

CROSS REFERENCE SHEET

Name or Subject H. P. Chandler

File No.

Regarding

Date

SEE

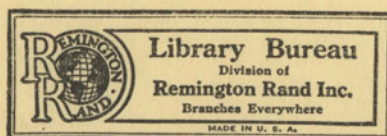
Name or Subject

File No.

Harper 1902, 1905

Business Problems

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."



Cat. No. 30-5902
For use in all Filing Systems

CROSS REFERENCE SHEET

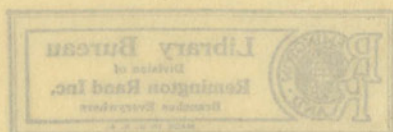
Name or Subject H. P. Chandler File No.

Regarding Date

SEE

Name or Subject
Harper, 1902, 1905
Business Problems

File No.



For use in all Filing Systems
O&L No. 30-5902

The cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers themselves should be filed under name or subject after "SEE".

Adm.

Aug. 5th, 1904.

My dear Mr. Chandler:-

Please make appointments as follows:

Tuesday morning, 8-12; Wednesday morning 8-12. Include the following:

Newman Miller and Miss Chamberlin 30 minutes
Meyer, Sanskrit dept. 15 minutes
J.B. Watson, 15 minutes
Mr. Edward Capps, 30 minutes
Miss Barrows, 15 minutes
Mr. Arnett, 30 minutes
Shailer Mathews, 30 minutes
Mr. Jackman, 30 minutes
Albion Small, 30 minutes
R.F. Harper 30 minutes
E.D. Burton, 30 minutes
Miss G.L. Chamberlin, 30 minutes
Mr. Judson 30 minutes each day
Yourself 30 minutes each day
Clyde Blair

Yours very truly,

Aug. 25th, 1904.

My dear Mr. Chamberlin:-

Please make appointments as follows:

Tuesday morning, 8-12; Wednesday morning 8-12. Include the following:

Nowman Miller and Miss Chamberlin 30 minutes
Meyer, Sarah K. 15 minutes
J.B. Watson, 15 minutes
Mr. Edward Cappa, 30 minutes
Miss Barrows, 15 minutes
Mr. Arnett, 30 minutes
Spiller Mathews, 30 minutes
Mr. Jackson, 30 minutes
Alston Small, 30 minutes
R.T. Harper 30 minutes
E.D. Burton, 30 minutes
Miss G.L. Chamberlin, 30 minutes
Mr. Jackson 30 minutes each day
Yourself 30 minutes each day
Clyde Blair

Yours very truly,

The departure calls for more
than ordinary comment. ^{He says unhesitatingly} The departure
incalculable loss to island. He hopes
follow footsteps.

Nov 9:30

Open for dinner for

Chandler

EN ROUTE
PENNSYLVANIA LIMITED
PULLMAN VESTIBULED TRAIN

En route, Nov. 9, 1904
Dear Mr. Chandler:

I greatly regret not being
able to be at the rally Thursday
evening in honor of the team.
Will you kindly say to them
that I am counting ^{Confidently} on their
doing the University credit -
they are a good team - they
know the game - and they
proved when they played
Northwestern that they have
both pluck and brains.
Let them use these - let them
remember the old saying that
"God hates a quitter" - and
I shall have little fear for next
Saturday.

With cordial regards,
Yours, Harry Pratt Ludson

WILLIAM PENNELL LTD
PENNSYLVANIA LIMITED

Dear Sir,
I have the pleasure
to acknowledge the
receipt of your letter
of the 10th inst.

A.P. 50

Yours faithfully
J. H. H. H.

THE FACULTIES OF
ARTS, LITERATURE, AND SCIENCE

—
OFFICE OF THE DEAN

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Chandler

CHICAGO, March 16, 1905

My dear Mr. Chandler:

The President wishes the Annual Report of 1904-05 printed in August. With that end in view each person responsible for a part of the report should have his work completed at the close of the spring quarter. In no case should anyone leave for a summer vacation with their work incomplete. If we can have everything in hand by the first of July, there will be no difficulty. The President wishes me to work with you in this matter.

Very truly yours,

H. P. Hudson

The University of Chicago

FOUNDED BY JOHN W. HENRIKSEN

CHICAGO, March 15, 1905

My dear Mr. Chandler:

The President wishes the Annual Report

of 1904-05 printed in August. With that end in view each
person responsible for a part of the report should have his
work completed at the close of the spring quarter. In no case
should anyone leave for a summer vacation with their work
incomplete. If we can have everything in hand by the first
of July, there will be no difficulty. The President wishes
me to work with you in this matter.

Very truly yours,

Office of

H P Chandler

Principal Winyah Graded School

March 22, 1905

Georgetown, S. C., Mich. 20.

H. P. Chandler,
Secretary to the President

Mr. C. Edward Johnson,

Georgetown, South Carolina.

My dear Sir:

I am sorry to say that some days before your letter was written we arranged to make Mr. H. I. Spahr of Columbia, South Carolina our representative from South Carolina for the coming year. He has been notified of his appointment and began his work; otherwise, it is very possible that we might be able to comply with your suggestion.

Your kind words in regard to President Harper are deeply appreciated. If there could be any compensation for the sorrow which has afflicted us, it would lie in the tributes of real affection which have come from all parts of the country. I assure you that they have been a source of strength to the President, every one of them. You will rejoice with me that in a letter which I received this morning he stated that he felt better at the time of writing than on any date since he left Chicago. Whatever the future may hold for us, the present is as promising as could be hoped and this is much to be thankful for.

