My dear Mr. Chief,

Our Senate Committee and the fill session of the last two years had the most stimulating interviews to the 80 and over for the next two years. I have over time to 02. I find that it was with my Republican that I have ever listened. In 02 at first, it was with the better match for the purposes of the Senate to lead their influence to a supreme, to give the Republicans a public service. It was without a good fellowship, nor good policy. I have seen, and that they can be known that there were not good condition for good sense, and many of the influence of the same. I have been more selective. He wanted to know it, that was the way that would be more effective. He wanted to know that I do not think that I will not think, if we do not think it else to some time that we can have a new idea. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations. I have done duties other considerations.

The problem of the whole range from Junior College to Graduate School, and I have been in the only exemption of the Technological Work. The idea of the Art and Literature element. The art and literature element. The art and literature element. The art and literature element. The art and literature element.

I propose to circulate only the division of press from theimers and (A) and I propose the junior college faculty as many committee members with different departments and these committee members to be graduated in the Junior College faculty to organize and develop the group of committees and there to committee on the groups concerned. The idea of the entire body of the special interests of the Junior College and their respective departments. This could be a connecting link between the whole and the lower work and the many features in the Junior College faculty are not essential to the college of the special interests that may be made on the matter. It is true that the school is interested in the subject of study.

To your kind attention to the end of this letter that you will be informed of the subject of study. It is true that the school is interested in the subject of study.

Yours truly,

[Signature]
as innocent in itself and possibly useful enough to be worth adopting. It could certainly do no hurt. We have another meeting Wednesday, and I hope we can agree on something.

Hale has evidently reco'd no notice of my appointment in Burton's place. Judson gave me this evening his copy of the report proposed by the Hale com. It seems to me radically offensive in its implications, and if I can do so I shall without any such direct statements as I made to Chamberlin make them see the propriety of going at the thing in a way that will not imply throughout that our organization has been a bungle from the start and that it is time for competent dealing with the situation. Probably my efforts will not achieve very conspicuous success, but I will do my best.

Sincerely,

Small
lotion. We already have
our tickets, and it is
for the hard work to deal
with the remaining pieces
on the list without only more
than the 130 authorized.
There will of course be a con-
siderable green top of Chalk
up, a grass from you, but
we shall have the green top
so far as the Verifies of the
ministers, when we return.

I shall soon here for
Vienna Tuesday morning.
It will take a good while to
find the Vienna crew, as
they are now on their vaca-
tions. My address will be
1/2 U.S. Grant Austrian Bank
Vienna.

The Bartlett party are
at the house. I dined with
them last evening. From

Second.

If my Chief
expected was due in
our here. It was evidently
intended for you. I have
thanked him for it on your
age.

Our love, and here,
and both accounts of stock.
So far as accounts are con-
scerred, per are open to
receipt beyond my effor-

Lucerne
HÔTEL SCHWEIZERHOF & HÔTEL LUZERNERHOF

Grand Hôtel, NAPLES ITALIE, MEME MAISON.
dropped by each of the three. I should wish that we put the task forward and deal with these subjects at once.

If I were to go, I think I could easily find it convenient to forget that I had not made any sort of five-year plan.

A letter from Chicago carries the information that the future Mrs. Bulten is a certain Mrs. Doherty, maiden name Tognini. I have not the facility to write a formal letter of introduction, and for Bulten's sake I wish to avoid either. I should like to stay at least six months more, at least I trembled on the subject.

At Bonn, where I found that Stimmel's Minstrely had taken off an entire new scheme to much here. That is better - a long circuit, by way of Hanover, down into the Harz region, to be for half a day with my family, but my mother only upon the others till after all. Shall you be able to join your family in Berlin for a week. I fear that Doherty has written to the authority, invited a certain Jacob (I think) Levy, Paris, for a reception at Christian literature. I think Samuel will find out something about him for me.

Tell regards to all your party. Personal advice to take to your friends, is some man...
Chicago, December 11, 1900.

My Dear President Harper:—

In reply to your question about the view that other departments take of the needs of the department of history, I cannot express too strongly my own judgment that the one great weakness on the "Arts" side of the University work is our poverty of historical material. This lack affects the historical courses primarily of course, but it distributes its effects very directly over all the other departments. I have had particular occasion the present quarter to deplore the lack of standard works on Nineteenth Century history. They were not books of interest merely to specialists, but necessary for any student of the social movements of our time. One can hardly enter on the most cursory examination of any historical subject without reaching the limits of our resources before getting fairly started. Professor Turner told me that the immediate expenditure of $50,000. for historical material would be necessary in order to justify any one informed about the situation in advising a graduate student of history to study in Chicago. Our weakness at this point has been so widely commented upon, and is so well known in other institutions, that it undoubtedly cuts off a large part of the supply of graduate students. Until this weakness is remedied we cannot honestly claim ability to furnish what historical students have a right to expect.

In saying this about history, I am pointing out only a little less directly the handicap under which all the
Dear President Harper:

I am writing to request your assistance in the purchase of materials for the University of Chicago. While I cannot express my personal support for the University, I feel strongly that the materials for the "History of the University of Chicago" project are crucial.

The lack of adequate funding for the purchase of historical materials has been a concern for some time. I believe that the lack of adequate funding for the project is a concern for all of us. The University of Chicago is a world-renowned institution, and as such, it is important that we support its efforts to preserve and study its history.

I am aware of the financial constraints that the University faces, and I understand the need for careful budgeting. However, I believe that the purchase of these materials is a necessary investment in the future of the University.

In closing, I would like to express my gratitude for your consideration of this request. I look forward to hearing from you soon.

Sincerely,

[Name]
cognate departments work. Strengthening history would strengthen us all, for the material that is lacking would not be monopolized by the one department. Most of it would be of almost equal value occasionally if not constantly to several other departments. More than this, the quality of research work which graduate students in history would be able to do, if adequate material were available, would insure corresponding advance in quality of work in other departments. I have no hesitation in saying that Professor Jameson's request for $25,000 is a very conservative estimate of the sum needed at once to furnish historical material for the quality and range of work which the best friends of the University have supposed it already able to do. I am confident also that there is little difference of opinion on this point among the members of the "Arts" faculty.

Sincerely,

Albion W. Small

I beg to say that in my opinion this is a very moderate statement of a most serious situation.

Harry Pratt Jordan
cette gestion par laquelle vous avez emprunté... en effet, il est nécessaire de ne pas laisser monter les marchandises... Nous avons réussi à monter de manière... En raison de la situation de notre département... Nous avons pu... Certaines matières non encore disponibles... En effet, selon les estimations de... Je suis en mesure de... Je vous remercie cordialement... Je reste à votre disposition...
My Dear Colleague,

I am now in the pathetic
shell of civilization in general
and of education in particular.

The reason why Kansas is so
pathetic in furnish'g embroils
for foreign war is now plain
to me. It requires less brains
for food for health reasons than
to stay in his own hymn sort
of settlement. The only occupa-
that I can imagine to be
is to pluck the clock, talk about
the weather, and hope that
the rains may furnish from ex-
iniment. All the Colleges
in the State, the State Houses,
except would not amount to enough
combined to prevent an army
from gradual decline
into hopeless decadence.
Buckstein at Jefuls is the
pivotal point in the lot. It
has the most evident strategic
position. It will build up as well
arrive some day. It is well
with cultivation.

Baker Episcopal Methodist
perspective from a distance of
thirty miles. Yet it is digging out
some good materials. My
impression is that Atlanta and Buck
are doing not far from the same
sort. I work with advantage to
lessen the decided divide in
self-confidence.

The College addresses堞's last
include this one of a very enthusiastic
student of Mr.STERLING who
has just done some of Mr. STERLING's
correspondence work and fifteen
years to distribute from your
literature. He holds teachers'
Institute in the summer and
is a rather notable educator,
teaching in his own text.  

Dear Mr. Small,
My Dear Colleague:

If any of the circumstances you
manipulate a disposition to envy
me my present gift it might
be well to guard them in the schedule
which I have undertaken to carry
out in the next seven days.

Monday, November 30th
11:00 a.m. Meet Mrs. Johnson, the Portland
High School. 10:30 a.m.
Leave Portland 2:00 p.m.
Arrive Seattle 9:40 p.m.
Tuesday, December 1st
Meet Mrs. Johnson. 5:00 a.m.
Leave Seattle 9:40 p.m.
Arrive Tacoma 11:30.
Meet Mrs. Johnson. 2:00 p.m.
Leave Tacoma 2:15 p.m.
Arrive Portland 8:00 p.m.
Leave Portland 8:30 a.m.
Arrive Eugene (11:15 a.m.) 12:00 p.m.
Leave Eugene (Midnight) 1:15 a.m.
Arrive San Francisco 8:15 a.m. today.
The magnificent distances are
of time, gracefully, but they
managed to touch a fair number
of lightning near the
shall effect a few more points
from you at Los Angeles. Wheeler
is sick to much I a stagger
at a summer school at Berkeley
that it doesn't seem my khey
shoten can pull much from
Cal. Thus far I get no defi-
mite prospect of visiting from
the East, but shall seet some
seed and we must obey the first
and last law of advertising — keep
esxstangh out of it.

Sincerely,

Small.
My Dear Chief,

The most unpleasant part of my trip, as far as weather conditions and rough riding are concerned, is just over. I was so jaded when I got this ship yesterday noon that I had to take myself by the scruff of the neck and force myself out into the after-noon to get a Preliminary Tour of the city. I had to pay it up and go to the theater the evening was half over. Am all right and have put in a busy day among the children. Afternoon there has been such musicale
later I doubt that I shall get no chance except at U.C. Colle. or San die. or B. S. Stanford. Shall start in January morning with the High Schools. Have tried to constantly busy & send in notes on advertising material since Sacramento, but will try to keep up & do some. Three members of the High Faculty are coming to this Summer, and one student at least will study for a full year. Some of our Safest Schools at Lincoln Debt, when you visit them, and think you may remember them.

England is another evidence that the Stanford people don't
appreciate the real situation. They are acting like a lot of school children. Whether Mrs. Stanford or Howard or Jordan or any or all, that may be right or wrong is a detail of little importance. The main thing is that we owe to them some show of respect to the dignity of proper conduct. I'm not in the situation and I can't conduct appropriate, but the prevalent view among the people who want to believe in the relocation, as far as I can discern, is that Stanford...
has done so much for them, it is impossible to question the sincerity of their motives. Therefore, we must conclude that she is right! The whole affair exhibits incredible irrelevant coincidences so to speak in all concerns.

I have sent my correspondence as heretics in lodges. I hope to hear from them soon. By the way, the Illinois Central is probably the road that will be useful on my Southern circuit. Inside the Santa Fe, from which transportation is likely the securest. That ought to be looked after before the 15th of Feb. and shall be ready to start on the second circuit by that time. Since I departed from Cheyenne, I've been in 19 schools and colleges, meeting with various individuals who may be very influential, but all
Wednesday, Jan. 31, 1901

My dear Child:

I have had a thoroughly satisfactory day at Stanford.

I joined both our in charge cars and we went to town. Then

I had a lot of the faculty for

lunch. Afternoon I had

an hour with a fine chapel full of the students, and

then two hours drive about

the neighborhood. I got back

in time to go to Oakland to

a meet of the Berkeley Club,

at which I met some men

but men in the head faculty.

besides others from the town.

