women being graduated this month from the American universities stand where Esther did. By virtue of your youth and your education, extraordinary power is put into your hands. By virtue of the critical situation which civilization is confronting, the obligation to use that power in the interests of the democracy is intensified. It is a mad world into which we send you out today; it is only because so few of us possess imagination that we fail to realize the insanity of the hour. If you had been told two years ago that the most enlightened nations of Europe would deliberately set themselves to destroy the fertility of the land, the chief source of their sustenance—if you had been told that they were about to dig up, to a depth of twenty feet over an area anywhere from twenty to thirty miles in width and nearly a thousand miles in extent, the barren subsoils, throwing them out upon the tillable soil, rendering great sections of the most fertile land of Europe unproductive for years to come—would you not have

1 Delivered before the University of Chicago, June 4, 1916.

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My dear Dr. Judson:

The Qua[ntu]m Centennial of the University is certainly of sufficient moment to demand unprecedented interest and cooperation on the part of the alumni. I appreciate the opportunities of the Bantoni committee and hope that you may not be disappointed in our efforts collective or individual to
have the alumni figure appropriately in this celebration.
Thank you for your encouraging letter.
Sincerely yours,

3733 Woodlawn Avenue
Chicago.

December 12th, 1915.
THE TWENTY-FIFTH ANNIVERSARY

At the June Convocation of 1916 the University celebrated the twenty-fifth anniversary of the beginning of its work. It would have been possible to select several occasions for such celebration. The University Charter was duly granted the 10th of September, 1890. The first official meeting of the Board of Trustees under the Charter was held September 10, 1890. At that meeting Professor William Rainey Harper, of Yale, was elected to the presidency. On June 1, 1891, President Harper assumed his official duties. On October 1, 1892, the University of Chicago formally opened its doors for instruction. Previous celebrations - the Quinquennial in 1896 and the Decennial in 1901 - were dated from the 1st of July, 1891, and the Quarter-Centennial followed the same precedent.

One feature of the celebration was the publication of the History of the University, by Dr. T. W. Goodspeed. As he was himself one of the most active in the plans which led to the formation of the new institution, and as for many years he was Secretary of the Board of Trustees, he was peculiarly fitted to undertake this task. The book is a valuable piece of historical work, and will be for all time the basis on which future histories of the University of Chicago will be founded.

The report of the Chairman of the General Committee, Professor James R. Angell, on page contains a brief résumé of the celebration. The attendance of alumni and friends of
At the same Connexation of 1840 the University celebrated
the quarter of its existence on the beginning of the work. It
would not have been possible to select a better occasion for such
celebration. The University Charter was given the next, the 10th
of September, 1840. The first official meeting of the Board of
Trustees under the Charter was held September 18, 1840. At
that meeting Professor William Henry Herter of Yale was
elected to the presidency. On June 1, 1841, President Herter
resigned the office of Attorney General. On October 1, 1843, the University
became the University of Minnesota by the Act of Incorporation of
September 15, 1849, and the December 1, 1847.

The year following the same celebration
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history of the University, by Dr. W. Goodspeed. As he was
the primary one of the most active in the plans which led to the
formation of the new institution, and as for many years he was
secretary of the Board of Trustees, he was definitely fitted to
undertake this task. The work, and will be for all time, a source of pride
and honor of the University of Minnesota, will be found in
The Report of the Chairman of the General Committee
Professor James F. Meeker, on the state condition of the
University, and in The attendance of students and teachers of
the celebration.
the University was very large, and the exercises were interesting and significant. A marked feature was the representation of the alumni, not merely in the various picturesque activities of Alumni Day, but particularly in the addresses on occasion of the Convocation Exercises. A quarter of a century is a brief time, but in this short period many things have been crowded, which have sufficed to create the University of Chicago.

In the history of the University there have been perhaps five crucial periods. The first of these was from 1890 to 1892, including the formal incorporation of the University, the organization of its first Board of Trustees, the election of the first President of the University and the assumption of his duties, and the opening of the work of instruction in the autumn of 1892. The second was marked by the Quinquennial Celebration of 1896, which signified not merely the end of a five-year period, but the fact that the University was by that time on a sound basis. The third was the Decennial year of 1901, at which time there was held a very interesting celebration, which opened the new century with the very definite promise of a highly developed University. The fourth was the year 1906, when with the death of the lamented first President the first administration came to an end. The fifth was the year 1916, which finished twenty-five years of educational activity, and which also completed ten years of the work and policies of the second administration.

The fifteen years closing with 1906 were the period of the
The University was very fortunate in the persons who were interested in the early days. Among the first were the professors and the men who had helped in the organization. The first president was Dr. Albert O. Smith, who was also a professor. The second president was Dr. George E. Young, who was a prominent figure in the educational community. The third president was Dr. William C. Young, who was a prominent figure in the educational community.

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foundation, organization, and definite and constantly accelerated expansion of the new institution. The period since that time has been marked in the policy of the Board of Trustees by the careful consolidation of the University, by the completion of the endowment necessary to put it on a permanent basis, and then by deliberate development along the lines definitely laid out. In the prosecution of this last policy by the Board it was necessary to establish and carry out certain definite principles. (Here follows page beginning "The first duty, etc."
The period since the inception of the new institution has been marked by the policies of the Board of Trustees on the consolidation of the University, by the completion of the present program and the development of new programs, and by the establishment of the institution at the present site.

In the prosecution of this last policy by the Board it was necessary to suspend and carry on certain activities.
The first duty seemed plain, and also imperative—namely, to secure the financial stability of the University by putting an end to deficits. To do this it was obviously necessary that expenditures should in no case exceed appropriations, and then there would be ground for hope that additional gifts for endowment would within a reasonable time provide income which would extinguish the deficit altogether. To keep expenditures down was no easy task. It involved a rigorous policy of undertaking no outlay unless funds were in sight to meet it. It was necessary to explain that what was in mind was not the present or the immediate future, but the situation of the University ten years hence. The Board of Trustees was wisely determined that this policy should be carried out, at the obvious cost of withholding any plans for the development of the University until success had been attained. The results certainly have justified the undertaking. Expenditures were held scrupulously within the limits of income. Successive gifts for endowment steadily reduced the deficit, which disappeared finally in the fiscal year 1909-10. In recognition of the fact and in order to provide securely for the future of the University as then organized, in that year Mr. John D. Rockefeller made his final gift of ten millions, payable in annual installments of one million dollars. Meanwhile, largely as a result of this stable policy, other gifts came in.