Yours very truly,

Secretary to the President

Everyone in South Carolina is deeply solicited about the health of President Harper;

March 28, 1908

H. P. Chandler

Mr. C. Edward Johnson,

Georgetown, South Carolina.

My dear Sir:

I am sorry to say that some days before your letter was written we arranged to make Mr. H. I. Spear of Columbia, South Carolina our representative from South Carolina for the coming year. He has been notified of his appointment and began his work; otherwise, it is very possible that we might be able to comply with your suggestion.

Your kind words in regard to President Harper are deeply appreciated. If there could be any compensation for the sorrow which has afflicted us, it would lie in the tributes of real affection which have come from all parts of the country. I assure you that they have been a source of strength to the President, every one of them. You will rejoice with me that in a letter which I received this morning he stated that he felt better at the time of writing than on any date since he left Chicago. Whatever the future may hold for us, the present is as promising as could be hoped and this is much to be thankful for.

Yours very truly,

Secretary to the President

Henry P. Chandler,
Secretary to the Pres.

Georgetown, S. C., Mich. 20,

(16)

Mr. Henry Porter Chandler,
U. of Chicago, Chicago, Ill.

Dear Sir: Since receiving your letter, I
have been in correspondence with Prof.
W. F. Moncrief of Winthrop Normal College,
and find that he does not expect to organize
a South Carolina Club for the Chicago univer-
-sity this summer. I suppose he is the
representative you refer to in your favor
of the 8th ult. If so, I should be glad to have
you consider me an applicant for the position
thus become vacant.

I note by your catalogue that you offer
employment as stenographer, ^{and} type-writer to
some of your students. Would it be possible for
me to fill such a position by proxy? Mrs.
Johnson is an expert stenographer ^{and} type-writer
of ten years' experience, ^{and} would be glad to help
me in this way.

Everyone in South Carolina is deeply
solicitous about the health of President Hayes;

Principal, Chicago, Ill.

Chicago, Ill. 1891

(10/1)

Mr. J. H. ...

Dear Sir, ...

Very respectfully,
J. H. ...

Office of

Principal Winyah Graded School.

Georgetown, S. C.,

190

for my part, I have felt so deeply on the subject that but for the appearance of officiousness involved, I should have written you specially about him. He is recognised in this State as the foremost educator in the world, ^{and} we have continually expressions of regret at his illness, ^{and} of hope for his recovery. I believe no man in the United States is more warmly esteemed than he.

With apologies for mixing business ^{and} personalities, I am,

Very truly yours,

C. Edward Johnson.

Principal Wingard School.

111

Georgetown, D. C. 1871

My dear Sir,
I have the honor to acknowledge the receipt of your letter of the 10th inst. in relation to the proposed purchase of the lot of land situated on the corner of the 1st and 2nd streets, in the city of Washington, D. C. I have the honor to inform you that the same has been referred to the Board of Commissioners, and they have decided to purchase the same for the purpose of erecting a school building thereon. I have the honor to inform you that the same has been referred to the Board of Commissioners, and they have decided to purchase the same for the purpose of erecting a school building thereon. I have the honor to inform you that the same has been referred to the Board of Commissioners, and they have decided to purchase the same for the purpose of erecting a school building thereon.

Chandler H.P.
①

March 18, 1905

My dear President Harper:

I have a number of matters to present this afternoon:

1. I enclose a cablegram which relates, I think, to the breakfast which you have carried on and which Mr. Judson thinks you would better see. I will inform Mr. Pietsch of the contents.

2. Preparations for Convocation are made and I see no reason why the exercises should not pass off very smoothly. Lee Maxwell, the new Head Marshal, is taking hold of business with great energy. I think the revival of the office has already proved wise. President Faunce will, of course, act as Chaplain tomorrow and preach the sermon. Monday evening at the reception the arrangements will be the traditional ones. The line will consist of Mr. and Mrs. Judson, Mr. Putnam, President Faunce, Mr. and Mrs. McLeish, and we hope of Mr. Clement W. Andrews of the John Crerar Library, who has consented to introduce Mr. Putnam. Mr. Andrews is not very well, however, and there is a chance that he may not be able to attend the reception. Even though he does not, we shall have a receiving group of six persons which should be ample. For the Matutinal Tuesday morning, Mr. Boylan has promised me a rate of seventy-five cents

March 18, 1905

My dear President Harper:

I have a number of matters

to present this afternoon:

1. I enclose a cablegram which relates, I think, to correspondence which you have carried on and which Mr. Judson thinks you would better see. I will inform Mr. Pietsch of the contents.

2. Preparations for Convocation are made and I see no reason why the exercises should not pass off very smoothly. Lee Maxwell, the new Head Marshal, is taking hold of business with great energy. I think the revival of the office has already proved wise. President Tamm will, of course, act as Chaplain tomorrow and preach the sermon. Monday evening at the reception the arrangements will be the traditional ones. The line will consist of Mr. and Mrs. Judson, Mr. Putnam, President Tamm, Mr. and Mrs. McBeath, and we hope of Mr. Clement W. Andrews of the John Greer Library, who has consented to introduce Mr. Putnam. Mr. Andrews is not very well, however, and there is a chance that he may not be able to attend the reception. Even though he does not, we shall have a receiving group of six persons which should be ample. For the Matutinal Tuesday morning, Mr. Boylan has promised me a rate of seventy-five cents