It is now one o'clock. I start at Berkeley tomorrow. Shall
No notion of mentioning the recent trouble unless Jordan started the subject, which he promptly did. After he had shown me the builder's list to me for a walk that lasted an hour, entirely devoted to the row. It did not change our view essentially, viz. that every one concerned has been wrong, but it did decided modify my idea of the protestation of wrongs in the different cases. I am convinced that there are all that he got, though I am still of the opinion that it would have been wise to have endured him till he could han hitherto quiet. It was astonishing like the
The strong thing that Jordan was saying and writing about were like the similar thing that he said about Burns. They were not, but their truth has to be placed in a context that the authors, not the person in question, must supply.

I still think that we are missing a chance to guess the popular ideas about universities. I'm not sure sugar beats for the summer

Drama. Don't that he could say could hurt me. But on the other hand, his engagements could show the genius of people who are tried to claim that the
"proprietary institutions" are afraid of the things that Bach may say can pay James is at present director of the Dei Press of the Chicago Conference, and not go himself. I told him I thought that would be a mistake. He said he was tired of explaining the recent creation to so many people, and he thought perhaps Prof. Bourns could speak more freely than he could. I told him the Briton Conference would not feel at liberty to cross-examine the man on his own affairs. But that it would be a service to them, as they have before the whole academic situation to hear the facts direct from them.
The struggle was difficult for him. He finally said that he ought to change his mind and go.

If you think it worth while than no doubt that a little urging from you would take him to Chicago. My impression is that he would greatly when the minds the different representations. He should make a confidential statement to them of the actual facts and he would do so if he could have a good chance. It would put them in possession of all the evidence there is to offset the inevitable bad effect. The miserable affair. Some convinced that Ross and Norton Howard are men who are trusted.
make themselves responsible in a minute. This leaves the case less bad than it might have been if the men were merely exercised a debatable discretion.

By the way, I suggest Terry as head of the field dept.
I told Jordan that for obvious reasons I was not eager to summon him, but that it would be proper for him to investigate the case.

I reach Los Angeles Sunday morning. Am not very clear as yet about the amount I expect for one in that quarter. But shall 
cover the ground as carefully as possible and then shoot through the desert later.

Sincerely,

[Signature]
My Dear Colleague: Friday, Nov.

Harsh struck it rich here this
men. A magnificent June day. Har
habits in the outside appearance of
the town from end to end, bathed with
the territorial days of Ed. Sommer, sensor
minister, editor of the lead. J. P. the
barest, dined on hour in the legislature.
the horses, and am just about to
get on the same train with the reading
of the legislature, other friends to
Oklahoma City. I keep on to
Norman. I'll be there this afternoon.

Will send under another
con. last report of the days Edita.
New market addresses so that
any student whom you put in
the job can easily transcribe
mail list. The Plan, is a Roman.
after all, and the Langston institute is for Colonel Trubert, Newton and Wichita Kansas. show of surprising from the car windows. All other educational people who I shook in our coat. This county is of much beyond the Kansas and Neb. grade of school instruction. As a glance at the record takes or well into the books or has some students from here, and shall have soon. "-J. B. Mitchell, Sutherland. on the list for successor. ready to it should. progress of fresh and the small town.

This is a magnificent region for farmers and the town already has school buildings worth twice as much as all the school houses in Brownies during today. In can well afford to cultivate it.
My dear Colleague:

The R.R. on this fast of my

count seem to arrange their

schedules with the primary

and I helpless the Frederic

hill as much their as possible.

For instance, I finished an hour’s

harangue at Illinois, silence

of the former that—fingers

the mimicking hands the 17

March of April, with his staff

at the inaugurated—-that

consumed a half time. Then

took an hour with the state staff

and this, with its presence

holding with all the faculty, took

off and rode that.

Then we adjourned to kill time

till a night train comes along at

10-30, of course, on six sleeper

at 1Hs with the Mayor, our drunks do
all I can before 9-45 A.M. or till 11 then Sunday.

Chilton is only 10 miles from here, but to get there and back by train would consume 24 hours. A March gale is coming, and after the gale there will be no Smith. I will go or succeed to face it with warm clothes, so dear cold short.

I can make a fairly expedition schedule for next week in Ga or the Carolinas. I don't know if you are well. Our sons have had no sign of my needs then the twin cattle are adopted.

I sent a small collection of addresses which should be read for summer Govt. needs. There will be some people from there soon, but most of the county is too rural to have much use for me. Frustrated.
By Star Colleague:

If a maker of schedules
you are not walking
not at all. If I live till tomorrow
night I shall not say there comes
by boat. Yancey and Austin, but
San Antonio, Galveston and Texas.
It is that but I have accomplished
any of the kind of business
that I could have done in a week's
stay. I think my name is
that the famous Yack Yack
in the grand division.

Wes is going to read me a

Yancey.
little million this summer. Most iff told to set up an
enemy. Their plan is entirely
preventing any advent, and
they had been sent to hasten
return. They came torib and
our talked on him about it.
Sure will stay a year. We
shall have a few good students
from Bryan, and portraits,
incided in the school.
Helps if we do the right thing.
May give me a good chance
at St. Mary's. I was
and himself kind. Wheeler
was my candle. Their By
Pedagogus -Sutter trained
take a B.S. degree with us, and think it will be
much less difficult than
Trinity's care.
San Antonio is the most
southeastern town that stuck
tatt pedagogical and his
trigly... fust here yit
dh 16 aft chark. It wust
durnina the fall yth
Aland and the teller yth
celebition we still in the
air... they wise aubt I
should say. I have read
more play hitting with
meal. Toke that turn the
ship. You could har
a hurricane on ship pool
Pele yth Santa Academy
say that he Caleb has her
maic some nees foals and
is on the batc of near cliff
which he is giv's London
to knuc down. The spelling
schools, there is a way j 68
The strikes me very forcibly.
He is a flower as all life
has never been within
sight. We lose to range
the idea of taking his hold and
it will be wise that we can
arrange it.

Dane Scudder and Rounds
at sight had misunderstood
possibilities very rotten.
He could develop a reflecting
light students in a few
years from the material
available in the State.

There are 20,000
Baptists and 3000 churches
an approximation to the same
number. I believe most
of their denominations, but
say to some. I repeat the turn. Tuesday with Dr.
Carroll. I signalm.
Mr. Parker Botts: We is a being but we don't say not their being days. They have picked off the world the college in University College. I am going to develop a good college. I think they will do it too.

Shall have a hotel sleep of Houston, Texas (Eds) night and a daylight rest. She said:

Come take bus for night train to Galveston. There is just one lecture in my circuit & S. H. Clark is going to meet with you Thursday.
My Dear Chief,

The Supe Schools for Atlanta is John W. Hopkins.

In offering futurion for the Superintendents, on the ground it losses sustained by the Schools, and by the teachers individually on the gale of last September, make the offer so that it will include all persons in the employ of the School Board. This for the year.

[Signature]
He sent himself, as he is somewhat melancholy, to make the market.

All the other plans will keep till I return. The letter on this subject should go to 

17th Place.

Georgia suppresses me near 7 places. The school system is in embryo, but there is a tremendous population, and these people are likely to finish up their ears and gather in the desert of the times when 

any man full atest

with 

Sall.
Dr. Small's Itinerary.

Leave Chicago Thursday evening, February 28th, at 6.00 P.M.

Arrive at Guthrie, Okla. 10.15 P.M. Friday. Visit University of Okla. at Langston.

Reach Ft. Worth, Texas 7.45 A.M. Sunday the 3rd. (Two Colleges there.)


Arrive at Waco 9.05 P.M. Monday the 4th. At Waco visit Colleges and inquire as to the wisdom of going to Tehuacana.

Leave Waco at 9.05 P.M. - M. K. T. the 6th or 7th.

Arrive at Austin 6.45 7th or 8th. Leave Austin 100 P.M.

Arrive at Houston at 7.55 A.M.

or

Leave Austin at 9.45 P.M. and Arrive at Houston 6.45 P.M.

In New Orleans Sunday 10th or Monday 11th.

Being present Tuesday the 13th. at the Inauguration at Tulane.

Go from New Orleans to Baton Rouge to the Louisiana State University.

Then to Vicksburg; take the Road running from Vicksburg to Jackson and stop at Clinton ten miles West of Jackson and visit the Mississippi College. Professor Latimer has been at the University several summer quarters. At Jackson visit Millsaps College; see Professors Weber and Swearingen who have been at the University.

From Jackson to Oxford, Mississippi (The University of Miss)

From Oxford to Holly Springs (to Rust University)

From Holly Springs via Aberdeen to Starkville, Miss. (Agricultural and Mechanical College) (Request for a visit from Mr. John Carroll now at the University.)

From Starkville go to Tuscaloosa, Ala. (by the Mobile & Ohio R.R.) near which is the University of Ala.

Then to Macon, Ga. (Mercer) to Atlanta, to Oxford (Emory College) to Athens, Ga. (University of Georgia).

Thence to Greenville So. Car. (Furman)
To Spartanburg, So. Car. (Wofford) Thence to Durham, No. C.
Then "On to Richmond"

between Tuscaloosa Ala. and Macon, Ga. you want to see Booker Washington's Plant at Tuskegee.
Chicago, December 16th, 1901

My dear Dr. Harper:

Enclosed will speak for itself. As to the legal learning and reputation as a writer, there is evidently no question. I have met the gentleman a number of times; he was located for a while in Chicago. He evidently has very wide professional connections. The other side of the case, so far as I know it, is that he has had certain domestic difficulties, and these I infer are the cause of his temporary expatriation. How serious they were and whether or not they would affect his eligibility in this connection, I am unable to say. I am told, however, that he was divorced and married the divorced wife of another man shortly after. I have also the impression that there is or at least was some doubt about the legality of the second marriage. I have met the lady who now passes as his wife, and she has the manner and bearing of a person of refinement and culture. The case would certainly seem to me worth looking up, and the clue given in the letter would enable you to find out, probably precisely the situation. Mr. Rogers also, of 26 Broadway, could, I think, give you more detailed facts.

Sincerely

[Signature]
Sept. 30, 1901.

Prof. Albion W. Small

Department of Sociology.

My dear Prof. Small:

I am writing to call your attention to two points:

First, In considering the Classical and Modern Language Conferences the question occurs to me whether they have not adopted a principle which might be applied with advantage in other groups. In a word, they have agreed that all candidates for the Dr's degree shall be required to take certain courses which seem to represent the main subjects included in the group. Will you not consider with a view to discussion at an early date in the group conference whether it would not be wise for the historical group to adopt a similar rule?

I think you will agree with me that while the reasons for our minute division into departments are good and sufficient, there are also grave dangers connected with that division. It may permit and even encourage a degree of specialization which in the case of a majority of our graduate students will prove to be unfortunate. In the case of the Historical group, no one, I suppose, questions that the
I think you will agree with me this with the

because for our minute division into separate parts we have and
not to the same degree common with that

If we benefit and have enough a degree of

speculation which in the case of a majority of our kind—

In the case of

the historical records, no one I am aware, draws on the
division is purely an academic convenience. The subjects dealt with by the four departments, and the methods of thought peculiar to them, are so related that one cannot do the last grade of work in either without a good degree of familiarity with the standpoint and methods of all. There are some very important and practical reasons for asking whether there is a sufficient degree of attention to this fact. We know that the majority of our Dr's intend to teach. The time is not far distant, if indeed it is not already here, when they will have to take places in secondary schools often or than in colleges. Even if they get college positions, they are likely to be made responsible for work that falls within each of the four departments of our Historical group. Is it not true that students get the Dr's degree with one of the four subjects as principal, and another, or possibly one from another group as secondary, with practically no work in two or possibly three of the departments of the group? If this is true, are we fitting our men to do the kind of work for which they need to be prepared? Will not institutions in which the instructing force is much weaker than ours, and the differentiation for that reason much less minute, graduate men better fitted for the general work of the majority of teachers, while of course less finely trained for the
The subject of the Board is to require an answer to the following question: Whether with the Board's foreknowledge and the consent of the shareholders, and the Board of Directors, the shareholders are not to be paid for the services rendered to the company.