The ten-year period has seen the growth of the entire
The first draft seemed plain, and so I proceeded to examine the financial capability of the University. It became clear that any significant increase in operating expenses would exceed the operating income, and funds would have to be raised through additional sources. There was a need to ensure that additional gifts were not required to meet this shortfall. To keep expenditures under control, it was necessary to develop a long-term plan of management that included raising a permanent endowment.

The Board of Trustees was initially concerned with the immediate future, but the situation at the University was still unclear at the time. The Board was aware of the financial challenges and the need for a comprehensive plan for the future. The Board recognized the necessity of raising funds to support the University, but also acknowledged the importance of maintaining the high standards of education that had been established.

Expenditures were kept within reasonable limits. The limits of income and the limits of gift income were determined in consultation with the Board. The annual budget was presented to the Board in February of each year, and the Board took action in accordance with the recommendations.

In recognition of the Board's role and in order to demonstrate the Board's commitment to the University, a gift of one million dollars was presented in memory of the late Dr. John H. Rockefeller. This gift was to be used for the establishment of a new college.

Meanwhile, trustees, faculty, and students continued to work towards the financial stability of the University.
assets of the University from $ to $

This has made possible some distinct departures of great importance. Among these may be enumerated the establishing of a new and higher scale of salaries for the faculty; the establishing of a foundation for the system of retiring allowances; the material strengthening of various existing departments of instruction; and the erection of some of the most important buildings in the Quadrangles, notably the Harper Memorial Library, the Julius Rosenwald Hall for Geology and Geography, the Classics Building, the Ida Noyes Hall, as a center for the life of the women of the University, the Grandstand and accompanying structures to complete the athletic field, the Howard Taylor Ricketts Laboratory for Pathology and Bacteriology all of which represent a cost of $
Señorita de la Universidad

Ha hecho posible algún aporte significativo de gran importancia. Al mismo tiempo, se han aumentado la satisfacción y un mayor nivel de satisfacción por parte de la facultad. Las salas de clase se ha mejorado notablemente a lo largo de años, y la ejecución de algunos de los departamentos de investigación más importantes. En el corto plazo, la situación económica de la facultad, en especial la del Departamento de Geografía, las ciencias políticas, las ciencias sociales, etc., ha mejorado notablemente. La situación actual ha sido una gran ayuda para el bienestar de todos. Hay que ver cómo se ha mejorado la capacidad de trabajar y la eficiencia de la institución.
Chicago, November 10, 1916

To the MAROON:

The medical plans which were announced this day represent many years of hoping and working and dreaming. These plans we think will not merely be, when carried out, a great addition to the resources and power of the University, but will render a very valuable service to Chicago, and to the cause of medical teaching and investigation in the entire country.

HARRY PRATT JUDSON
To the MAROON:

The medical school which we announced this fall represents many years of hoping and working and grumbling. These plans we think will not merely go when carried out a great addition to the resources of the University, but will render a very valuable service to Chicago and to the cause of medical science and investigation in the entire country.

HARRY KRETT JUNGBRON
The University has no complete medical school. The two years in the basal sciences are provided in the quadrangles, and provided excellently, in the laboratories and with the staff of the departments concerned. Indeed, the University is using the income of approximately $2,000,000 in these fundamental medical sciences. What is needed to complete the school is provision for clinical work and a clinical staff at the Midway. The first need of course is for a hospital wholly under the control of the University for medical teaching and for medical research. The second need is the provision of adequate endowment in order that the hospital itself may be beyond the need of being financed by income from its patients, and in order that the medical faculty may be free from the pressing need of personal practice. It is not the ambition of the University to plan for a large medical school, or to turn into the medical profession a large number of practitioners. I speak for myself and not by any official action of the Board of Trustees in saying that I believe the University's function is to provide rigorous training for a small number of the best men, and simultaneously to train men as medical teachers and experts in medical research. Nothing more important could be done, not merely for the University of Chicago, but for the city of Chicago itself, than to equip such a medical school as I have indicated. There are no more potent enemies of human society than disease, poverty, and crime. These three are closely related: each is a cause of both the others; each is a result
The University of Oregon's Medical School

The University and the people of Oregon live in the tradition of excellence in the preparation and with the students of science and medicine. The University is noted for its excellence in research and has an income of approximately $3,000,000 in research funds. What is needed to complete the school is more than half the income of the University. The need of the University for medical research and the need of the area for medical research are closely interwoven. It is not the expectation of the University to be a large medical school, but to function as a research center. If a large number of researches, I seek for many. The University has a large number of research projects and not for many scientific sections of the Board of Trustees in my office as a member of the Board of Trustees. I believe that I believe the University's notation of the Board of Regents to be

research. Nothing more important can be done, not for the city of Oregon to the University of Oregon, but for the city of Oregon to have Oregon's own plan to create more medical faculty and expertise in medicine. There are no more potent examples of human society than those who work to create a case of death. These three are closely related each other, both the open heart and a heart.
of both the others. Of the three disease is the one with which it is easiest to cope, and when we in any respect solve the problem of disease we are to a large extent solving the problems of poverty and of crime.
THE COLLEGES

Attention has been called in previous Reports to considerations relating to the organization of our Colleges. It has been pointed out that certainly more than one year, and perhaps nearly two years, of the College course is as to its subject matter essentially that done in high schools, and that this fact is true throughout the country. The matter is receiving more discussion continually in educational bodies. The Faculty of the Colleges of the University of Chicago, through its Committee on Curriculum, is making a definite study of the matter, and will at an early date make a specific recommendation. I am convinced that all colleges connected with universities need a radical reorganization, and that the subject matter of instruction therein should be of a university character, the elementary work being transferred to the secondary schools, where it belongs. In many institutions the enormous increase in the number of college students, leading to great pressure on the means of instruction, and on funds available, will make this matter a subject for very pressing attention.
Attention has been called to the importance of our colleges.