We are to have substantially grape fruit, white fish, lamb chops, chops, and waffles with syrup: not such a menu as I know you would plan. Mr. Judson and I, I fear, do not take of preparing menus quite seriously enough, but Mr. Boylan says the breakfast will be good. The details of the Convocation were practically worked out before you left and therefore have to call for no special note. I think you did not know, however, when you left that Rev. Mr. Stone had consented to offer the prayer, and Mr. Judson with the other matters that have been

3. The Reynolds Club. Governor Deneen has written us the expected, that he will be unable to attend the dinner expected planned for April 8th. Mr. Quantrell now is taking steps to secure if possible George Ade and Mr. McCutcheon and make the evening in the event of their acceptance a Press night. I fear the price is too high. In case his men fail him, it has occurred to me that perhaps we might invite Senator Parker and Hoyt King of the Legislative Voters' League to talk on some such subjects as "Legislation from the Inside". I am not

4. The dinner of the Railway Advisory Committee. Mr. Dewsnap reports that you agreed with Mr. Laughlin that a dinner should be given and Mr. Dewsnap seems anxious to hasten it. Mr. Laughlin told me over the telephone just before he left that the same concession from the Southeastern Seaboard and Gulf States, made last year, should be called together soon.

We are to have substantially grape fruit, white fish, lamb chops, and waffles with syrup; not such a menu as I know you would plan. Mr. Judson and I, I fear, do not take much of preparing menus quite seriously enough, but Mr. Boylan says the breakfast will be good. The details of the Convocation were practically worked out before you left and therefore call for no special note. I think you did not know, however, when you left that Rev. Mr. Stone had consented to offer the prayer.

3. The Reynolds Club. Governor Deneen has written us the expected, that he will be unable to attend the dinner planned for April 8th. Mr. Guenther now is taking steps to secure if possible George Ade and Mr. McGuckin and make the evening in the event of their acceptance a press night. I fear the dinner will be too high. In case his men fail him, it has occurred to me that perhaps we might invite Senator Parker and Hoyt King of the Legislative Voters' League to talk on some such subject as "Legislation from the Inside".

4. The dinner of the Railway Advisory Committee. Mr. Downup reports that you agreed with Mr. Laughlin that a dinner should be given and Mr. Downup seems anxious to hasten it. Mr. Laughlin told me over the telephone just before he left that Mr. Boylan has promised me a vote of seventy-five cents

Monday, April 10th, seemed about the earliest practicable date.

Even so, however, the invitations ought to go out before long.

If you wish me to take up the matter and arrange for dinner at

the Chicago Club, I shall be very glad to do so.

5. The President's Report 1902-04. I am sorry to inflict on you again this old subject and hope not to have to do so many times more. Mr. Miller, however, has said that he could not vote on the question whether Latin should be a requirement for the degree of Ph.D. The vote stood 31 in favor of granting the degree without Latin and 22 against. To bring pressing has not been able to furnish his copy until this afternoon. I shall go to Mr. Miller Monday morning and expect then to get a definite statement on which we can rely. You

6. Railroad rates for the Summer Quarter. You will be glad to know that our correspondence with the railroads has not turned out altogether badly. I received word yesterday from the Chairman of the Western Passenger Association that the Association would grant us a round trip rate of a fare and

7. The Rhodes Examinations. A report has come from a third over all territory in its jurisdiction. I am not absolutely sure and on this point I have written for information from Illinois in January, only one Mr. Newton C. Brown of Georgia tells me that he thinks we shall secure the same concession from the Southeastern Seaboard and Gulf States. I am

H. P. Chandler

Secretary to the President

Monday, April 10th, seemed about the earliest practicable date. Even so, however, the invitations ought to go out before long. If you wish me to take up the matter and arrange for dinner at the Chicago Club, I shall be very glad to do so.

5. The President's Report 1902-04. I am sorry to inflict on you again this old subject and hope not to have to many times more. Mr. Miller, however, has said that he could not very well set a date for publication until he saw all the copy and Mr. Johnson with the other matters that have been pressing has not been able to furnish his copy until this afternoon. I shall go to Mr. Miller Monday morning and expect then to get a definite statement on which we can rely. You

6. Railroad rates for the Summer Quarter. You will be glad to know that our correspondence with the railroads has not turned out altogether badly. I received word yesterday from the Chairman of the Western Passenger Association that the Association would grant us a round trip rate of a fare and a third over all territory in the jurisdiction. I am not

absolutely sure and on this point I have written for information, but I think that means all the states between the Mississippi River and the Rocky Mountains including Colorado. Mr. Brown of Georgia tells me that he thinks we shall secure the same concession from the Southeastern Seaboard and Gulf States.

therefore asking President James what date would be convenient .
I am communicating these facts to our representatives in the
various states so that they can take advantage of them.

7. The Junior College Curriculum. At its meeting this
morning, the Junior College Faculty adopted curricula for the
three Bachelors' degrees substantially on the lines worked out
in the Committee of the Whole at previous meetings. The import-
ant vote was on the question whether Latin should be a require-
ment for the degree of Ph.B. The pole stood 31 in favor of
granting the degree without Latin and 22 against. To bring
the requirements for the three degrees into harmony with each
other and to prepare an intelligible statement of the action
of the Faculty for the public, an editing committee was
appointed consisting of Mr. Judson, Chairman, with five other
members to be named by himself representing the departments
of Science, Modern Languages, Classical Languages, and History
and Social Science.