The Board is not to be paid for the services rendered to the company. We know that the majority of the Board is interested in seeing that the affairs of the Board are not carried on in such a way as to prejudice the interests of the shareholders. It is the duty of the Board to make known the facts to the shareholders. In the case of the Board's foreknowledge, the Board is not to be paid for the services rendered to the company. It is the duty of the Board to make known the facts to the shareholders. In the case of the Board's foreknowledge, the Board is not to be paid for the services rendered to the company.

It is to be noted that the Board is not to be paid for the services rendered to the company. It is the duty of the Board to make known the facts to the shareholders. In the case of the Board's foreknowledge, the Board is not to be paid for the services rendered to the company.

It is to be noted that the Board is not to be paid for the services rendered to the company. It is the duty of the Board to make known the facts to the shareholders. In the case of the Board's foreknowledge, the Board is not to be paid for the services rendered to the company.
investigating work which the minority will have opportunities to carry on? Is it not possible for us, without sacrificing more on the side of special training than we gain in breadth of view, to insure a somewhat better balance of attention to the different subjects included in the group? As a basis for discussion I would suggest that each candidate for the Dr's degree in the group is held responsible for a minimum of three majors in three of the departments, and eighteen in the fourth, principal, department.

Second, I have noticed that there was considerable duplication of courses during the past year. As an example, I may cite as a conspicuous instance of duplication on the fact that in the Spring Quarter there were offered three courses dealing with municipal subjects:

Municipal Administration by Dr. James
Urban Committees by Dr. Henderson
Municipal Sociology by Dr. Zueblin.

This seems to me to be very unwise and to indicate that the heads of the historical departments do not confer sufficiently with reference to the distribution of courses in their departments. The least thing to be asked would be that such courses be distributed in different quarters, and even this seems to me to be wrong. In this connection I
I wish also to raise the question whether advanced courses of a highly special character are not being repeated too frequently. In other words, I wish to raise the inquiry whether any considerable number of courses given for graduate students should be repeated from year to year. Cannot this programme be arranged by alternating every other year, or indeed, in some cases, in offering a particular course only once in three years? I understand that this is done in many cases. My question is whether this plan is as adopted as would be wise.

I am sending this letter to the Heads of the Departments of Political Science, Political Economy, Social Science, and History.

I shall be glad to confer with you personally before the matters are discussed in the Conference.

I remain

Yours very truly,

W. R. Harper
My dear Dr. Harper:

I have thought over Mr. Vincent's opinion on the question of discussing this matter at length, and while I usually regard his judgment as more level-headed than that of most members of our faculty, in this case I fail to agree with him. It seems to me that he is so anxious not to give you any advice which would tend to get you into trouble, that he is more cautious than he would be if he were dealing with such a thing for himself alone. It seems to me that the matter may be over-done. Of course people are going to disagree on a great many points in the whole business, but it seems to me that you have now a good opportunity to discuss the matter in a document that will be epoch making in stating some things which will give occasion for the bringing out of these latent differences of opinion.

I have no special weakness for anything in the statement that I have drawn up, and that is not the point, but I certainly advise you to discuss the social and pedagogical aspects of the matter as it rests in your own mind, and as extensively as the question involved seemed to require.

Yours very truly,

Albin W. Small
The Minister of Agriculture

November 18th, 1943

Gentlemen:

I have thought over your suggestion on the question of the increased supply of tobacco and white rice. I am particularly interested in your proposal as regards increasing the supply of tobacco. In this case, I fail to see what I can do to assist. It is not within my province to dictate to the tobacco grower on how to grow tobacco, and to give him advice not to grow any varieties of tobacco. It seems to me that any advice that I could give him would be ineffective. It seems to me that the tobacco grower may do as he chooses, but it seems to me that he should make a point of producing a tobacco that is suitable for the market.

I am not in a position to advise the grower in the matter of the raising of rice. I can only advise him not to grow any varieties of rice. It seems to me that the rice grower may do as he chooses, but it seems to me that he should make a point of producing a rice that is suitable for the market.

Yours very truly,
President W. R. Harper,

University of Chicago.

My dear President Harper:—

The enclosed note has somehow escaped my attention until the present moment. I do not quite understand the allusion. It seems to me that the note to which I added a statement, or rather the long statement which I submitted to you, together with another long statement of my own, must have been earlier than June 15th, and that another subject was taken up in this later communication. I think I can infer very fully what Dr. Henderson's exception must have been, and you know from remarks that I have made more than once that I sympathize with him very extensively. The position which he occupies is one that nobody who was less than the saint he is could be comfortable in, and, if I must say it, even such a man would have to be surrounded by very decent people in order to make such a position tolerable.

If there is any way to satisfy his very just desires in the matter I should hope that it would be found, because it is certain that the present arrangement would not work if the persons concerned were different.

Of course I am glad that he can speak as he does of me, and it is certainly true that our relations have always been most cordial and sympathetic, but that does not cover
the whole ground, and I feel that he should be made more comfortable if possible.

Sincerely,

[Signature]

AWS
Feb. 4, 1903.

My dear Chief:—

At the proper time and with the proper persons I think you may put the following to good use:—

I want to make this point:— In reaching the conclusion that Prof. M. would be a useful agent in Germany I am now of the opinion that we have estimated him incorrectly. His influence is likely to be a negative rather than a positive factor in carrying out our plans. For the following reason:— In the German-speaking world there is no element of mystery about M. He is one of them. He has his rating among them. He has a quarrel of long standing with some of them. The merits of the case do not interest us. His personal or professional controversies are not in themselves our affair. Whatever the pros and cons, however, if we make him our representative we thereby, in the eyes of the Germans, identify ourselves with his cause, and accept the handicap of intense prejudice in certain quarters. Why should the Congress go out of its way for trouble by assuming the onus of this situation? The Congress and the Exposition ought to do everything possible to dignify the United States in the eyes of Europe. If a man goes to Europe as our representative whose personal and professional equation is already discounted there, we shall place ourselves at an unnecessary disadvantage. If Prof. M. should go to Germany apparently endorsed by our highest authorities as embodying what we think any American representative ought to be, our standards would be thereby discredited by reducing them to the level of the already-formed German opinion of the man.

The fact is, we have been reasoning in a vicious circle. M's influence with us rests on his supposed influence with the powers-that-be in Germany; while his influence with the powers-that-be in Germany rests on his supposed
influence with us. Von Holleben made that trap for himself, and whether higher authorities have reached the conclusion or not, there is plenty of outspoken popular opinion on both sides of the Atlantic that he might have been much better advised. Why should he fail to take the hint?

On the other hand, a purely American delegation would be assisted by the element of mystery that would surround them. A foreigner is always in a certain measure inscrutable. If our representatives should simply conduct themselves as cultured American gentlemen, they would command a hearing on the Continent that would be much more considerate than a man in Prof. M's relationships could secure. Americans would understand just what the delegation does and does not represent, and would estimate the value of its mission by the results it could show. In Europe such a delegation would be more likely to get, individually and collectively, the benefit of every doubt, than any man could who is already classified by various strata of German opinion. Should we not therefore reflect that ability is not necessarily availability?

I have just seen a letter from a Harvard Senior written simply as a matter of student gossip, with no knowledge that it would throw light on anything important. In speaking of different Harvard instructors he refers to M. as rated very high as a psychologist in Cambridge, but he adds that "The rest of the faculty are understood to have no use for him because of his queer character."

Sincerely, Small.
My dear Mr. Howard:

I think that meeting with the labor representatives tomorrow may be made more important than a visit from the President of the United States. It is the first chance you have had to make them believe that the Union is with the people. You can make them see that we can't join a Labor Union, and take sides against men who want peace, and at the same time that we want to see the standard of life and the conditions of labor raised all along the line.

I would say flatly that if the top had given you a chance, you would have used all the influence in your power to dissuade them from taking the step they did, but that you have no more power to control their attitude toward Union Labor than Marshall Field has that of his customers. I think they can be made to understand.
Chicago

April 7, 1903

The Quadrangle Club

that their boys have probably never

get acquainted with the merits of

the labor problem at all, and didn’t

realize how their action would look

from the standpoint of their union.

They can also be made to see that

they are in a sense like public car-

ners are in a sense like public car-

ners. We can no more prescribe to

them our students what they shall think

our students what they shall think

our students than a railroad can tell

its passengers, railroads can tell passengers.

In that respect we are like the

in that respect we are like the

public schools. We have to take

public schools. We have to take

all corners, so long as they obey

all corners, so long as they obey

the rules.

I think this is a great

chance for you and in a desirable

chance for you and in a desirable

piece of work. I hope you will

defy yourself and improve their

defy yourself and improve their

Nasted Small.
Chicago

I'm just writing to say hello and to let you know that I'm still enjoying the city. The weather has been fantastic, and I've been exploring all sorts of interesting places. I visited a few museums and tried some local food which was delicious. I'm also planning to meet up with some old friends later this week.

Life is good here, and I hope things are going well for you as well. Please let me know if there's anything I can do to help you.

Best regards,

[Signature]
Dear Chief,

The message that I sent from two hours ago was in reply to letter and telegram waiting for me when I arrived from my day's excursion to the World's Fair in London. As I was building the most important Austrian germ plasm, I had no dinner — two hours will suffice for a hungry man when he has a companion — and I can travel on foot to get where I was heading in order to reach the train. I may duplicate with you ideas.

I'm sorry, but not surprised that you do not get all of the best news at once. My information is that the Hubbard News is a genuine case of how to invest money so well for the future. The news of your return to the United States has spread a man's hair with joy. I hear that Mr. Smith has also been a return gift from him. His friends and family are happy to see him again, and I am sure they are waiting for the news to arrive. I hope you are able to date the departure.
Sept. 17th: I think that is best, but that such an event has not been in my absence from the scene of
operations.

(2) Then had to go on all directions to Budapest, the
across to Viena, back to Vienna, still at
Turins, or Turin, mean-while, I tell I could get
back of the men — all the

(3) I can't think I know
Mr. B. H, P. Sn., married
with Miss Parnam, in
Chicago.

(4) Have no note of R. A.
binny in Budapest, but
the man to show me the place
is an old fellow 77 years,

Frank dyer Chester, A.T.
— a very agreeable fellow

Address your Swiff
Consulat de K. S. A.

He will be delighted.

(5) As I said in my telegram,
I shall go to reach K. I.,
shall soon put Mr. Bristol,
Mr. Cassell Mr. will
join you 3 or 4 or 5
St. Important affairs — one with the family
here, and one with
the firm's choice of the Dip-
section in Children's clothes.

(6) Hotel Bristol, Vienna.

(7) In Budapest, go to the
At the Bristol on Munich tell them to give you a court room. They are not so good as what we have slept in the suite in Vienna.