It has been pointed out that certain facts about the college course are as to the support, letters, and teachers that have been written to the county. The matter in question more generally in agricultural education.

The faculty of the colleges of the University of Chicago, through the committee on continuation, is making a definite study of the matter, and will make an early report.

I am convinced that all college-connected recommendations need a radical reconsideration. It is the subject matter of instruction that is important, not the mechanics of instruction, and not the number of college students.

The increase in the number of college students, the tremendous increase in the number of college students, and the increase of interest on the subject matter a subject for very special attention.

Please attend.
SCHOOLS OF THEOLOGY

The University has from the first maintained a Divinity School. It is believed by the Board of Trustees that it is advisable to extend the facilities of the University to similar institutions which may think it desirable to transfer their work to the vicinity of the Quadrangles. The day of isolated theological seminaries is past. Students of theology need the life of the University, the access to great libraries and laboratories, the fellowship of scholars in many fields of thought, the close acquaintance with the spirit of modern science, which can be obtained only by connection with a university, and better if situated in a large city. The school of theology can easily make working arrangements with the university whereby the school retains complete autonomy and yet has opened to it all the university privileges. To extend these privileges is a duty of the university, and they will be extended gladly. Thus far such cooperative plans have been effected with schools representing the Disciples, the Universalists, and the Congregationalists. Others will be welcome. The University is not seeking to extend its borders. It is glad to render a service to all religious cults which desire a trained ministry.
The university is from the first maintaining a divinity. It is believed in the bond of trustees that it is sacred to extend the faculties of the university to minister institutions which may think it desirable to render their work to the activity of the divinity. Students of theology keep the tide of the divinity, the essence to great lengths and proportions, the fellowship of scholars in many fields of science; the close association with the spirit of modern science, which can be obtained only in connection with a divinity.

The school of theology and the school in a large city can easily make working arrangements with the divinity nearly. The school retains the complete autonomy and yet is open to it if the divinity approves. To extend these privileges in a gift of the divinity and then will be exchanged.

The ten such cooperative plans have been accepted with approval. To represent the disciplines the universities may the conscience of science will be welcomed. If the Brigham Young Seminary is not seeking to extend the profanation. On all religious units which generate a religious ministry.
The question has often been asked as to the policy of the University in regard to a school of technology. Such a school from the first has been in the contemplation of the University. Again I speak not from any official action of the Board of Trustees but for myself in saying that in my opinion it is not a function of the University at the present time to enter the field of undergraduate technological work. Such work is done adequately in the city of Chicago and in the state of Illinois. A great field, however, in which the University could render an important service to technology is that of graduate work, and in my opinion the proper plan for beginning and carrying on such work is to take it up department by department. For instance, the great Department of Chemistry, if supplemented by a proper building, equipment, and staff, could provide at once for research in applied chemistry in a way which could not fail to render a service not merely in training research students but also in obtaining results of value in all applications of chemistry to the multitudinous needs of the country. Other departments in like manner may from time to time be provided, I trust, with opportunities for research in the applications of science. In that way there would in the end be grouped together a graduate school of technology in the true sense, in which the connections might be made at every point between pure science as now conducted in the University and the various arts of civilized life which depend on pure science for their development.
The question raises to a general of a school of psychology to a school of the University in regard to the professors of the University from the first he was in the competition of the University. A great deal, however, in the sense of Charles and in the state of Illinois, the great department of chemistry, it is apparent that it is proper. Principles and methods, and efforts to improve the department of chemistry, in a way which cannot be to render a service not merely in retaining professors, but also in obtaining the same at the competition of the University. In this manner many works of time to time, in time of the competition of the University. In that way there may be the same, together a large school of psychology in the same manner as the competition might be made of many. Development of science as now concentrated in the University and the nation.
Publicity has already been given to the fact that the University has within the last few weeks received a gift of valuable real estate in the heart of the business section of the city, to establish a fund as a memorial to Eli B. and Harrie B. Williams. This gift was made by Mr. Hobart W. Williams, their son. The value of the property is conservatively estimated at two millions of dollars. A major part of the income will during Mr. Williams' lifetime be paid to him as an annuity. The remainder during his life and the entire income after his death will be used by the University for the purposes of the foundation. These purposes are, to aid by means of fellowships, scholarships, or in other ways, and also by means of providing suitable instruction, the work of the School of Commerce and Administration. The School of Commerce and Administration was first organized by the University in 1898. It was impossible, however, at that time or for many years later to provide adequate funds for its maintenance. In recent years under the efficient administration of Dean Leon Carroll Marshall the School has developed in a very interesting and important way. Successive budgets have made possible the addition year by year of such funds as have greatly strengthened the instruction, and as have proved plainly that the School has a great future. Under the magnificent gift of Mr. Williams this future is now assured, and thus one more great branch of the University which heretofore has been in part one of our dreams and in part an inadequately maintained reality becomes a permanent and substantial thing.
During the winter a gift of $200,000 was announced for the purpose of erecting a building to provide adequately for theological instruction. This building by the terms of the gift is not limited to any sectarian use. The Divinity School of the University, and such affiliated schools, of whatever religious faith, as the University may have connected with it, will all be housed in this new structure. It will be erected immediately north of Haskell Oriental Museum, thus balancing Rosenwald Hall and completing the Harper Court. The name of the donor I am reluctantly obliged to withhold at the present time.
During the winter a gift of £200,000 was announced for the purpose of erecting a building to house the school for elementary instruction. This building will be called the Divinity School.

It is not limited to any denomination whatsoever, but is at the discretion of the University and may be affiliated with it. It will be a new structure. It will be located

immediately north of Harkness. Other structures will be named

Harkness Hall and complement the Harkness Center. The name of the person I am reporting applies to the present time.
Chicago, January 22, 1916

Dear Miss Colburn:-

I have your note of the 21st inst. All that is necessary is for you to leave your name on the Committee list, to come to the general meetings of the Committee when called, and to go ahead with the part that belongs to you. My understanding is that you will proceed in those matters that are under your jurisdiction, consulting from time to time with Mrs. Judson by way of contact with the General Committee.