8. The Rhodes Examinations. A report has come from
Mr. Parkin that of three persons who took the Rhodes scholarship
examinations from Illinois in January, only one Mr. Newton C.
Ensign of McKendree College passed. I suppose that the
Committee to pass upon the choice of a scholar who might
either Ensign or Beggs or Clifford, who are eligible as hold-
overs from last year, should be called together soon. I am

H. P. Chandler

Secretary to the President

I am communicating these facts to our representatives in the State.
various states so that they can take advantage of them. I am
V. The Junior College Curriculum. At its meeting this

morning, the Junior College Faculty adopted curricula for the
three Bachelors' degrees substantially on the lines worked out
in the Committee of the Whole at previous meetings. The impor-
tant vote was on the question whether Latin should be a require-
ment for the degree of Ph.B. The vote stood 31 in favor of
granting the degree without Latin and 22 against. To bring
the requirements for the three degrees into harmony with each
other and to prepare an intelligible statement of the action
of the Faculty to the public, an editing committee was
appointed consisting of Mr. Johnson, Chairman, with other
members to be named by himself representing the departments
of Science, Modern Languages, Classical Languages, and History
and Social Science.

8. The Rhodes Examinations. A report has come from
Mr. Parkin that of three persons who took the Rhodes scholarship
examinations from Illinois in January, only one Mr. Newton G.
Ensign of McKendree College passed. I suppose that the
Committee to pass upon the choice of a scholar who might
either Ensign or Begg or Gifford, who are eligible as hold-
ers from last year, should be called together soon. I am

therefore asking President James what date would be convenient . I suppose it will be proper to include on the Committee when it is summoned, Acting President Holgate of Northwestern and the Acting President of Illinois College to take the place of Mr. Barnes.

9. One more point and I am done. The portrait of Mrs. Hitchcock is completed and a few days ago was hung in the Hitchcock Library. It stands on the east side of the room in a projection of the side wall and faces almost the portrait of Mr. Hitchcock over the fireplace. At first I don't think I quite liked Mrs. Hitchcock's picture. It made her look a little old and drawn. I have changed my mind after a little longer study, however, and am coming to appreciate it. I think the artist catches her kindly spirit. All those of us who know Mrs. Hitchcock and are fond of the Hall are very glad that the picture is there.

I do not expect an answer to most or perhaps any of the points presented. Perhaps the letter is too long, but it gives you an idea of some of the things that we are thinking about. I shall hope to speak again on some other points the first of the week. Meanwhile with the kindest regards of us all and an expression of delight that you are improving so rapidly at Lakewood, I am,

Very truly yours,

H. P. Chandler

Secretary to the President

Therefore asking President James what date would be convenient. I suppose it will be proper to include on the Committee when it is summoned, Acting President Holgate of Northwestern and the Acting President of Illinois College to take the place of Mr. Barnes.

One more point and I am done. The portrait of Mrs. Hitchcock is completed and a few days ago was hung in the Hitchcock Library. It stands on the east side of the room in a projection of the side wall and faces almost the portrait of Mr. Hitchcock over the fireplace. At first I don't think I quite liked Mrs. Hitchcock's picture. It made her look a little old and drawn. I have changed my mind after a little longer study, however, and am coming to appreciate it. I think the artist catches her kindly spirit. All those of us who know Mrs. Hitchcock and are fond of the Hall are very glad that the picture is there.

I do not expect an answer to most or perhaps any of the points presented. Perhaps the letter is too long, but it gives you an idea of some of the things that we are thinking about. I shall hope to speak again on some other points the first of the week. Meanwhile with the kindest regards of us all and an expression of delight that you are improving so rapidly at Newwood, I am,

Very truly yours,

H. P. Chandler
Secretary to the President

Vergennes, Vermont, Sept. 15, 1905.

For the proper performance of the work involved \$300 plus tuition would seem a fair remuneration and I think would be acceptable to Mr. Skelton.

My dear President Harper:—\$200 plus tuition but in view

of Mr. I bring a word of greeting and a matter of business. I hope the month is bringing rest and comfort for you and I assure you that I am trying to lay up strength for the coming year.

The business concerns the appointment of a press representative for the University. As you will note from the accompanying correspondence Mr. Skelton who was suggested by Mr. Mathews is in a receptive frame of mind. Furthermore the tone and manner of his letter are good: they suggest modesty but also competence and power. I wonder if we cannot make him an offer. Of course it would be desirable to see him first if possible but we could hardly ask a man to travel from Ontario to Chicago on a chance without paying his expenses. Can we not judge Mr. Mathews's recommendation based on personal acquaintance coupled with Mr. Skelton's own correspondence, enough and begin the experiment of the new office?

1

Vergennes, Vermont, Sept. 15, 1905.

My dear President Harper:-
I bring a word of greeting and a matter of business. I hope the month is bringing rest and comfort for you and I assure you that I am trying to lay up strength for the coming year.
The business concerns the appointment of a press representative for the University. As you will note from the accompanying correspondence Mr. Skelton who was suggested by Mr. Mathews is in a receptive frame of mind. Furthermore the tone and manner of his letter are good: they suggest modesty but also competence and power. I wonder if we cannot make him an offer. Of course it would be desirable to see him first if possible but we could hardly ask a man to travel from Ontario to Chicago on a chance without paying his expenses. Can we not judge Mr. Mathews's recommendation based on personal acquaintance coupled with Mr. Skelton's own correspondence, enough and begin the experiment of the new office?