I have stayed at Hotel Hungaria and it is fine. I am going to join you on Sunday or Monday. Chester calls at the last two four — I found it all right. Very likely you will find Gridler at Republik Commission. If not I caution you and the Magyars never to leave each other alone with his wife.

8) In case you cherish the romantic idea of going to Budapest by steamer, eschew it without mercy. I shan't have on the Danube 8 hours from Linz to Vienna, 12 hours from Vienna to Budapest, and 12 hours from Budapest to Vienna.

From V. to Budapest, the Danube might be packed like in the European collection. The Mississippi, Alton, St. Louis might be taken for its overgrown barge.

9) If you were going to Decker instead of Constantine I would both turners, but after the snuggling, I understand you for two weeks, you couldn't catch me hunting for more trouble in the same house. Petersburg with its cold enough.

(10) Last but first. I don't like this Berlin business and a little bit. Of course if I made. Enough, but there is danger that not only I personally but they...
will get through it. I am
highly satisfied with it,
and I have offered to
double it. I am sure
that any way to bring the affair
off without any exciting
it would be better.

I will discuss these things
out when we meet.

With regard to all

Yours,

[Signature]
I recognize that by the tone this reader you suggest questions will have attracted your attention. Specifically and about the letter. I have

Dr. Bürckel sends his acceptance. I hope it will serve you to send him a letter. I communicate as soon as possible. He offered me it in best terms I can command. The satisfaction I

2. Brunner writes that he has not yet been able to reach a decision and ask for any address after this. Please give him the address of

the Henner, but assure him that we will soon prefer wait a while for the answer. But then just him to the success. I rang 250 because I insufficient time to consider

3. Have had another good letter with Schubert still off. Shall see one of both. I think again later. They are all right, and will held in

my way possible.

Ministering publishes a long article in the Congress in the last number. I see it, but never my article. It is rather more newy and advertising

myself than the article in the June. Wittenberg.
a specific Congress. and that she thing could hardly be kept secret without him. He also states the fact that he has secured 120 German, while his two colleagues together have secured only 140 from the rest of Europe. This is strictly true, yet the influences suggested are entirely false. I don't understand why any credit is being given February for this work, but it will please the devil among our people to know that it is not to which he is exploiting himself. Ask offense if all American scholars' conduct.

Ayrold Small.

By the way, your Paris telegram read— "I write Schürer. By that I understand that I am to do nothing with him. He has told me that he has correspondence with him and Coulter with Harbinger. That Coulter will report result to Schmidt. Have just written to him with whole situation..."
Underwood, Fankhauser & Co.
Incorporated
Bankers
Lords Court Building, 40 Exchange Place,
New York, April 28, 1904.

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

Dear Sir:

I trust you will pardon me for taking the liberty of writing you this letter. I desire very much to have your opinion, and your reasons therefor, on a subject of the utmost importance to me and my family, which will, I believe, greatly aid me to correctly settle in my mind a vexed question. Your experience in educational matters as well as your knowledge of sociological subjects, leads me to have great confidence in your judgment, hence I am writing you confidentially and your reply will be so treated by me and my family. I also desire to say, in advance, that I shall greatly appreciate a full and frank opinion from you at your early convenience.

A gentleman, 40 years of age, a graduate of the University of Illinois, and other institutions of learning, who now holds, evidently, the esteem and confidence of those with whom he associates, as a physician, a Christian gentleman and a scholar; who deports himself in every respect, so far as I can learn, in a very upright way, and seems to have ideals of a high and noble order was born a full-blooded Indian of Apache parents. When four years of age he was taken from the Apaches
Dear Sir:

I trust you will pardon me for taking the liberty of writing

you under these circumstances. I am in the habit of the frequent necessity of being in

touch to communicate, in my capacity as editor of "The Christian Advocate," my views on mutual assistants. Your experience in educational matters as well

as your proficiency in educational subjects, I have to have known our

intimate relations of our institutions. Since I am writing you confidentially and your

sympathy with me is expressed in my esteem. I am grateful to you, to whom in

writing this I am greatly appreciate and thank you from the

bottom of my heart.

With cordial greetings,

[Signature]
by American-Christian people, was brought up and educated. These people
died before he had completed his education since which time he has made
his own way in the world and is now a respected citizen and a member of
the Baptist Church. He has the appearance and many of the traits of
a thoroughbred Indian, yet with characteristics born of education and
refinement; and, as said before, is now a practising physician with a
limited practice, and is frequently called upon to lecture upon subjects
of his profession and his race.

By accident he was thrown in contact with my daughter and for
over a year often met her, in common with others, at the same boarding-
house, and by reason of this contact there sprung up a friendship be-
tween the two, which gradually, probably because of the novelty of such
a situation, has increased by degrees until of late their companionship
has been frequent, and during this time she has heard from him his life
story, and observing his Christian character and evident noble aspira-
tions, this friendship has assumed a high regard and respect until they
now think they love each other and he has proposed marriage.

The constant contact with each other without the association
of others, coupled with her absence from, and consequent lack of cau-
tion and advice of her parents, has, to a large extent, influenced her
opinion, no doubt, from what it might otherwise have been. It is quite
evident she considers seriously only the fact that he is an upright man,
of Christian character, with commendable aspirations, which, with some
accomplishments, makes him in her mind largely her ideal as a man. She
does not consider the question of race seriously, and does not think it
of vital importance, rather believing it of minor consideration. By
reason of the attainments acquired by this Indian gentleman, which have
been sung by him in her ears for a year or more, she is led to believe
and feel that this man is her ideal notwithstanding the great difference
These people in American-Canadian history have played an indelible part. Their contribution to the development of the country cannot be overstated.

The American-Canadian people were pioneers in their own right. They contributed to the shaping of the new land and to the growth of the nation.

The American-Canadian people were often met with with resistance and opposition due to their cultural differences. However, they persevered and succeeded in shaping the country.

The American-Canadian people have made significant contributions to the country in various fields, including education, business, and politics.

The American-Canadian people have been recognized for their contributions and have been awarded various honors and distinctions.

The American-Canadian people have left a lasting legacy and their contributions will continue to be remembered for generations to come.
between them in blood.

My daughter has always lived with her parents until within two years, the separation being caused by our removal to the East while her employment as a school teacher (Kindergarten) kept her in the West by choice. She is twenty-eight years of age, of American parentage, bright, accomplished, full of sympathy and affection, staunch Christian character, has ideals of the highest order, and refuses to associate with any but those of the highest attainments from a Christian and ethical standpoint; is cool, conservative and usually of splendid judgment; has traveled but little and knows very little of the world. She has for several years supported herself, which she does now, and can remain in her present position, if desired, indefinitely.

Seriously, yet candidly and sorrowfully, I have briefly laid this story before you, with a view only of obtaining a better judgment than I possess to enable me to render a decision (desired by my daughter who, by the way, defers to the sanction and will of her parents) free from prejudice and strictly honest to all parties.

By knowing what you would do, under similar circumstances, I can better form a correct decision. Hence I want to ask you this question: Under similar circumstances, as above related, and so far as this information enables you to come to a decision, would you give your consent for an only daughter to marry this man whom I have endeavored to impartially describe?

Again thanking you for this intrusion upon your time, and the necessary service occasioned by replying to this letter, I remain, with much respect,

Gratefully, and

Very truly yours,

[Signature]
The position you have been placed in, is most necessary and important. It is one of the most important and responsible positions in the country. It is a position of great prestige and power. It is a position that requires a high level of intelligence, integrity, and dedication. It is a position that will allow you to contribute significantly to the community and the nation. It is a position that will provide you with opportunities for growth and advancement. It is a position that will allow you to make a difference in the lives of others.

Your qualifications and experience make you a strong candidate for this position. Your ability to think critically, solve problems, and make informed decisions is a valuable asset. Your experience in leadership roles and your track record of success in previous positions are impressive. Your dedication to public service and your commitment to excellence are admirable.

I would be grateful if you would consider this opportunity and apply for the position. If you require further information or have any questions, please do not hesitate to contact me. I look forward to hearing from you.

Sincerely,
[Signature]

[Name]

[Title]
May 11th, 1904.

In commenting upon the attached letter I would say that I have consulted other members of the department, and while they would scarcely want to advertise this as an expert opinion, it is the result of such reflection as our poor human nature, assisted by such departmental knowledge as we possess, can bring to bear on the subject.

In the first place, the description is so specific that we are unable to treat the question as a purely abstract proposition. In as much as there is only one man in the United States who answers to the description, and in as much as he is well known in Chicago, the case necessarily assumes a more personal aspect than the writer of the letter intended. The reputation of the man whom the description fits (Dr. Carlos Montezuma) is so good in Chicago that it necessarily weakens the usual objections to mixed marriages. As an almost invariable rule those who weigh the considerations involved in such a case would advise on the whole against the alliance suggested. Other things being equal there is a greater antecedent likelihood of compatibility and happiness in the case of a marriage between two persons of the same race. The different sorts of social anomaly which are emphasized by a marriage between persons of widely differing races are likely to lead to embarrassment, which decidedly interfere with the anticipated happiness.
My dear [Name],

In reference to your letter, I was very much pleased to hear from you and to learn of the progress of your work. I have no doubt that the experience you are gaining in the field of education will be invaluable to you in your future endeavors.

The work you are performing is of great importance to the future of our country. Education is the key to progress and prosperity, and it is through the efforts of dedicated individuals like yourself that we can ensure a brighter future for all.

I am pleased to hear that you are planning to continue your studies in this field. Your determination and commitment are truly inspiring.

Please keep me informed of your progress and do not hesitate to contact me if you require any assistance.

Yours sincerely,

[Your Name]
of the parties. On the other hand, this is a matter of sentiment on the basis of very largely artificial conventionalities. There are no known anthropological or physiological reasons why persons of the two races in question should not marry. On the other hand, it is quite probable that the offspring of such a marriage would show decided benefits from such a crossing of blood. It is entirely probable that in a given case the temperamental and social adaptation of the parties to each other may be greater than in the case of a given couple of like social standing in the same race.

Looking at the question then from the most impersonal point of view possible, under the circumstances I would say that the young woman in question should certainly be advised not to marry the man in question because of the unusual character of the alliance. This advice, however, ought not to be insisted upon, in case her own judgment and inclination is inconsistent in the other direction. The reasons for the advice are by no means so demonstrative or so essential that they ought to be uncompromising against a strong contrary feeling and conviction of a young woman of the age in question. She is after all the most immediately and most deeply concerned, and her judgment ought to be considered the final criterion rather than that of her family. The objections to be urged against her inclination amount really to sentimental prejudices rather than to substantial obstacles.
My dear Chief,

I have just seen the opinion that Jadson will read by Zym, and it seems to me entirely correct. The only further suggestion that I can make is this: Assuming that pure zeal for science and humanity is the big motive, could not husband and wife cooperate in some way that would absolutely separate administrative and scientific responsibility?

So far as I am informed of the details of the situation, no one would have sufficient powers for objection (if administration were absolutely and unequivocally confined to the husband) to experimental and research work by the wife. Why could not be arranged in such a way that the wife would have no contact with administration, except in connection with her immediate subordinates in her own experimental work, in effect the relation that the men at Lake Geneva, with their names at Yale, have to administration yet there?
Dr. [Name]

[Paragraphs of handwritten text]

[Paragraphs of handwritten text]

[Paragraphs of handwritten text]
Chicago.