Very truly yours,

H. F. J. - L.

Miss Cora C. Colburn,
The University of Chicago.
Oppenheimer, January 26, 1940

Dear Miss Company:

I have your note of the 28th inst.

All that is necessary to you to issue your name on the committee list is to come to the General meeting of the committee when called, and to get along with the committee when matters are to be made at large. It is understood that you will proceed in those matters that are under your jurisdiction, committing from time to time with me.

I am very truly yours,

[Signature]

[Address]

Miss Cole, Company

The University of Chicago
Chicago, January 21, 1916.

Dear Dr. Judson:

I have your letter of January 7th asking me to reconsider my view about serving on the general committee. As you know I am more than willing to do anything within my power to serve the interests of the University, but I am at a loss to know just how to proceed and would be glad to talk the matter over with you at your convenience.

Very truly yours,

Cora C. Cothran
Dear Mr. Jackson,

I have your letter of January 31st, 1915.

I have been informed by a friend in Chicago that he is aware of my interest in the University and that he has urged me to write to Mr. John Doe in regard to the possibility of my becoming a student there.

As you know, I have been studying agriculture and have a strong desire to enter the University. I would be grateful if you could provide any information that you might have regarding the procedure for applying and the requirements for admission.

I am eager to attend the University and to study the subjects that interest me.

Very truly yours,
To the Editor:

You are at liberty to use or to remodel any portion of this letter, the paragraphs being arranged on slips for convenient choice. If you are not already doing so, will you kindly exchange, by placing the University News Letter on your mailing list?

The University of Chicago Press

In outlining the plans and hopes of the University of Chicago at its recent Quarter-Centennial celebration President Harry Pratt Judson said that what was needed to complete a school of medicine at the University was provision for clinical work and a clinical staff at the Midway, and that in his judgment the first need was for a hospital wholly under the control of the University, for medical teaching and for medical research; and the second need was provision of adequate endowment, in order that the hospital itself might be beyond the necessity of being financed by income from its patients, and in order that the medical faculty might be free to pursue their work of investigation and instruction without recourse to personal practice.

In direct fulfilment of this hope and plan, the University Board of Trustees has just made one of the most important announcements in the history of the institution. The plan announced to be put into early operation provides for an undergraduate medical school, a graduate medical school, and medical research. The first mentioned will be on the Midway Plaisance, in close connection with the science departments of the University. The standards of admission and of graduation will be as high as those of any medical school in the country, and the number of students will be limited to such as can receive the best possible training with the facilities available.

A teaching hospital, duly equipped with necessary laboratories and lecture-rooms, will provide for clinical instruction. Suitable endowments will free the hospital from
the necessity of depending on paying patients, and the faculty from the necessity of practice for a livelihood.

The Graduate Medical School will be on the west side of Chicago in connection with the work now done by the Rush Medical College and the Presbyterian Hospital. It will provide for medical graduates who wish further training and for practitioners who wish to keep in touch with progress in medical science. Research will be carried on in both places under arrangements to be announced later.

The plan involves an addition to the resources of the University of the sum of $5,300,000, one million for the hospital on the Midway, three hundred thousand for a laboratory on the west side, and four millions for endowment.

Toward the endowment fund the Rockefeller Foundation offers one million dollars, and the General Education Board one million dollars, provided the entire sum of $5,300,000 shall be raised. Further pledges of individuals have been made to the amount of seven hundred thousand dollars. Thus $2,600,000 remain to be secured, and in the near future the University Board of Trustees will initiate a campaign to complete the fund.

In speaking of this announcement, which is probably the most significant that has ever been made in connection with higher medical education in Chicago, President Harry Pratt Judson says: "The medical plans which have just been announced represent many years of hoping and working and dreaming. These plans, we think, will not merely be, when carried out, a great addition to the resources and power of the University, but will render a very valuable service to Chicago, and to the cause of medical teaching and investigation in the entire country."

A later announcement is just made that half a million dollars toward this new medical fund for the University of Chicago has been given by Mr. and Mrs. Julius Rosenwald, of Chicago. Mr. Rosenwald, who is a trustee of the University and donor of the new Julius Rosenwald Hall devoted to the work of geology and geography, is one of the University's most generous and loyal friends; and Mrs. Rosenwald, who shares in this great gift, is widely known for her practical and constant sympathy with many movements for social and artistic advancement in Chicago.

President W. P. Judson,
The University of Chicago.

My dear President Judson:

Replying to your note of February 3rd, the sums which are "being mentioned," doubtless in an irresponsible way, as to the cost of the Quarter-Centennial Celebration, range from $10,000 to $25,000. The last of these figures seems to me appalling, and even the first, high. I am, however, not more impressed with the money cost than with the great cost of energy and time, and the serious interruption that it seems likely to be to the regular work of the spring quarter, which is a short quarter at best. Perhaps I underestimate the value of such events.

Very truly yours,

[Signature]

R.P. [illegible]
Gentlemen, I'll rep. 2104.

The University of Chicago:

The great Protestant nation:

Healing to your hopes of leprous. No, the same spirit and
"being men named," compared to an introduction. Now, as to the
comparative and physical, Cattell of Pennsylvania, more than 1,000
controls the chemical in a practical, and to the subject, the
$25,000. The idea of these literary and to the subject,
and show the little. If I could, however, not have impressed with
the many cases to work the brain cost of storage and time, and
the latest information that I have, either to do to the labor
for work of the physical, without a recent movement of part.

As per test note.
Chicago, February 4, 1916

Dear Mr. Salisbury:-

Thanks for your note of the 4th inst. with regard to the cost of the Quarter-Centennial Celebration. Of course the sums which you have heard are merely conjectures. There will be undoubtedly a certain cost of energy and of time. I do not think that the work of the spring quarter will be seriously interrupted, as I believe no more time is to be taken than under ordinary circumstances. I believe that the Celebration will be worth what it may cost. So far as costs go, nothing will be decided without the careful consideration and full approval of the Board of Trustees.

Very truly yours,

N. F. J. - L.

Dean R. D. Salisbury,
The University of Chicago.
Office of Representative 12th

Dear Mr. Smith:

Thank you for your note of the 6th.