For the proper performance of the work involved
October 1st. My best wishes go with this.
\$300 plus tuition would seem a fair remuneration and I
Very truly yours,
think would be acceptable to Mr. Skelton. We intended
to pay Mr. Berquist only \$200 plus tuition but in view
of Mr. Skelton's greater ability he seems to me a more
valuable man. If we are reluctant to bind ourselves for
an entire year and I am rather reluctant to do that,
could we not offer a year's tuition with \$75 in cash for
the first three months - until January 1st, it being
understood that if the work was satisfactory the con-
tract should then be confirmed for the year at tuition
plus \$300: otherwise tuition should run on in conside-
ration of the risk assumed by Skelton but work and cash
remuneration should cease.

I am writing to Skelton that I have laid the
matter before you and that I hope we shall be able to
inform him of our decision shortly. You can write to
him directly - O. D. Skelton, Mille Roches, Ontario -
or communicate with me and I will write to him. Of
course I can help initiate him if you want him, about

1
Vancouver, B.C., Sept. 12, 1935.

For the proper performance of the work involved \$300 plus tuition would seem a fair remuneration and I think would be acceptable to Mr. Skelton. We intended to pay Mr. Bergquist only \$200 plus tuition but in view of Mr. Skelton's greater ability he seems to me a more valuable man. If we are reluctant to bind ourselves for an entire year and I am rather reluctant to do that, could we not offer a year's tuition with \$75 in cash for the first three months - until January 1st, it being understood that if the work was satisfactory the contract should then be confirmed for the year at tuition plus \$300; otherwise tuition should run on in consideration of the risk assumed by Skelton but work and cash remuneration should cease.

I am writing to Skelton that I have laid the matter before you and that I hope we shall be able to inform him of our decision shortly. You can write to him directly - O. D. Skelton, Millie Reches, Ontario - or communicate with me and I will write to him. Of course I can help initiate him if you want him, about

...and begin the experiment at the new office?

September 15, 1905.

October 1st. My best wishes go with this.

Very truly yours,

H. P. Chandler
Secretary to the President

Until September 25, Indian Orchard, Mass.

See the proper performance of the work involved.

October last. My best wishes go with this letter and I

Very truly yours,

to pay Mr. Chandler only \$500 plus interest but to view

of Mr. Chandler's report to me a note

Secretary to the President

in 1912 year and I am rather reluctant to do that

could we not offer a year's tuition with \$500 cash for

Until September 25, Indian Orchard, Mass.

understood that if the work was satisfactory the course

first should then be continued for the year at tuition

plus \$500; otherwise tuition should not be considered

portion of the risk assumed by Union for work and cash

transmission should cease.

I am writing to you now that I have told the

policy before you and that I hope we shall be able to

leave him of our decision shortly. You can write to

the Secretary - O. P. Shelton, Millis, Mass., Cambridge

of Cambridge with me and I will write to him. Of

course I can help initiate him to you when his, about

the same time as the other two, but I will not

write, though not with the expectation of the other

Rogersville Vermont. Sept, 15, 1905.

President Harper:—

I bring a word of greeting and a matter of business. I hope the month is bringing rest and comfort for you and I assure you that I am trying to lay up strength for the coming year.

The business concerns the appointment of a press representative for the University. As you will note from the accompanying correspondence Mr. Shelton who was suggested by Mr. Mathews is in a receptive frame of mind. Furthermore the tone and manner of his letter are good. They suggest modesty but also competence and power. I wonder if we cannot make him an

offer. Of course it would be desirable to see him first if possible but we could hardly ask a man to travel from Ontario to Chicago on a chance without paying his expenses. We do not judge Mr. Mathews' recommendation based on personal acquaintance compared with Mr. Skelton's own correspondence enough to begin the experiment of the new office.

For the proper performance of the work involved \$300 plus tuition would seem a fair remuneration and I think would be acceptable to Mr. Skelton. He intended to pay Mr. Bergquist only \$200 plus tuition but in view of Skelton's greater experience and probably ability he seems to me a more valuable man. If we are

hesitant to bind ourselves for an entire year and
I am rather reluctant to do that could we not
offer a year's tuition with \$75 in cash for the
first three months - until January 1st, it
being understood that if the work was satis-
factory the contract should then be confirmed
for the year at tuition ^{plus} \$300. Other settlement
should run on in consideration of the risk as-
sumed by Skelton but work and cash remun-
eration should cease.

I am writing to Skelton that I have
laid the matter before you and that ^{type} we shall
be able to inform him of our decision short-
ly. You can write to him directly - O. L. Skelton,
Willebois, Ontario - or communicate with me
and I will write to him. Of course I can help initiate
him if you want him, about October 1st. My best
wishes go with this. Very truly yours,
Henry Otis Chandler
Until September 25, Indian Orchard Mass.

through and am very far from succumbing. The
worst trouble is that the class is composed of men
and women, principally men, November 7th, 1905.
I at the beginning of the quarter as too

My dear Strong:- are not so discouraging to work
with, however, as I Do not ask me to telephone you
at long distance; I am afraid my pocketbook will
not bear it. I am very glad to write you, though,
and express again my pleasure that you are making
such satisfactory progress. The first of December
is not far away and you have reason to be very
much gratified that your illness does not confine
you longer. In the Hall House dining-room and
near President Harper, you will be glad to know,
is really better than he was a month ago. He
is doing more work and he seems in better spirits.
Occasionally he is able to sit up a little.

Nott Flint is progressing famously. The other
day he took a walk of three miles. Rather good,
don't you think, for an invalid. you know.

As for me, I am very well. I had a little
scare with a cold but it amounted to nothing.
I have taken on an English class this quarter, to
help out the department. For a while I thought
it was going to crowd me but I am almost half

H. P. Chandler

November 7th, 1905.