If there is any solution along this line, it would seem to me that this fund might yield to this extent — or, make an exception of the rule of one partner bearing all the losses, but not make an exception to the much more important rule that there shall be no ambiguous division of administrative responsibility.

Both husband and wife could get all the credit, in published reports of the results of their work, that either wants to give to the other. The wife could exert her full influence on the general plans through consultation with her husband at every step, but all dealings of an official sort with the officers of the school and the management would be through the husband alone or his education representatives.

Then very little hope that above is fairly in the particular case, but theoretically it seems to me the limit to which the law can go.

In a most small.
Wednesday, May 3rd

I had finished in an evening writing of the Post, and the American, and lately with the city editors of all the morning papers.

When I saw that cliff in the Post fell as though Tsigannov had struck me with his knuck-out blow over the heart. I had received and enlarged upon the one I had rejected and enlarged upon the story that any unfavorable change had appeared in President Harper's condition is an absolute fake. The Examiners seems I have published just what I said. I have not seen it, but the editor rephrased it from memory and it was corrected so far as I noticed. The other morning I heard Miss Hilles killed the story altogether. Papers simply killed the story altogether. Papers simply killed the story altogether. The editor of the Examiner told me that he knew the evening papers were getting ready.

The evening papers were getting ready to give the story that the Examiner was to get ahead of them on the last night was to get ahead of them. The reporters of them were any facts.

I have simply tortured every man in the faculty.
It makes me say more than the Dr's know. At last they have resorted to out and out faking. They called on the Post to discharge it then called on the Post to discharge it. The man that gave them the story, but any theory that it was concrete in the office. The American story was apparently made up from that in the Post. So far as I know, all the men that I talked to were on the negative. The American adds from a prominent member of the faculty, some such nom de plume details, of which that occurs before heart.

My chief concern is that you shall not think we are quitting you when your task is turned. They have for a moment given up the chief depressed just before the operation, that some of the most effective work of your life is still ahead. The Dr's don't say anything different at all. They don't say what they say to you. They actually say that the prognosis was premature, and that their prognosis was premature, and they say that the progress you have made they say that the progress you have made they say that the progress you have made they say that the progress you have made they say that the progress you have made they say that the progress you have made they say that the progress you have made they say that the progress you have made
Chicago, November 16th, 1905.

President William R. Harper,
The University.

My dear Chief:

Mr. Payne's letter with respect to Mr. Raymond presents a problem about which I presume you want me to comment chiefly from the departmental side. It is very difficult for me to express myself without seeming to lack in appreciation of the other factor of the situation. I will try, however, to do justice to both sides.

I think you understand that I believe thoroughly in the importance, not merely to the outside public, but to the inside work of the University, of the Extension Division. I appreciate very fully the work that Mr. Raymond is doing. It takes peculiar talent to succeed as he has done, and it is evident that his success is assured. I feel that such success has peculiarly strong claims on pecuniary remuneration and one of the ways out of the difficulties involved would possibly be the attachment of larger compensation to permanent positions on the Extension staff in case of such success than men of the same rank receive for inside work. On the other hand, the rank which men hold on the home staff is a large part of their
Dear Mr. President,

I am writing to express my appreciation for the work of the University of Illinois Extension. The Extension Service has been a vital component of the university's mission, providing education and resources to the community.

I want to express my gratitude for the work of the Extension Service. The Extension Service has been instrumental in providing access to education and resources that have had a positive impact on the community.

I am particularly impressed by the efforts of the Extension Service in providing educational opportunities to individuals who may not have had access to them otherwise. The Extension Service has worked hard to ensure that everyone has the opportunity to learn and grow.

I hope that this appreciation letter will serve as a reminder of the important work that the Extension Service is doing.

Sincerely,

[Your Name]
compensation for their services. The sort of work which is of most value inside the University is, in the nature of the case, never likely to make an appeal to a large public constituency. It seems to me extremely unfair to give recognition of rank in the Extension work in a way that would, in comparison, depreciate the value of pure scholarship, on which, after all, the University is supposed to place the first emphasis. I cannot understand how the result of making Mr. Raymond a full professor could operate otherwise than as a distinct discouragement and relative disapproval in the case of a number of men, not merely in the historical group, but throughout the University, who are doing first-rate work as scholars and yet cannot be promoted to professorial rank. I do not think these men would have the same objection to the more commercial scale of compensation in the case of successful Extension lecturers, but if ability to reach popular audiences is to determine University rank, I do not see how we can expect the scholars in the University to feel that our ostensible rating of general scholarship as the paramount activity in the University means much. Such cases as this leads me to think that the discarded idea of denoting ranks by addition of the term "University Extension Assistant
comradeship for their services. The work of work must be
considered in the light of the University as it is the nature of
the case to have it kept to the extent of a large part of
comradeship. It seems to me essential material to give
consideration of some to the Extension work to a very great
extent. In connection with this we have the Extension Officer, who
seems to me to be a man of great ability, very much concerned
with the University, to represent the University in the case of a number of men not much in
the Extension work, but especially interested in the University, who are
very active in the Extension work. I hope that these men may come to
the Extension work to a very considerable extent.
In connection with the Extension Service as a whole, I do not think there is any more
considerable in the case of residential Extension Officers.
and, therefore, it is difficult to assess proper services to do so.
Since the Extension work, I do not think you can overlook the
consideration of the University to feel that our Extension work
is of a General nature, and as the Extension work in the
University is carried on. Our work as the Extension work is
largely concerned with the Extension work and its purposes in the
University and its nature much. Our course as this paper is to
}
3. W. R. H.

Professor, Professor, etc." would on the whole, be the best solution of such difficulties. In the outside world the qualifying terms would mean comparatively little, yet among academic people that would, to a very considerable extent, obviate the present confusion of denominations.

I hope this reply is not too vague. In a word, I want to avoid rewarding one good worker in a way that would seem to be neglect of others.

Sincerely,

[Signature]
My dear Philip,

I am Pat Geddes.

It would be safe for you to let Maclean know that if he will put into words that any sane human being can understand any distinct proposition that Geddes has submitted, you will give it due consideration.

You would not thereby render yourself liable to consumption, I am apprehensive quarter, I think, in the near future.

Geddes is one of the best entertainers and nicest men I ever knew, and has done some good jobs in Edinburgh, but when he writes...
fundership from them, no
bene on earth can follow
his mental processes.

I'll hold in the Mo. and
will tell you all you will
want to know in order to
prevent going to MacLean.

Sincerely,

[signature]
Chicago, September 11, 1912

My dear Small:—

Your two notes received. I will take up with Dodson the matters relating to the physicians, and see what we can do in the matter. I confess that Caddey's letter was too much for me. To save my life I couldn't see what the man is driving at. When I see MacLean I will ask him to elucidate if possible. I don't think it is possible.

I congratulate you on what you say about golf. It looks at least as if you had an accurate sense of truthfulness.

Cordially yours,

H.P.J. - L.

Professor A. W. Small,
Bretton Woods, New Hampshire.
Greece September 11 1912

Will your friend...

Your two notes received. I will take up with

D beverages the matter relating to the phylogeny, and see what we can

do to the matter. I am sure, since Gebbie I have been too much for

me. To save my life I can do no more than put in your

hand what I see possible. I will try to write it down.

Your's truly to become

I cannot understand how you can support got. It seems

at least it if you had no sense of gratitude.

Yours truly,

H.P. L.

Professor W. E. Smith
Professor Wood, New Hampshille
My dear Chief—

The fact is that the young men who wrote that article in *Nieuws* had not even seen my book, but had heard some rumors about my theories of interest, and examined about my 'hieries of interest' and 'concepts of interest' from Böhm-Bawerke. They must have been wrong. The authors of *Nieuws* had not got any support from *De Velezande* and *De Nederlandse Katholieke Doctrines* for the theory of *interesse* as formulated by B-B.

What I actually have said would, I think, be less scandalous in Böhm-Bawerke's eyes, but that *Nieuws* article was a wild shot. Meanwhile, I have had two pre-emptive responses from men I never heard of—one a lawyer, the other a wholesale tobacco merchant! (?)

It still leaves several kinds of people to make a world!

Sincerely,

[Signature]
Chicago, June 13, 1913

My dear Small:—

Your note gives me no information that I couldn't have guessed at. Many men of many minds.

Very truly yours,

H.P.J. — L.

Dean A. W. Small,
The University of Chicago.
My dear Chief,

This is merely to repeat a report which I gave to your office by phone.

Instead of attempting to shift the charge against Mr. Clark, I seem for him and told him that information had reached us that serious charges against his moral character are in circulation; that we do not want to be placed in a position in which it will be necessary for us to investigate the charges; that it would seem to be wise for him to relieve us that necessity by withdrawing from candidacy for the Doctorate degree.

The suggestion seemed to be welcome to him, and he adopted it without argument. His dissertation has not been accepted so that he could not in any event have received the degree of the same recognition.

I may regard it incidentally as closed.

Sincerely yours,

My dear Chief:

First, "may I not" express the hope that you and Mrs. Judson have had a thoroughly profitable Summer, and that you are in tip top form to begin another year's work? I kept watching in vain for a call from you here, as we consider ourselves on the high road to and from everywhere. I am leaving on Tuesday, via Portland and Boston, with the intention of starting west on the first train with an available berth. If fortune favors I shall be in Chicago Saturday night.

This letter was prompted by a remote and a near variation of the same impulse. To begin with the former:—For years I have wondered occasionally whether the University is doing enough to give continuous publicity to the gifts which it receives. Perhaps I am not fully informed about all that is done, but I have the impression that when A.B.C. gives a thousand dollars, or a million dollars to the University, the announcement of it at Convocation gets its standardised ratio of applause, it is properly, it is properly noticed in the President's Report, then it goes into hiding and seldom comes forth into daylight again unless it is converted into a building.

I do not remember that I have ever spoken about the matter to anybody, and I have not given it enough thought to get much beyond what I have just said, but it has been recurring to my mind this Summer, and I have wondered whether it would not be wise for the University to issue a pamphlet for rather wide circulation, perhaps under some such title as The Builders of the University.

Suppose the general plan should be to keep the pamphlet up to date by revisions at the end of relatively brief periods. Suppose the pamphlet should begin with Mr. Rockefeller's first offer,
President Harry Pratt Judson  Page No. 2

and follow this with the names of all the original subscribers who met his terms.

Suppose there should follow a classified catalogue of all donors, with the amounts which they had given for specified purposes, or with a brief characterization of gifts in kind: e.g.:

1  To the General Funds of the University.

II  For University Buildings.

III  For the Endowment of Departments.

IV  For the Endowment of Professorships.

V  For the Endowment of Fellowships.

VI  For the Endowment of Scholarships

VII  For the Endowment of Special Lectureships.

VIII  For the Endowment of Special Research.

IX  Literary Collections  etc. etc. etc.

I have thought of this in both of its principal bearings, viz. first, as a matter of justice to donors. It is due to them that their gifts should be treated as memorials which are kept in memory. Second, as a matter of expediency for the University. I do not think that my suggestion alone would add very copiously to the resources of the University, but I think that it, along with more influential factors, would hasten the time when it will be a mark of a Chicago gentleman to have given according to his means to the University, and when it will be as bad form for a Chicago man to die without a gift in his will to the University as it now is for a Boston man to make his demise without having enriched Harvard.
I have positions of time in part at the University.

Interim collection.

If for University building.

If for the Department of Forestry.