With regret to the case of the Committee.

Of course the name which you have placed on the Committee will be immediately a matter of concern. There will be many people interested in the work of the committee and it is to be taken as an indication of the interest that the Munster Association et cetera. I believe that the Council has the right to nominate without the consent of the Council and I can rely on the Board of Trustees.

Very truly yours,

[Signature]

Dean R. D. Smyth
The University of Chicago
My dear President Judson:

In connection with the coming celebration of the Quarter Centennial of the University, the Semitic Department is planning to issue a special number of the American Journal of Semitic Languages and Literatures. The number, which would ordinarily appear in the month of July, would be brought out in time for the celebration, June 1st, and placed on exhibition in connection with the Department's display of products. The plan for the number is to make it a Chicago issue, the members of the Semitic Faculty contributing all of the articles for that number.

The budget of the Journal in question is very limited. The ordinary issue of the Journal, on the basis of the budget, cannot as a rule exceed 64 pages. For the purpose we have in mind, the June issue should run to at least 80 pages. Any serious diminution in size would make the number altogether inadequate as a celebration number. I do not see my way clear to carry that issue on the present budget, and I am wondering if it would be at all possible for you to make a special grant from the celebration funds to that particular issue. As nearly as I can estimate before the material is actually in hand, we ought to have about $200.00 in addition to what is available from the regular budget. If that sum were to be diminished appreciably, we should have to make the three remaining Journals of the year suffer greatly. May I hope that the value of this enterprise will commend itself to you so much that you will find it in your heart as well as in your power to secure us the desired funds.

Yours sincerely,

[Signature]

President H. P. Judson
University of Chicago
Chicago, February 23, 1916

Dear Mr. Smith:—

Yours of the 18th inst. relating to the special number of the American Journal of Semitic Languages and Literatures is at hand. The appropriation for the celebration would not warrant any fund for the Journal, and in any event if such fund should be provided in that way it would doubtless have to be provided for other journals too, which would make it amount to a considerable sum. If I can find someone who will contribute $200 for this particular purpose, however, that would make the matter possible. I will see what can be done.

Very truly yours,

H.P.J. - L.

Mr. J. M. F. Smith,
The University of Chicago.
Dear Mr. Smith:

You may of the 18th Instant refer to the special number of the American Antiquary of Science. The subscription and interest are at hand. The approbation for the cooperation would not warrant any time and trouble for the journal. and in any event, it should not amount to be otherwise than it is, nor should the amount of a considerable sum, if I can find someone willing to contribute $50, for the particular purpose. However, that sum may make the matter bearable. I will see what can be done.

Very truly yours,

H.B. L.

Mr. J. M. Smith

The University of Chicago
SEND the following message subject to the terms on back hereof, which are hereby agreed to.

Chicago, February 17, 1916

NIGHT TELEGRAM

Dr. Albert Shaw,

REVIEW OF REVIEWS,

New York City.

Hold for a day or two and then send me your judgment.

Harry Pratt Judson.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is, telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any unrepeated message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any repeated message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz, one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices; and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

ROBERT C. CLOWRY, President and General Manager.
Send the following NIGHT LETTER subject to the terms on back hereof which are hereby agreed to

Chicago, February 15, 1916

Dr. Albert Shaw,

REVIEW OF REVIEWS,

New York City.

Reluctant to trouble you again but could you consistently take up matter with Mr. R. on basis facts as you have them? Of course formal invitation either written or personal will follow. Very much desirous that he give address; could be no political implications.

Harry Pratt Judson.
NIGHT LETTER

ALL NIGHT LETTER MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS WHICH ARE HEREBY AGREED TO

The Western Union Telegraph Company will receive not later than midnight NIGHT LETTERS, to be transmitted only for delivery on the morning of the next ensuing business day, at rates still lower than its standard night message rates, as follows: the standard day rate for ten words shall be charged for the transmission of fifty words or less, and one-fifth of such standard day rate for ten words shall be charged for each additional ten words or less.

To guard against mistakes or delays, the sender of a message should order it REPEATED, that is, telegraphed back to the originating office for comparison. For this, one-half the unrepeated message rate is added in addition. Unless otherwise indicated on its face, THIS IS AN UNREPEATED MESSAGE AND PAID FOR AS SUCH, in consideration whereof it is agreed between the sender of the message and this Company as follows:

1. The Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any UNREPEATED message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially valued; nor in any case for delays arising from unavoidable interruption in the working of its lines; nor for errors in cipher or obscure messages.

2. In any event the Company shall not be liable for damages for any mistakes or delay in the transmission or delivery, or for the non-delivery of this message, whether caused by the negligence of its servants or otherwise, beyond the sum of FIFTY DOLLARS, at which amount this message is hereby valued, unless a greater value is stated in writing hereon at the time the message is offered to the Company for transmission, and an additional sum paid or agreed to be paid based on such value equal to one-tenth of one per cent, thereof.

3. The Company is hereby made the agent of the sender, without liability, to forward this message over the lines of any other Company when necessary to reach its destination.

4. Messages will be delivered free within one-half mile of the Company's office in towns of 5,000 population or less, and within one mile of such office in other cities or towns. Beyond these limits the Company does not undertake to make delivery, but will, without liability, at the sender's request, as his agent and at his expense, endeavor to contract for him for such delivery at a reasonable price.

5. No responsibility attaches to this Company concerning messages until the same are accepted at one of its transmitting offices, and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

6. The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

In further consideration of the reduced rate for this special "NIGHT LETTER" service, the following special terms are hereby agreed to:

A. NIGHT LETTERS may at the option of the Telegraph Company be mailed at destination to the addressees and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such NIGHT LETTERS at destination, postage prepaid.

B. NIGHT LETTERS shall be written in plain English. Code language is not permitted.

7. No employee of the Company is authorized to vary the foregoing.

THEO. N. VAIL, PRESIDENT  BELVIDERE BROOKS, GENERAL MANAGER

MONEY TRANSFERRED BY TELEGRAPH AND CABLE TO ALL THE WORLD
SEND the following message subject to the terms, on back hereof, which are hereby agreed to.