My dear Strong:-

Do not ask me to telephone you at long distance; I am afraid my pocketbook will not bear it. I am very glad to write you, though, and express again my pleasure that you are making such satisfactory progress. The first of December is not far away and you have reason to be very much gratified that your illness does not confine you longer.

President Harper, you will be glad to know, is really better than he was a month ago. He is doing more work and he seems in better spirits. Occasionally he is able to sit up a little. Not that is progressing famously. The other day he took a walk of three miles. Rather good, don't you think, for an invalid. As for me, I am very well. I had a little

scarcely with a cold but it amounted to nothing. I have taken on an English class this winter, to help out the department. For a while I thought it was going to crowd me but I am almost half

through a
worst tre
and wome
English
bad to

through and am very far from succumbing. The worst trouble is that the class is composed of men and women, principally men, who were excluded from

English I at the beginning of the quarter as too bad to go on. They are not so discouraging to work with, however, as I sometimes feared they might be.

To be sure they are slow, but still they get hold of a point if one only hammers long enough, and

I am getting good drill in clearness of statement myself. My class at Hull House is more than in-

teresting. I wish I could take you over some time.

Last night I had twenty-two members gathered around

the long table in the Hull House dining-room and

nearly all of them full of ideas. I tell you,

Strong, there is nothing like it. I was tired

when I came over but when I came back I hated to

stop. I could have gone on all night.

I must not, however, go on with this any longer.

Again I send my very kindest wishes and the regards

of Huston and all of the men whom you know.

Yours very sincerely,

H. P. Chandler
Secretary to the President

The English I at the beginning of the quarter as too
 bad to go on. They were not so discouraging to work
 with, however, as I sometimes feared they might be.
 To be sure they are slow, but still they get hold
 of a point if one only hammers long enough, and
 I am getting good drill in elements of statement from
 myself. My class at Hill House is more than in-look will
 interesting. I wish I could take you over some time.
 Last night I had twenty-two members gathered around
 the long table in the Hill House dining-room and
 nearly all of them full of ideas. I tell you, it was
 strong, there is nothing like it. I was tired
 when I came over but when I came back I hated to
 stop; I could have gone on all night.
 I must not, however, go on with this any longer.
 Again send my very kindest wishes and the regards
 of Heston and all of the men whom you know.
 Yours very sincerely,
 H. P. Chandler
 Secretary to the President

West All
 Chandler:
 I want
 the second letter

West Allis, Wis.

Nov. 6, 1905.

Dear Chandler:

I want to thank you for the second letter I received from you some time ago. Your kindness in writing me was much appreciated.

I was in Chicago for a short visit last week, and I called at your rooms only to find no one there. I stopped at Prof. Whitman's home and did not get around to the Commons.

I am beginning to get back weight now and have gained 4 lbs in 2 weeks. The nervous conditions have practically disappeared, and my spirits are good.

My brother and I saw the game at Madison. It was one of the best I ever saw. Wisconsin had a tremendous

mass play House. Only superior defense
work by Chicago saved the game for us.
We could not have won without either Catlin
or Ekersall. I sat at the end of the

field where I could see Catlin's work
especially well. I never saw such
magnificent work in backing up the
line. You know now that his

beat Minnesota. Findlay was a star,
this time. I was much impressed

with his ability in the Notre Dame
game. He reminds me a little in
his running of Gardner, capt. of the
U. of P. team in 1901. They are not
particularly fast, but they are strong
and hard to tackle.

I enjoyed the Madison game immensely.
I had not been in Madison for 15 years,
and I did not have a clear memory of the
Univ. It is a fine institution
with a beautiful location.

This morning's mail brought a letter from Rabins. He tells me that all these meals are a lot better, now.

This suits me very well, but I wonder how the men generally like it. I am very glad that we shall be able to get a light evening meal when we wish it.

I am glad to ~~hear~~ ^{get} your evening news of the condition of the crew. It must be a great comfort to the President in ~~these~~ ^{his} last days of ~~this~~. Prof. Whitham remarked to me last week that Dr. Harper's case is the saddest he ever knew. I hear that the President still keeps up an active interest in what is going on and shows a splendid spirit.

I trust you are feeling still better and that you are really taking some care of yourself. Let me hear from you, if you can find time to run away for a vacation or day off at any time. Our telephone number is Greenfield 875-

and you can almost invariably get me
in the evening, when long distance rates
are halved.

The prospects are that I shall return to
the Univ. in Dec. It is hard to stay
away that long. My best regards
to Austin and any one else at the table
whom I may know.

Very sincerely yours,

P. W. Strong,

more serious now than it has been within the last
five years, and it is evident that it will be
made. Nobody thinks seriously that the sport will
be abolished. It is too deeply grounded in popu-

My dear Strong:-

I am ashamed that I have let
in the direction of more open play. Whether those
your good letter lie on my desk so long but - well,
will be effective or not I am certainly too much of
there is no use for me to say I am busy because I am
a lay man to tell. Many persons hold your opinion
always making that excuse and it is not a very good
that open play is as dangerous as mass play. I
one. I wished during the game that you could have
been here to see it. It certainly was splendid.
view. I shall believe him as long as I can simply
One of the best features of it was the absolutely
because I am unwilling to admit that the game can-
clean play after the first ten or fifteen minutes
not be improved without essentially altering its
in which Curtis was disqualified. Curtis himself
character, and if there is no hope in open play I
denies intentional roughness and Eckersall supports
shall be driven to that conclusion.
him. We have nothing to do but take him at his
word but whether intentional or not his conduct was
changed for the worse in some respects. Matt Flint's
certainly rough and it looked unnecessary. To my
illness is incurable. There is nothing ahead for
mind it would be a salutary thing for the game if
him but paralysis and a lingering death. His fate
all officials took the position of Rinehart and dis-
is so awful that none of us like to think about it
qualified men when they seriously fouled an opponent
and we do not think of it very much. It is one of
whether they admit bad motives or not. But I must
these inexplicable things that one simply cannot
not talk too long on this point. It is apparent to
everybody that the agitation against the game is

December 15th, 1905.