If for the Department of Meteorology.

If for the Department of Geology.

If for the Department of Botany.

I have positions of time in part at the University.
President Harry Pratt Judson  

Then as to my more immediate impulse. I have been taking lessons in the psychology of the thing by the introspective method. In planning to give Charles my - mostly moral - support in buying and rebuilding a house, I have been moved to complete the arrangements by making a will. By the way, it has always been one of my theories, consistently however in the breach - that no man over twenty-one years of age should rate as a thoroughly desirable citizen unless he executes an up-to-date will as often as each decade. I have completed the text of the will today, such work being laborious in direct ratio with the difficulty of locating anything to dispose of. I have made a provision which ultimately - after I have been dead long enough to have been forgotten - will yield to the University one thousand dollars annually, to be used for publication in the field of our "Social Science Group". I have expressed the wish that it be designated as The Albion W. Small Memorial Fund.

This is no new thought with me this Summer, but in thinking it over and over in connection with other things, I have been reminded that everybody to whom the possibility of anything similar is suggested goes over much the same pros and cons in principle. He is more or less interested in the object itself. He is more, oftener than less, interested in prolonging the memory of his name. The former motive might prevail alone, but it has better prospects if it can be linked up with the latter.

Of course I do not imagine that I am telling you anything, but I am taking the occasion to go over the familiar stuff in connection with the particular device I have suggested for making the most of it. In my own case, whether the time comes earlier or later, I shall die more serenely for having cherished the idea that a fraction of the work of my life will continue as long as the University does. Would that interest have led me to a preference of it over others, if the work were to go on only anonymously? I don't know, but I confess "a hae me doots." The roll of honor as it stands is enough to have decided my own case, but with a view to types of people whose connections with University interests are more indirect, I think there is something in my suggestion.

Sincerely, Albro Small.
Dear Mr. President,

I have been considering the advisability of erecting a new building for the use of the faculty and students. The old building is now too small and crowded, and the new one should be planned on a more efficient scale. I do not think that the present location is suitable for the new building, and I suggest that it be erected on a more central site.

Sincerely yours,

[Signature]
September 27, 1919

My dear Colleague:

Your very interesting letter of the 20th is duly received. What you say about continuous publicity of gifts is interesting. We have done some things along that line, but not enough, I am sure. All gifts of buildings and funds certainly should not be merely noted, announced, and published in the Record and the Register, but should be embodied in a periodical and brought up to date. These are all on record of course, and it would not be difficult to do that.

I note also your very interesting proposition for the future. I trust it will be many years before the University will have occasion to realize anything from the matter to which you so generously refer. At the same time, the purpose,
I need not say, is admirable, and of course will be laid before the Trustees in the form desired.

Certainly the "Roll of Honor" should and will be made definite.

With cordial regards, I am,

Very truly yours,

H. P. Judson

Dean Albion W. Small,
Faculty Exchange.
I need not say it is remarkable and of course will
be made prominent in the roll of honor. My health and
welfare are the concern of many I am.

Very truly yours,

H. P. Hughes

Dear Mr. Appon & Smell,

Personal experience

[signature]
Mr. A.W. Small,
Faculty Exchange.

My dear Mr. Small:

It gives me pleasure to notify you that at the meeting of the Board of Trustees, held November 8, 1923, you were appointed to give full service as Professor until June 30, 1924, and thereafter for one year to June 30, 1925, half service. For this half service the salary will be $5,000.

Will you kindly acknowledge the receipt of this notice so that I may know that the arrangement is understood by you?

With all good wishes, I am

Very truly yours,

Secretary.

---

1. Does this action unintentionally amend the previous action by which James received a salary of $7,500 forevermore?
November 15

The secretary of the board of trustees, hereinafter referred to as
the "executives," have decided to give full notice of the
1927-1928 school year. I have just been informed by the
superintendent of the school for the year
and am instructed to give you the details.

The school will begin on September 1, 1927, and continue for
the remainder of the year.

Will you kindly acknowledge the receipt of
this notice, and let me know when the arrangements to
be made for the year.

With the best wishes,

[Signature]
November 13, 1923

Secretary J. S. Dickerson
Faculty Exchange

My dear Secretary:

I am very glad to accept the arrangement of which you have notified me and I inclose formal consent.

My only query is as to the dates concerned. My University service began October 1, 1892 and the salary year has been October 1st to September 30th. My present salary arrangement began October 1st last. Is it the intention of the Board that this salary year, October 1, 1923 to September 30, 1924, is to be abbreviated by the new arrangement?

Sincerely,

[Signature]

AWS: Val.
Incl.
November 16, 1923.

Dr. Albion W. Small,
Faculty Exchange.

Dear Dr. Small:

I have your note of November 13. I presume the reason for your query is that the date for your changed relationship to the University is different from that of your salary year. It ought to be said that action under the Retiring Allowance Statute is taken irrespective of the salary year, retirement being governed by the time of the year in which a man was born, rather than when he was born into the University. That accounts for the change of the year in the action of the Board.

The Board of Trustees, it ought to be said, was so anxious to make the generous and tactful arrangement with you that I am sure that if the matter as adjusted is not entirely satisfactory, that the matter could be re-opened again.

I cannot think of the University without you, and writing a letter dealing with facts concerned with your retirement is most depressing to me. I am glad that you, however, view these changes with that characteristic calm and charm of spirit and language that have always delighted your friends.

Yours very truly,

[Signature]
Secretary.
November 20, 1923

Secretary J. Spencer Dickerson
Faculty Exchange

My dear Mr. Secretary:

This is in reply to yours of the 16th. I have not the slightest disposition to question the action of the Board. From the beginning it has uniformly treated me with more consideration than I deserved, and its generosity in these closing days of my active service has increased my feeling of gratitude. This, however, is my first experience of terminating my experience, and I find myself too dense to understand just what the Board's latest actions involve. Whatever the meaning, I shall accept it without question, but I am taking advantage of the final clause in your notification of the latest vote, to make sure that I understand just how it affects my income between now and the beginning of complete retirement.

I have never inquired into the operation of the Board's rules covering completion of service, and am entirely unacquainted with the precedents. I had assumed since 1892, however, that a final year of full time service would draw the same salary as any other complete year, and after the retirement plan was adopted I presumed that the retiring allowance would begin to run after that final year's salary had been paid.

In particular, I assumed that my last year of full service would be credited, like any other year, as having earned its vacation; even though the last month of that service followed my seventieth birthday. If this is not the case, I do not know how to draw the correct conclusion from the Board's latest vote of $5,000 for part time for one year. Shall I be on the retiring allowance rate during the summer months, the part time rate being payable in nine installments during the Autumn, Winter and Spring Quarters, when I shall be on duty; or in twelve installments running from November 1924 to October 1925, after which the retirement rate goes into permanent effect? In either alternative I cannot find a plausible explanation for the disappearance of the final Summer vacation from the reckoning.
Secretary J. Spencer Dickerson, 11/30/23, #2.

I hope I have made it plain that I am not asking these questions in a spirit of querulousness. Bookkeeping, at its simplest, has always been an excessive strain on my intellect, and it is a sheer dictate of prudence for me to eliminate all avoidable unknown quantities from my future accounts.

Sincerely,

[Signature]

Mr. Di answer taken here
not yet been added

[Signature]
President Ernest D. Burton  
University of Chicago  
Faculty Exchange

My dear Chief:

If you ever have a convenient season, I hope you will look through the appended correspondence and decide whether your interpretation coincides with Mr. Dickerson's. If it does, that ends the matter absolutely, so far as I am concerned. I hope, however, that in that case the code now in operation will be so explained to the members of the faculties as to avoid a series of unfortunate misunderstandings in the future.

When I accepted the invitation to help make up the new Faculty at Chicago, the principle "Teaching for three Quarters earns a year's salary" was so explicit and so prominent in the terms of agreement that until now I have never had occasion to imagine the substitution of a modified formula. The notification that my salary for the current year had been fixed at $7,500 was a most agreeable surprise as to amount, and it certainly conveyed to my mind no hint of deviation in my final year from the program of the thirty-one previous; i.e., three quarters teaching and twelve monthly quotas of salary. If Mr. Dickerson's conception had governed the Board's action the correct notification would seem to have been nine-twelfths of $7,500.

I hope my notes to Mr. Dickerson have made it clear that I am not aiming an argument at the Board. I most heartily appreciate its attitude towards me, and would on no account be inveigled into the indecency of attempting to haggle with it over details. While I am of course not indifferent to the fraction of a year's income involved, I am primarily anxious that justice may be done to the Board's intentions, and that a common understanding of them may be reached by all concerned.

Sincerely,
To my dear Sir,

I hope you are doing well. I write to express my concern regarding the recent developments in our community. I understand the importance of maintaining peace and order, but the recent events have been extremely unsettling.

I am writing to express my concern for the well-being of our community. I believe it is crucial that we come together to ensure the safety and welfare of everyone involved. I urge you to take appropriate action to address these issues.

I am concerned about the recent incidents and feel it is necessary to take decisive steps. I hope you will consider my suggestions and take action to prevent further harm.

Yours sincerely,

[Signature]
51, rue Spontini,
Paris, January 23, 1925.

Dr Ernest D.W. Burton
Office of the President
University of Chicago
CHICAGO, ILL.

My dear Dr Burton:

If it were not concerning a matter very close to my heart, which I know you will appreciate, I would not venture to intrude upon your time asking for advice.

When father's portrait was painted about eight years ago, several of the trustees and Faculty were quite outspoken in their opinion that I should give it to the University. I turned it aside then as I felt I should have the portrait. However, when I induced father to sit for Mr Clarkson, I had rather a tacit agreement with the artist that, sometime he should copy the portrait for the University.

A few years ago, Mr Farras wrote me asking if I should be willing to have a copy made. Of course, I agreed, for then, father was beginning to be in the grip of this trying illness and I thought possibly he would be more pleased if the portrait should come
from his Department. Later I found quite the contrary to be the case, as he felt too many requests for donations of various kinds were being made of Faculty members.

You know his wishes so thoroughly in regard to University matters and have been such a constant comfort to him in these last years that I feel you will let me know in what manner Mr Harris and I can give his portrait to the University whereby he and those interested can derive the most pleasure.

I am not asking father himself about this, simply because his reaction would be that I am worrying about him which, of course, I am constantly doing, and I should also like this gift to be rather a surprise for him, if this seems wisest.

His happiness over the tributes that were paid him at the last meeting of the American Sociological Society was so great, that we feel this may be the appropriate time to add to his happiness.

I am writing to Mr Clarkson in order that arrangements can be made to have the portrait shipped from our house in New York, so that he may begin work as soon as possible.

With best greetings to Mrs Burton and cordial regards for yourself,

most sincerely,

[Signature]
51, rue Spontini, 
Paris, January 23, 1925.

Dr Ernest D.W. Burton 
Office of the President 
University of Chicago 
CHICAGO, ILL.

My dear Dr Burton:

If it were not concerning a matter very close to my heart, which I know you will appreciate, I would not venture to intrude upon your time asking for advice.

When father's portrait was painted about eight years ago, several of the trustees and Faculty were quite outspoken in their opinion that I should give it to the University. I put it aside then as I felt I should have the portrait. However, when I induced father to sit for Mr Clarkson, I had rather a tacit agreement with the artist that, sometime he should copy the portrait for the University.