Chicago, February 11, 1916

Dr. Albert Shaw,
REVIEW OF REVIEWS, New York City.

Under present circumstances would you consider it practicable to raise same question address with Root?

Harry Pratt Judson.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is, telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any unrepeated message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any repeated message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz, one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices; and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

ROBERT C. CLOWRY, President and General Manager.
SEND the following message subject to the terms on back hereof, which are hereby agreed to.

Chicago, February 7, 1916

President John H. Finley
Albany, New York.

Despatch received; will gladly wait until Saturday;

hope nothing will prevent your acceptance.

Harry Pratt Judson.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is, telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any UNREPEATED message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be INSURED by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz., one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

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Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

ROBERT C. CLOWRY, President and General Manager.
To the Committee on Alumni Participation
in the Quarter-Centennial Celebration
of the Founding of the University of Chicago.

Dear Sirs:-

Your attention is called to the fact that at the regular annual
meeting of the University of Chicago Club of Japan, held in Tokyo on the
nineteenth of February of this year, action was taken as follows:--

Voted – That we request Professor Frederick Starr to be the special
representative of this club at the Quarter-Centennial Celebration of the
founding of the University of Chicago, to take place this coming June.
It was stipulated that Prof. Starr should appear on that occasion clad
in Japanese native costume.

Prof. Starr carries from us a letter of greeting, written in Japan-
ese, which we have requested him to present in translation at the time
of the Quarter-Centennial Celebration. We hope that you can make room
in your program for the carrying out of our action.

Signed,

[Signature]

[Signature]

Secretaries of the University of Chicago
Club of Japan.
To the Committee on Alumni Participation
in the Oscar-Carminoff Celebration
of the Centennial of the University of Chicago

Dear Sirs:

Your attention is called to the fact that at the regular annual
meeting of the University of Chicago Club of Japan, to be held in Tokyo on the

weekend of November 1st, a special section was to be devoted to the special

interests of American Jews. The program of this section was to be

limited to the presentation of one paper on the Oscar-Carminoff Celebration of the

University of Chicago. In view of the importance of this topic, we hope you will

consider the possibility of presenting a paper at this meeting.

If you or any of your colleagues are interested in this subject, please let us know

as soon as possible.

Sincerely,

[Signature]

Chairman of the Committee on Oscar-Carminoff Celebration

Chicago, Illinois
The University of Chicago Club of Japan.
Tokyo, Japan.


The bearer of this notice, Professor Frederick Starr, has been requested by the special action of those concerned to represent the University of Chicago Club of Japan at the Quarter-Centennial Celebration of the founding of the University of Chicago, to be held in June, 1916.

Signed,

[Signature]

Sakae Shioya.

Secretary of the University of Chicago Club of Japan.
The University of Chicago Club of Japan
Tokyo, Japan

May 5, 1916

The bearer of this notice Professor Prentice Stewart has been

recommended by the special section of those concerned to represent the
University of Chicago Club of Japan at the Greater-Continental Conference

of the Faculty of the University of Chicago to be held in June, 1916.

Secretary of the University of Chicago

Club of Japan

[Signature]
March 37, 1916

President Harry Pratt Judson,
The University of Chicago

Dear Mr. President:

In trying to make successful the work of the various committees of the Alumni Council and the Alumni Association, we have been brought face to face with what seems to us to be a serious difficulty. We want to present this difficulty to you, because we believe that upon its solution depends to a considerable extent not only representative alumni participation in the Quarter-Centennial, but also the vitality of alumni club work in the future.

As we understand it, during the past twenty-five years the University has given degrees to approximately 10,000 persons. In addition to this number we are told that, roughly, about 10,000 have been in residence for a year or more and have secured nine majors or more credit, who have not actually taken degrees. In other words, there are approximately 20,000 people who have attended the University for a sufficient period to have a real interest in the welfare of the institution, and for that reason willing to be of what service they may.

We understand that of the approximately 10,000 addresses of alumni as given in the Alumni Directory and in the records of the Alumni Office, as nearly as can be checked, thirty-six per cent of them are incorrect; that is to say, that of the 10,000 graduates of the University, we are able to reach through the mail only about 6,400 of them. Of the 10,000 who have nine majors or more credit and were in the University for three quarters or more but who did not actually receive degrees, we have the addresses of so inconsiderable a number that they are not worth considering. In other words, there are some 13,000 alumni and former students who should know about this event, whom we cannot reach through the mail.

As we see it, there are two courses open to us:

1. To confine our efforts to the 6,400 names whose addresses we have and leave the others out of consideration.
In recent letters there has been a great deal of discussion regarding the future of the University of California. The university has been facing significant challenges due to the ongoing financial crisis. The lack of state funding has put a strain on the institution's ability to maintain its operations. In order to address this issue, the university has been exploring various options, including raising tuition fees and implementing cost-cutting measures.

As a result of these discussions, the university has decided to implement a new fee structure. The new fees will go into effect immediately and are expected to generate an additional $100 million in revenue per year. The funds will be used to support the university's core operations, including faculty salaries, student financial aid, and the maintenance of campus facilities.

The university has also announced plans to increase its focus on online education. This initiative is expected to attract new students and generate additional revenue. The university will be developing new online courses and expanding its existing online programs to attract a broader range of students.

In conclusion, the university is taking积极 steps to address its financial challenges. These new initiatives are expected to help the university maintain its high standards and continue to provide a world-class education to its students.
President Judson—#3—

2. To use heroic measures to get in touch with the 13,000 people whom we want to reach.

With the idea of getting into personal touch with some of our alumni and former students whose addresses we do not possess, we believe that steps should be taken to have a representative or representatives of the University speak before some of the alumni clubs throughout the country, urging the formation of strong local clubs, an interest in the magazine, and, particularly at the present time, in the quarterly centennial celebrations.

In order to accomplish these ends, we are of the opinion that some effective preliminary work will need to be done. By this is meant that some organizing and developing work would have to be undertaken before a speaker from the University could get such an audience as would make his trip successful. The person most closely in touch with the individual alumni and general alumni interests is probably Mr. Moulds, the secretary of the Council. If the University could send Mr. Moulds out on such a trip, we believe that it would help build up the broader alumni interests and particularly help alumni participation in the June celebrations.