My dear Strong:-

I am ashamed that I have let your good letter lie on my desk so long but - well, there is no use for me to say I am busy because I am always making that excuse and it is not a very good one. I wished during the game that you could have been here to see it. It certainly was splendid. One of the best features of it was the absolutely clean play after the first ten or fifteen minutes in which Curtis was disqualified. Curtis himself denies intentional roughness and Wickersell supports him. We have nothing to do but take him at his word but whether intentional or not his conduct was certainly rough and it looked unnecessary. To my mind it would be a salutary thing for the game if all officials took the position of Rhinhardt and disqualified men when they intentionally fouled an opponent whether they admit bad motives or not. But I must not talk too long on this point. It is apparent to everybody that the agitation against the game is

more serious
five years, a
made. Nobody
be abolished.
lar favor.

more serious now than it has been within the last five years, and it is evident that a change will be made. Nobody thinks seriously that the sport will be abolished. It is too deeply grounded in popular favor, but there will be alterations of the rules in the direction of more open play. Whether these will be effective or not I am certainly too much of a lay man to tell. Many persons hold your opinion that open play is as dangerous as mass play. I know, however, that Walter Camp takes a contrary view. I shall believe him as long as I can simply because I am unwilling to admit that the game cannot be improved without essentially altering its character, and if there is no hope in open play I shall be driven to that conclusion.

Since I wrote you last the situation here has changed for the worse in some respects. Nott Flint's illness is incurable. There is nothing ahead for him but paralysis and a lingering death. His fate is so awful that none of us like to think about it and we do not think of it very much. It is one of those inexplicable things that one simply cannot talk about. I wonder whether there ever will be.

Yours very sincerely,

H. P. Chandler
Secretary to the President

more serious now than it has been within the last
five years, and it is evident that a change will be
made. Nobody thinks seriously that the sport will
be abolished. It is too deeply grounded in popu-
lar favor, but there will be alterations of the rules
in the direction of more open play. Whether there
will be effective or not I am certainly too much of
a lay man to tell. Many persons hold your opinion
that open play is inadvisable as mass play. I
know, however, that Walter Camp takes a contrary
view. I shall believe him as long as I can simply
because I am unwilling to admit that the game cannot
not be improved without essentially altering its
character, and if there is no hope in open play I
shall be driven to that conclusion.
Since I wrote you last the situation here has
changed for the worse in some respects. Not that
illness is incurable. There is nothing ahead for
him but paralysis and a lingering death. His fate
is so awful that none of us like to think about it
and we do not think of it very much. It is one of
those incredible things that one simply cannot
talk about.

My class
ever, I think
number of membe
thirty at the
your suggestion

My class at Hull House is as interesting as ever, I think more interesting. At any rate the number of members is increasing. There were over thirty at the last meeting. I note with interest your suggestion that you would like to take up work at the settlement on the winter. My only question is whether it will not be wise for you to take life as easily as possible when you return to the University and avoid all except the necessary calls upon your strength and energy. If, however, you really want to take up work, I think there will be plenty of opportunity for you. I shall be glad to introduce you to Miss Addams and I know she will rejoice in the coming of fresh help.

Next week I am pretty likely to go east to attend the wedding of W. T. Foster who was my roommate at Harvard. Even if I take the trip, however, I shall be back shortly and I shall look forward with a great deal of pleasure to seeing you the first of January. If you ever think of me Please believe that I am in the best of health and thoroughly enjoying life because that is the truth. The only trouble is there is not time enough. I wonder whether there ever will be.

Yours very sincerely,

H. P. Chandler

Secretary to the President

My class at Hull House is as interesting as
ever, I think more interesting. At any rate the
number of members is increasing. There were over
thirty at the last meeting. I note with interest
your suggestion that you would like to take up work
at the settlement on the winter. My only question is
whether it will not be wise for you to take life as
easily as possible when you return to the University
and avoid all except the necessary calls upon your
strength and energy. If, however, you really want
to take up work, I think there will be plenty of
opportunity for you. I shall be glad to introduce
you to Miss Adams and I know she will rejoice in
the coming of French help.
Next week I am pretty likely to go east to at-
tend the wedding of W. T. Foster who was my room-
mate at Harvard. Even if I take the trip, however,
I shall be back shortly and I shall look forward with
a great deal of pleasure to seeing you the first of
January. If you ever think of me please believe
that I am in the best of health and thoroughly en-
joying life because that is the truth. The only
trouble is there is not time enough. I wonder
whether there ever will be.

Yours very sincerely,

H. P. Chandler
Secretary to the President

9/1
H. P. Chandler
Chicago. Let me
in a few minutes
to the President
H. P. Chandler

Wm. Allen, Miss

Nov. 28, 1906.

Mr. Chandler.

I was sorry while in Chicago last week, not to be able to get in a few minutes visit with you.

Your very interesting letter came some time ago, and your optimistic view of the Union condition was very good to receive.

I have been thinking since of taking up a little work at Hull House, this winter, if there is anything I can do on there.