A few years ago, Mr Farras wrote me asking if I should be willing to have a copy made. Of course, I agreed, for then, father was beginning to be in the grip of this trying illness and I thought possibly he would be more pleased if the portrait should come
from his Department. Later I found quite the contrary to be the case, as he felt too many requests for donations of various kinds were being made of Faculty members.

You know his wishes so thoroughly in regard to University matters and have been such a constant comfort to him in these last years that I feel you will let me know in what manner Mr Harris and I can give his portrait to the University whereby he and those interested can derive the most pleasure.

I am not asking father himself about this, simply because his reaction would be that I am worrying about him which, of course, I am constantly doing, and I should also like this gift to be rather a surprise for him, if this seems wisest.

His happiness over the tributes that were paid him at the last meeting of the American Sociological Society was so great, that we feel this may be the appropriate time to add to his happiness.

I am writing to Mr Clarkson in order that arrangements can be made to have the portrait shipped from our house in New York, so that he may begin work as soon as possible.

With best greetings to Mrs Burton and cordial regards for yourself,

most sincerely,

[Signature]
February 3, 1925.

My dear Mrs. Harris:

In the absence of President Burton, who is taking a much needed rest through a trip to California, your letter of January 23rd has been referred to me. I am sure that President Burton will wish to write to you himself when he returns about two weeks hence, but in the meantime I want to write a personal note to say how much we honor your Father for his long and distinguished service for the University and how glad I am that we are to have your Father's portrait for the University. I attended the dinner in honor of your Father at the late meeting of the American Sociological Society and felt the general cordiality with which Dr. Vincent's appreciative address was received. Your Father's services to the development of Sociology and to the high standing of the University are equally eminent. I have regretted that because of his heart he has felt obliged to curtail some of his activities, but it has been a source of gratification that he has been able to carry on his major work so well and also to give his counsel to the Committee on the Harris Foundation, in which he has taken an especial interest. I am sure that we shall find an honorable place for your Father's portrait,
but I will leave it for President Burton to write you as to
the best manner of presentation.

Sincerely yours,

[Signature]

Mrs. Lena Small Harris,
51, rue Spontini,
Paris, France.

JHT:S
February 3, 1926.

My dear Mrs. Harris:

In the absence of President Burton, who is taking a much needed rest through a trip to California, your letter of January 23rd has been referred to me. I am sure that President Burton will wish to write to you himself when he returns about two weeks hence, but in the meantime I want to write a personal note to say how much we honor your father for his long and distinguished service for the University and how glad I am that we are to have your father's portrait for the University. I attended the dinner in honor of your father at the late meeting of the American Sociological Society and felt the general cordiality with which Dr. Vincent's appreciative address was received. Your father's services to the development of Sociology and to the high standing of the University are equally eminent. I have regretted that because of his heart he has felt obliged to curtail some of his activities, but it has been a source of gratification that he has been able to carry on his major work as well and also to give his counsel to the Committee on the Harris Foundation, in which he has taken an especial interest. I am sure that we shall find an honorable place for your father's portrait,
To the Editor:

In the wake of recent events, we are left with a stark reality. The actions taken by our leaders have consequences that ripple through our community. The divide that exists within our society is not just a product of external factors but a reflection of our internal discord.

As we move forward, it is crucial that we engage in meaningful dialogue and take actionable steps towards reconciliation. We must address the root causes of the issues at hand and work towards a more inclusive and equitable future. Only then can we truly heal the wounds that have long been festering.

Yours sincerely,
[Name]
but I will leave it for President Burton to write you as to
the best manner of presentation.

Sincerely yours,

James H. Taylor

Mrs. Lena Small Harris,
51, rue Spontini,
Paris, France.

JHT:8;
February 18, 1925.

President Ernest D. Burton, 
Faculty Exchange.

Dear President Burton:

I have your memorandum concerning the portrait of Doctor Small. I saw the original which was made for Mrs. Harris by Mr. Ralph Clarkson. It was an excellent portrait, as good, I should say, as the others which he has produced for the University. Should he make a copy of it, I have no doubt his replica would be practically as good as the original.

Very truly yours,

Secretary.
The University of Chicago

President's Office

Secretary's Office

Dear President Burton:

I have your recommendations concerning the problems of

Doctor Bassett. I saw the original which you wrote for me.

He is a man of scholarship. It was an excellent paper.

We can't help it. If he fails, 11.1. He can always try later.

But we must not make a copy of it. I have no copy.

The University would be delighted to have a copy as the original.

Very truly yours,

[Signature]

Secretary.
November 26, 1923.

My dear Mr. Small:

I am exceedingly sorry for the misunderstanding in connection with the change in your salary rate. The fault is mine for not thinking the matter through in all its aspects before expressing myself to Dr. Dickerson. Let me assure you, however, that there was never any thought of your failing to receive in twelve monthly installments the full year's salary earned by nine months teaching. Vacation credit once earned cannot be lost, and we have had no thought of your losing it.

If agreeable to you I suggest that it be understood

a) That your present salary of $7,500 will be paid in twelve installments to September 30, 1924.

b) That your salary of $5000 for next year be similarly paid in twelve installments to September 30, 1925.

c) That the date of your retirement be set forward to October 1, 1925.
November 20, 1935

My Dear Sir,

I am exceedingly sorry for the misunderstanding stemming in connection with the proposal in your letter of June 20th to make a test of the metal glass in all its respects before exposing yourself, that is to say, we have never any thought of your falling by accident into the mouth of the test piece but merely to give assurance as to the effectiveness of the metal, and to enable you to give an opinion on the present state of your firm's development of the process to the extent of five months experience. Acceptance of that opinion once obtained means complete confidence, and we have had no chance of your firm's worship.

If necessary to you I understand that it is in the case of your present salary of $1,600 will be paid in two equal installments to September 20, 1936.

I am unable to make an installment to September 20, 1936.

In the case of your salary of $2,000 for next year it is similar.

If in both in these circumstances to September 20, 1936.

In the case of your recommendation to October 1, 1936.

Yours truly,
If this arrangement is satisfactory to you
I should be glad to secure its approval by the Board of
Trustees.

Very truly yours,

Dean Albion W. Small,
The University of Chicago.
I don't remember to express

Thank you.

Dear Mr. Small,

The University of Chicago
President Ernest D. Burton
University of Chicago
Chicago, Illinois

My dear Chief:

The arrangement outlined in your note of November 28 is precisely what I had supposed to be implied by the two actions of the Board which had been reported to me.

It is more than satisfactory and I shall feel a good deal like a young man in attempting to work out my part of the plan.

Sincerely yours,

[Signature]

AWS:FW
The President, University of Chicago
Chicago, Illinois

The great factor:

The importance of note is your note of November 22
in which you noted that I had mentioned to Dr. Beery
the question of the money which may be required to
be

If so, you may supply me with the
amount in the event of work that
will require the same.

Sincerely yours,

[Signature]
December 7, 1923

My dear Small:

I am very glad that the arrangement outlined in your note of November 28 is satisfactory. Nothing that was not satisfactory to you would have been so to me.

Very truly yours,

Mr. A. W. Small
Faculty Exchange

ECB:HP
December 4, 1968

My dear Scott:

I am very glad that the arrangement
outlined in your note of November 26 is
satisfactory. Notifying that we not settle
the faith to you name have seen no to me.

Very truly yours,

[Signature]

Mr. A. W. Small
Federal Exchange

ED: HB
March 18, 1924.

My dear Small:

I find myself in entire sympathy with your statement of "My Religion." Your term "Christianism" is more correctly descriptive than "Modernism" or "Liberalism," but also I presume harder to get adopted.

Very truly yours,

Mr. Albion W. Small,
The University of Chicago.
My great Small.

I ring bell in营利 symphony with your contribution to "My Reflection". Your
call "Confession" to more connection ge-
scipious than "Constitution" or "Federation".
put also I believe paternal to get adopted
very earthy, yours.

My Appreciation Small.
The University of Chicago.

ED: CS
February 28, 1925.

My dear Lina:

Your very good letter of January 23 came, as you have learned from the reply sent by Mr. Tufts, while I was absent in California. In the few days that I have been at home since returning from California, I have been busily engaged and not yet able fully to catch up with my arrears of correspondence. As I am leaving again today for an absence of nearly two weeks, I want before I go to say to you how very much I appreciate your letter and how very glad the University will be to receive a copy of Clarkson's portrait of your father.

I have been much interested of late in noting the growing appreciation of your father's work. He has devoted himself to the fundamental things in his field, and, while he has probably had for this reason a somewhat smaller circle of readers than have some of those who have dealt with more superficial matters, his contribution to social science has been proportionately more substantial and more permanent.

Personally, I have through all these years of
My dear Peter:

Your very long letter of January 30 came, as you have learned from the reply sent by Mr. Tuttle, while I was absent in California. In the few days that I have been at home since returning from Cali-
turn I have seen many among you not yet able to act up to the present state of correspondence.

As I am finding myself too busy at present to receive a copy of Chicago's portrait of your letter.

I have seen much interesting of late in

noting the continuing suppression of your letter's wark.

He has devoured himself to the fundamental theme in
the field, and while he has properly said for this less
now a somewhat smaller circle of teachers to some
a contribution to society besides being a deeply
Breath more penetrating and more permanent.

Personally, I have managed all these years of
my acquaintance with him counted him among the very dearest and most dependable of my friends. To know him as I have known him has been a continual joy. While there is no danger that he will ever be forgotten at the University, it is both a most suitable thing and to me a great personal pleasure that his portrait should hang in the University buildings.

I shall be glad to correspond with you later as to any details of the receipt and hanging of the portrait. Meantime, Mrs. Burton joins me in most affectionate regards and good wishes.

Very sincerely yours,

Mrs. Lina Small Harris,
31, Rue Spontini,
Paris, France.

EDB: WD.
My acquaintance with him convinced him sooner than ever of my gratitude. To know him as I have known him has been a continual joy. While there is no greater thing in life than to do a great service to a great person — in pleasure that the part played by him in the university antipathies I must say glad to correspond with you later as to any getting of the receipt my patience of the postman. Mind, I must not join me in most attractive to —

Very sincerely yours,

[Signature: Miss Smith, Secretary]
February 28, 1925.

My dear line:

Your very good letter of January 25 came, as you have learned from the reply sent by Mr. Tufts, while I was absent in California. In the few days that I have been at home since returning from California, I have been busily engaged and not yet able fully to catch up with my arrears of correspondence. As I am leaving again today for an absence of nearly two weeks, I want before I go to say to you how very much I appreciate your letter and how very glad the University will be to receive a copy of Clarkson's portrait of your father.

I have been much interested of late in noting the growing appreciation of your father's work. He has devoted himself to the fundamental things in his field, and, while he has probably had for this reason a somewhat smaller circle of readers than have some of those who have dealt with more superficial matters, his contribution to social science has been proportionately more substantial and more permanent.

Personally, I have through all these years of
my acquaintance with him counted him among the very dearest and most dependable of my friends. To know him as I have known him has been a continual joy. While there is no danger that he will ever be forgotten at the University, it is both a most suitable thing and to me a great personal pleasure that his portrait should hang in the University buildings.

I shall be glad to correspond with you later as to any details of the receipt and hanging of the portrait. Meantime, Mrs. Burton joins me in most affectionate regards and good wishes.

Very sincerely yours,

Mrs. Lina Small Harris,
51, Rue Spontini,
Paris, France.
President E. D. Burton,
Faculty Exchange.