The chairman of the Alumni Council has taken this matter up with the Council Committee on the Quarter-Centennial through its chairman, Mr. Bestor, and is informed that in making up the budget for this committee Mr. Bestor did not take account of an expenditure of this nature and that it is not practicable for his committee to include this expense.

We present these facts to you in the sincere belief that, unless we are able to reach through the mail or otherwise more than 6,400 of the 20,000 alumni and former students whom we want to get our message to, alumni participation in the Quarter-Centennial will be disappointing.

Yours very truly,

[Signature]
Chairman of the Alumni Council

[Signature]
Chairman of Publications Com.

[Signature]
Chairman of Alumni Clubs Committee
President: I have no personal connection to any of the above.

I am prepared to assist in gathering the necessary data and information regarding the University of California, Berkeley, and its various departments and faculty members. My experience as a University of California alumnus and my professional connections will be invaluable in this endeavor.

In order to accommodate some of the needs of the University, I am willing to devote my time and resources to help in any way possible. I believe that the University, with the support of the alumni, can achieve its goals and fulfill its mission.

I am prepared to serve on the University of California Alumni Board and to contribute in any way possible. I am also interested in contributing to the University's fundraising efforts.

The appointment of the University of California Alumni Board is a crucial step in the University's development. I am confident that the Board will be effective in directing the University's future.

I am willing to serve on the Board, and I am confident that my experience and connections will contribute to the University's success.

I am available to meet with you to discuss further the University's needs and how I can be of assistance.

Sincerely,

[Signature]

Chairman of the Alumni Board

[Title]

[University of California Alumni Committee]
To Mr. O'Hara

Chicago, May 1, 1916

Dear Mr. Bestor;

Professor Starr has just told me that the Alumni Club in Japan appointed him an official delegate to represent the Club at the Quarter-Centennial. They have requested Professor Starr to appear in Japanese costume and to read and present a communication from the Club. This ought to be an interesting feature of some part of the Alumni Program. Perhaps you, in view of the dignity of the message, will wish to have it at the dinner or at the annual meeting. Wherever it is to be presented, it will be an interesting little ceremony and will give you a good topic for publicity.

Yours very truly,

D.A.R.-V.

Secretary to the President

Mr. Arthur E. Bestor
450 Peoples Gas Building
Chicago
To Mr. G. H. E.

December 7, 1915

Dear Mr. G. H. E.

Thank you very much for your letter of January 13, which reached us quite unexpectedly and for which we are very grateful.

We have received your request for information concerning the possibilities of establishing an Indian division in the Near East. We have therefore been in communication with the Indian Government and have learned that they are not in a position to give any definite answer as to the desirability of such a division.

We shall, however, keep in touch with them and hope to be able to secure their cooperation.

Yours very truly,

[Signature]

Secretary to the Executive

U. S. A. T. C.
President's Office,
Yale University, New Haven, Conn.
May 20, 1916.

Dear Sirs:—

I acknowledge, with thanks, the receipt of the charming programme of The University for its Quarter-Centennial. It promises to be one of the most dignified and interesting university celebrations that have ever been organized; and Mrs. Hadley and I only regret that our engagements make it necessary for us to deny ourselves the pleasure of being present.

Very sincerely,

[Signature]

The President, Trustees and Faculty of The University of Chicago.
Dear Sir:—

I am pleased to hear about the success of the annual program of the University for the summer.

It promises to be one of Generalissimo's most significant and interesting activities of the year. I have been informed that our students have been chosen to participate, and I am proud to welcome them to our campus for the next academic year.

I am looking forward to seeing them soon.

Very sincerely,

[Signature]

The President, Trustees, and Faculty

of The University of [Place].
The Convocation. Boxes will be provided for Trustees. Will you desire a box containing six seats?

3. Chicago, May 24, 1916,
6:00 P.M. The University Dinner.

Complimentary invitations to the
Dear Judge Baldwin:
Dinner will be mailed to you to-day or
In connection to-morrow,
with the Quarter-Centennial celebration
It is still possible to send
will you be good enough to express your invitations to guests. If you have desires with regard to the following suggestions to make I shall be glad to occasions?
receive them, so that the general
1. Monday, June 5th, 5:30 P.M.
invitation and general program may be
Masque in Celebration of the Dedication sent promptly.
of Ida Noyes Hall. Boxes will be
Very truly yours,
provided for the Trustees. Will you
desire a box containing six seats?
D.A.E. - L. Secretary to the President
2. Tuesday, June 6th, 4:00 P.M.
Hon. Jesse A. Baldwin,
703 County Bldg., Chicago.
Grievous May 31st 1912

Dear Judge Braim:—

In connection with the Greater Century Centennial explanation will you be good enough to express your kind interest in regard to the following.

On Monday June 6th 6:30 p.m.

Message in celebration of the dedication of the Negro Hall. Boxed will be pronounced for the Trustees. Will you give a box containing five cents?

S. Teague June 6th 6:00 I.H.
The Convocation. Boxes will be provided for Trustees. Will you desire a box containing six seats?

3. Tuesday evening, June 6th, 8:00 P.M. The University Dinner. Complimentary invitations to the Dinner will be mailed to you to-day or to-morrow.

It is still possible to send invitations to guests. If you have suggestions to make I shall be glad to receive them, so that the general invitation and general program may be sent promptly.

Very truly yours,

D.A.R. - L. Secretary to the President

Hon. Jesse A. Baldwin,
705 County Bldg., Chicago.
The convention house will be playing for temperate will you grease a box

comparitive of expense

2. The University Dinner

8:00 P.M.

Complimentary invitation to the

Dinner will be mailed to you so-gain on

In connection for tomorrow.

It is still possible to enjoy

with you for boy enough to experience your

invitation to green. If you have

with notice to the following

suggested to make I apply be kind to

enclosure that do you not want to the central.

I count on the help for

invitation and general program may be

encroachment of the decision

send promptly.

at the home until the very early morning.

wishing for the temperature will you

saying a very comparative of expense

D.A.R. 2 Secretary to the president

E.R. Secrent.

Hon. George A. Bailey

Your complimentary cover.

President H. P. Judson,
University of Chicago,
Chicago,
Illinois.

Dear Dr. Judson:

I congratulate you and
and your faculty upon the wonderful
growth and the great work of the Uni-
versity during the past quarter of a
century. I take this opportunity to
thank you for your instruction, encour-
agement, and help that you gave me while
I was a student in the University.

Our examinations, annual entertain-
ments, and Commencement take place
June 2-8, so it is impossible for me
to be present at the Quarter Centen-
nial celebration. I am sorry that I
can not be present on that occasion.

With best wishes to you and your
good wife, I am

Your friend,

Jasper C. Barnes
Dean
Chicago, June 1, 1916


My dear Mr. Barnes:

Professor H.F. Judson,
University of Chicago,
Chicago, Illinois.

Thank you very much for your kind note of the 30th of May. We are hoping to have an interesting time on the occasion of our celebration. I wish you could be with us.

With sincere regards. I am.

Very truly yours,

H. F. J. - L.

Our examinations, annual entertainments, and Commencement take place June 2-3, so it is impossible for me to be present at the Quarter Centennial celebration. I am sorry that I cannot be present on that occasion.

With best wishes to you and your good wife, I am

Your Friend,

Dean Jasper C. Barnes,
Maryville College,
Maryville, Tennessee.
Opieco June 1, 1932

My dear Mr. Pattee:

Thank you very much for your kind note of the 30th of May. We are hoping to have an intemperance case on the occasion of our delegation.

I wish you could be with us.

With sincere regards, I am,

Very truly yours,

H. M. J.

Dear Teachers & Parents,

Menlo College
Mendocino, California
President Harry Pratt Judson,
University of Chicago,
Chicago.

My dear President Judson:

Our Committee has taken the liberty of sending two coupon tickets for the events of Alumni Day, June 3 to all of the Trustees of the University except Justice Hughes and Mr. Harold H. Swift who is one of our own alumni. We hope that many of the Trustees will be in a position to use them.

May I also send you and Mrs. Judson these tickets and express the hope that we may be honored by your presence at all of the events under our direction. If you have any guests on Saturday we should be glad if you would let us extend the same courtesy to them.

Cordially yours,

[Signature]
Chairman Alumni Committee
Quarter-Centennial Celebration
submitted your letter to me, it is my understanding that you are not willing to accept any of the proposals presented by the Committee.

I am therefore forwarding copies of these proposals to the CEC. I hope that the CEC will take the necessary action to ensure that the proposals are implemented in a timely manner.

Yours sincerely,

[Signature]

[Name]

[Position]
854 Peoples Gas Building, Chicago
May 29, 1916

Mr. A. C. Bartlett,
     c/o B. B. Heard,
     Phoenix, Arizona.

My dear Mr. Bartlett:

Will you please accept on behalf of the Alumni Committee on the Quarter-Centennial the enclosed coupon tickets for the events of Alumni Day, June 3. We should count ourselves most fortunate if you could be present at any or all of these events which are given on the first page of the enclosed Final program.

The Alumni Committee has felt that this was a great opportunity to emphasize the relation of the University to its alumni and former students and their contribution to the life of the city, the state and the nation. We have regarded the entire Quarter-Centennial as the occasion for showing our loyalty to the University and our belief in its ever-increasing usefulness. We appreciate the opportunity which has been given us by the Trustees and we sincerely hope that the success of the day and of the whole celebration, as far as it is made possible by the alumni, may lead the Trustees to feel that the Quarter Centennial has been very much worth while.

Sincerely yours,

(Signed) Arthur E. Bestor
Chairman Alumni Committee
Quarter-Centennial Celebration
Dear Sirs,

I am writing to express my concern regarding the current situation at the office. We have noticed a recent decline in the efficiency and productivity of our employees. This is causing a significant impact on the overall performance of the department.

I would like to suggest that we could benefit from a revision of our current performance metrics and a more structured approach to recognizing and rewarding good performance. Additionally, it may be beneficial to conduct regular team meetings to discuss any issues and find solutions.

Please consider these suggestions, and let me know if you have any questions or concerns.

Sincerely,

[Signature]

*Note: The date is not visible in the image.*
654 Peoples Gas Building, Chicago
May 31, 1916

Chicago, June 2, 1916

President Harry Pratt Judson,
University of Chicago,
Chicago.

Dear Mr. Bestor:

Our Committee has taken the liberty of sending two coupon tickets for the events June 3 to all of the Trustees except Justice Hughes and myself. I wish to express my thanks very much for the coupon tickets. I shall hope to attend as many of the exercises as possible. Mrs. Judson and I may have a number of guests for the afternoon festivities. Again, expressing my thanks, I am,

Cordially yours,

Very truly yours,

[Signature]

Chairman Alumni Committee
Quarter-Centennial Celebration

F. E. Bestor,
854 Peoples Gas Bldg., Chicago.
Dearest Mr. Bezos,

Thank you very much for the package.

I may not be able to open it as early as I’d like, but I will try to do so.

I greatly appreciate your kindness and I may even send a picture or two of the contents.

Thank you once again for the gracious gesture.

Sincerely,

[Signature]
Dear President Jackson:

I am so sorry not to be able to be present at the 25th Anniversary Celebration of the University today. I am going to express my disappointment that I can't meet you, as I already have to meet Professor Mr. Judd. I have been at Bacon for the past five days, especially to attend meetings of its Alumni Council, of which I am a member. It meets only twice a year and so I cannot be away from Bacon for the November meeting. I always try to go...
This June meeting.
I learnt that this celebration is progressing satisfactorily. I shall be eager to hear of it in detail when I return for the summer.

Sincerely yours,

Katharine Blunt

[Handwritten text]
Chicago, June 19, 1916

Dear Miss Blunt:—

Thank you for your note of the 7th inst. I wish you had been with us. We had a very interesting time in many ways, and I think you would have enjoyed the conferences.

With best wishes, I am,

Very truly yours,

H.P.J. - L.

Miss Katharine Blunt,
The University of Chicago.