Dear President Burton:

The Committee on Buildings and
Grounds at its meeting held today voted to accept
the replica of the portrait of Professor Small by
Ralph Clarkson.

I am returning to you herewith the
letter of Mrs. Lina Small Harris and the manifold
of Mr. Tufts' letter to her. I am presuming that
you will want to write to her again and I take it
that somebody should communicate officially with
Mr. Clarkson. I am venturing on my own responsibility
to write him so that he may know that the matter
is in the way of adjustment, but my letter could not
be regarded as official.

Yours very truly,

[Signature]
Secretary.

Clarkson telephones Mr. [illegible] that he is about to go back to work on the
replica.
The Committee on Publications and
Grandeau of the Westing had taken notice of several
the report of the president of Professor Smith at
request of the president of the University of Chicago.

I am forwarding to you herewith the
letter of Mr. John Smith and the material
on "The Future of Our Universities" in which he
changes a young Committee, Philosophy, and
"The Defense of Our Universities"
and to write him on that or the report of the
matter as to be sent him at my letter copy and
as respects to official.

Yours very truly,
Secretary.
May 12th

Dear Mr. Filbey:

I should like to express my appreciation of your kindness in having Miss Carter go over the material and to have found two copies of the University Record for me. We spent last Saturday afternoon together and knew what I should like to have. Also I am going to be very bold and ask if I may have just one letter in my father's own writing, the relinquishing of which would in no way be detrimental to your records.

Again with my thanks

Very sincerely

Lina Small Harris—signed—
Dearest Mr. Miller,

I hereby like to express my appreciation of your kind interest in various areas of the field of economics. I am very grateful to have been able to gain the opportunity to work on this project, and I hope to continue to do so in the future. I am eager to learn more about the various aspects of the field and I am confident that with your guidance, I will be able to do so.

With my respect,

[Name]
51 rue de Fontenil
5/19 21

Madame à 4 h 20

Veux que tu voulais

De la part de tout le

Les instructions et les

Car j'ai fait une galère

Je reviens. Je ne reviens

Eh bien, tu es bien

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal à

Les choses d'après

Tu as bien du mal a
all perfectly. Stark and
with care be depended
upon - With best wishes
regard for New York. With
all cordial thanks
via Small Harris.
A few outlines of conversations which may be useful.

As a small boy in a public school, I think, teachers were a stern and brutal man. It was his custom to wear bed-room slippers and during the study period search around among the students with a stiff piece of rawhide at his elbow. Any student whose age was not in the study book would at be whipped across the back. Rough and tumble fights took place between the teacher and the bigger boys. Dr. Small always was never touched. This early impression of brutality made an indelible impression.

He reported the address delivered at the Hamilton Club, on the occasion of Mr. McKinley's visit to Chicago, as his greatest speech.

His book "Between Two, or from Constitution to Democracy," he regarded as a hobby when written, but now without interest owing to the economic changes which have occurred in the last 10 years.

There is nothing of especial interest regarding the relations between my father and Dr. Small. My father was a very great admirer of Dr. Small and frequently enjoyed their occasional discussion. By chance my father and mother were the first Chicagoans to call upon Dr. and Mrs. Small when they came to Chicago in 1893.

The last day of his life he regretted, to vote in the election to which he had recently moved, during that day he influenced to his eldest grandchild, William, III, the details of voting and something about municipal politics.
The last evening of his life we discussed a book, "What in the News," which he was reading, and which I had recently read the preceding Sunday. He asked me if I did not think that the book was over-drawn, as to the harshness of human nature which it portrayed. I said, I did not think so, but he in his optimistic belief in the general goodness of human nature could not quite agree with me.

We often discussed prohibition. We were both for it last fall. During the winter, however, I had more of an opportunity to see the effects of the law than previously, as I had been out of the country a great deal in recent years, and became an advocate of the repeal of prohibition. Do not belong to his ideas and I to mine, as we had many exchange of ideas.

Finally, he grew more where the statement that habits after all, many crimes that are now committed in fact used to be committed only in conversation or a glass or two of beer. This made a great impression on him or being habits a due to the so called crime wave. He had not, however, come to any definite conclusion on the subject.

During the last few months of his life he had frequent very painful attacks of the disease which took him, an average of one an hour, but never once did he utter a word of complaint. Although he knew his days were numbered he refused to send for his daughter from Europe, not wishing to expect her plans. the afternoon before he was to die, he wrote out methodically the precise directions as to what to be in the event of his death, endorsed it with a note to me saying, "you may have use for these presently."
His courage waswithout for an instant, and not a word of sentimentality.

The devotion between him and his daughter was greater than words can express. It was very beautiful and very pure. I have never seen one offered to me. It was known but not wondered at by all who who knew them both. This letter to her she always kept, and perhaps she will send you some. They were always words of humor, wisdom and understanding.
My dear Chief:

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

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

Sincerely,

Alfion W. Small.
MY RELIGION

My Religion:— Is my attempt to make Jesus Christ the Pattern and Power of my life:—

It is my attempt by all the means at my command to find out what the Pattern and Power of Jesus Christ mean in terms of my own daily work:—

It is my attempt to frustrate the tendency of my theology to displace my religion:—

It is my attempt to cooperate with all men of like mind everywhere in trying to make this the religion of every individual and of every group of men of good will throughout the world.

When I want to distinguish this religion from any and all predominantly intellectual schemes of belief, I call it Christianism, and all men who hold it as their faith Christianists.

The above is my quota toward solution of the problem of forming a solid front against Fundamentalist theologizing, and of symbolizing it. I am submitting it to one hundred men interested in the problem. For service during the present stage of transition in religious thought would not agreement upon some such non-theological confession of faith be feasible; and would it not be wise and useful, in all controversial discussion, to employ the terms Christianist and Christianism in place of the meaningless label "Liberalism" or "Modernism"?

Albion M. Small,

The University of Chicago.
My Reflection: I am struggling to make Jean's concept fit into my paper.

If you were to approach the topic of Jean's article, I would suggest starting with the introduction of the concept of a particular aspect.

I am aware that my current paper on Jean's topic needs to be revised to incorporate new perspectives.

If I were to approach this topic again, I would focus on the introduction of each theme, and would attempt to create a more coherent flow of ideas.

My current paper aims to integrate Jean's ideas into my final paper.

If I could start over, I would focus on the introduction of Jean's article, and would attempt to create a more coherent flow of ideas.

My current paper aims to integrate Jean's ideas into my final paper.

If I could start over, I would focus on the introduction of Jean's article, and would attempt to create a more coherent flow of ideas.

My current paper aims to integrate Jean's ideas into my final paper.
COPY.

May 29th, 1905.

President W. R. Harper,

My dear Chief:-

In reply to your note with reference to possible changes in the Journal I would say as follows:

First, it is possible to reduce the amount of matter in the Journal of Sociology to a much lower limit. It is also possible to issue a Journal upon cheaper paper and thus slightly to diminish the cost. In my judgment the University cannot afford to limit the influence of the Journal of Sociology in either of these ways. At the establishment of the Journal ten years ago these matters were carefully considered and a conservative medium position between possible extremes was, as we believed, adopted. So far as the mechanical features of the Journal are concerned I have no question that our decision was wise. The alternative in the direction of greater economy would have been parallel to a decision on the part of the Board of Trustees to establish an architectural standard for the builders of the University based upon brick as the building material and the simplicity of the Monadnock Building as the artistic form instead of making the Ryerson Laboratory and the Tower Group the standard. In my last visit in England one of the librarians at the Bodleian at Oxford and at the Economic Library of the University of London said in almost identical terms when I introduced myself, "We get the impression from the Journals issued by your University Press that you are already in the leading position among the American Universities." A reputation of this sort is to be coveted not merely as a matter of University vanity, but on the same principle that a responsible business house thinks it worth while to be scrupulous about the dignified form of its letter-heads and
other stationery, because such details have a bearing upon the standing of the house in the business world. I sincerely hope the Trustees will not feel compelled to introduce economies that would unfavorably affect our reputation at a distance, either at home or abroad.

With reference to the amount of matter to be published in the Journal I would say that our pages are entirely inadequate to the publication of all the material which we urgently need to have in print in carrying on the work of our department. We are the only medium of publication in the English language for work exclusively in sociology. The professors in such institutions as Wisconsin, Michigan, Missouri, Princeton, the Smithsonian, for example, not to mention a large number of institutions of secondary importance, are applying to us for publication of their work in our field. I have in my files an important paper by the head of the Department of Philosophy at the University of Michigan which I have been obliged to hold for more than a year. The precedence had to be given to other papers. It is not a question primarily whether subscriptions would be lost if one or two signatures were proper taken out of each number, but as a more parallel the question should be asked, "What would be the effect on the work of the departments that maintain laboratories if ten to twenty percent of the laboratory space were closed as a measure of economy? Our Journal is to us to a considerable extent what the laboratory is to chemistry, or physics, or biology. We get our problems into print, and in that form they are submitted to the criticism of other workers and we are thereby able to make progress toward results.

I would submit further the facts that in the case of the Department of Sociology particularly the Journal serves the purposes toward which the members of the staff ought to aim, in a degree possibly greater than that in any other department, although the
Same consideration holds true in principle of every department. That is, the work of the University is in our case not principally with the students in our classes. In the nature of the case the subject with which we are dealing is one that only a small number of students reach until they have done a large amount of preliminary work in the other departments of social science—history, economics, and political science. Even if their University work in these departments opens their eyes to the existence of the problems with which we are dealing they are in most cases obliged to find means of earning a living without spending more time at the University. In the great majority of cases the questions that we are investigating do not present themselves definitely either as problems of pure theory or as clews to practical action until students have been for some time upon them and they become a part of the constituency of our department. It is a very moderate estimate that the serious students whom we are influencing through the pages of our Journal, men in all the professions, as well as in academic careers, outnumber the students in our sociological classes by more than twenty to one. I should be very much surprised to learn that the Trustees regard this phase of our University influence as of less importance than the work carried on in our lecture rooms. I have much evidence for the belief that this sort of influence is steadily increasing. While we have purged the subscription list of names added through expectation of something that the Journal never could or should furnish, the present readers are evidently more numerous in those classes that we desired to reach from the beginning, and my judgment is that the influence of the Journal is steadily increasing. I have never omitted to express my appreciation of the liberality of the Board of Trustees in its equipment of the Department of Sociology. Not referring to myself, we have in the other members of the staff a company of workers
which no other university in the world can equal. My feeling is that any limitation of their means of performing their work through their distinctive laboratory material would be as ill-advised as it would be for the proprietors of an advertising medium to equip their plant with everything necessary up to the point of investing in the stock required for striking off impressions after the type had been set.

My study of the subscription list of the Journal of Sociology has convinced me that the same reasons which account for the present list should insure to us at a moderate estimate from three to five thousand paying subscribers if we could reach the kind of people now represented in our lists. This estimate takes due calculation of the fact that a large proportion of our present subscribers are libraries, rather than single individuals, and my correspondence affords abundant proof that the number of readers is accordingly much greater than the number of subscribers. My urgent recommendation, therefore, is that the Trustees endorse the policy of economy not be limiting our present expenditure, but by pushing a persistent campaign to increase the income from our publications. I have been in consultation with Director Miller about this latter phrase of the case, and am confident that plans are feasible which will show satisfactory results during the coming year in justification of this alternative.

Sincerely,

Albion W. Small.
[ Natural text content...]