I have been invited to give one of the Sunday evening lectures, later in the winter, and I shall want to talk with you about this, some time. If you happen to see any opening for me that would not take more than one evening, a week, I shall be glad

to talk with you about it.

I shall not return to Chicago as early as I

hoped, a while ago. It will be some
time before in Dec., probably. I am still
rather weak, and they think it best for
me to stay away as long as possible.

I hear that Mr. Flint is going east,
and that he is not improving. This is
sad news. I trust that nothing so

discouraging will come from the President
for a while. It is simply remarkable
that Pres. Harper holds his own so well!

I have been much interested in the
football-reform talk, and I have amused
myself, a little, with schemes for
changing the game as you and others
have probably done. It is pretty
hard to see how danger can be
reduced very much without spoiling the
game.

Open play is more interesting,
but about as dangerous, in my mind.
My own accident was in open play -
on a punt. The game is not
likely to grow less fierce under any sort

of legislation, but I do believe that a
sentiment against brutal and dishonest
tactics may be cultivated. I sometimes
think that if the officials could be chosen
impartially without the need of swaying
favor with univ. authorities, much
could be done. Most universities do
not have the courage to see foul play
because of fear of men being re-employed.

Good luck to you!

Very sincerely yours,

R. M. Strong.

Chandler H. P.

January 31st, 1906.

same time it is not one whit more vivid than in my own mind is the conception. In just whose name the announcement should go out is a point on which I am

My dear Mr. Judson:-
not certain.

After some thought I have evolved a form of statement such as I enclose for the form I should suggest an engraved communication in plain script on a sheet something like the one which accompanies the draft. There should be a black border of perhaps three-eighths of an inch. When it is time to mail the announcement I should suggest that they be sent to all American colleges and universities which are listed in either the report of the Commission of Education or the World Almanac and to all institutions from which we have received telegrams or messages. Mr. Ryerson of the War-store with whom I have talked thinks that the use of the announcement should not pressed the euphemism "passed away" has been adopted. In the last sentence Mr. Shepardson also suggests a change. I must confess that I prefer my own statement. It is to me more vivid and personal. At the

Secretary to the President
H. P. Chandler

H. P. Chandler
Secretary to the President

January 31st, 1905.

My dear Mr. Johnson:-

After some thought I have evolved a form of statement such as I enclose for the announcement to colleges and universities of the death of the President. It has been my effort to phrase the announcement as simply as possible, to make it dignified and yet to have it fitting the gravity of our loss. In pencil, on the draft which I append I have indicated some questions. Mr. Shephardson suggests "died" instead of "passed away". In general I think he is right, but the word would seem a bit harsh in the sentence in which it is used and I have noticed that in some other statements where the same idea is expressed the euphemism "passed away" has been adopted. In the last sentence Mr. Shephardson also suggests a change. I must confess that I prefer my own statement. It is to me more vivid and personal. At the

14.10
same time it is not one whit more vivid than in my own mind is the conception. In just whose name the announcement should go out is a point on which I am not certain.

So much for the substance of the announcement. For the form I should suggest an engraved communication in plain script on a sheet something like the one which accompanies the draft. There should be a black border of perhaps three-eighths of an inch.

When it is time to mail the announcement I should suggest that they be sent to all American colleges and universities which are listed in either the report of the Commission of Education or The World Almanac and to all institutions from which we have received telegrams or messages. Mr. Ryerson of the Boer-store with whom I have talked thinks that the cost of the announcement should not exceed 10¢ a copy. 2¢ for postage will increase this to 12¢, entailing an expense, if we issue a thousand, of \$120.

Yours very truly,

H. P. Chandler
Secretary to the President

H. P. Chandler
Secretary to the President

January 11, 1900.

same time it is not one whit more vivid than in my own mind is the conception. In that sense name the announcement should go out in a point on which I am not certain.

So much for the substance of the announcement. For the form I should suggest an engraved commission in plain script on a sheet something like the one which accompanied the draft. There should be a black border of perhaps three-eighths of an inch. When it is time to mail the announcement I should suggest that they be sent to all American colleges and universities which are listed in either the report of the Commission of Education or the World Almanac and to all institutions from which we have received telegrams or messages. Mr. Ransom of the Book-store with whom I have talked thinks that the cost of the announcement should not exceed 10¢ a copy. 2¢ for postage will increase this to 12¢, entailing an expense, if we issue a thousand, of \$120.

Yours very truly,

Respectfully to the President
H. P. Chandler

H. P. Chandler
Secretary to the President

February 9th, 1906.

Dear Lewis:-

Did you ever leave a Christmas present unacknowledged for six weeks? You know that I have. I should not have believed it of myself once on a time but our estimate of ourselves sometimes declines almost aggressively as we gain experience; do you not think so? At any rate I am guilty. If you will forgive me I want to thank you now for the very entertaining volume of Diplomatic Mysteries which came from you. You were very good and very thoughtful to select so appropriate a present, not that I am diplomatic but that I need to be and shall be glad to learn.

If you were here I could tell you a great many things about the experiences through which the University has passed. I will tell you next summer. Just now I do not like to think about it. Although we had expected the end for a long time it seemed just as hard when it came and we were just about as unprepared for it as we should have been if it had dropped unannounced from heaven. As yet I do not

Chandler

February 29th, 1906.

Dear Lewis:-

Did you ever leave a Christmas present unacknowledged for six weeks? You know that I have. I should not have believed it of myself once on a time but our estimate of ourselves sometimes declines almost aggressively as we gain experience; do you not think so? At any rate I am guilty. If you will forgive me I want to thank you now for the very entertaining volume of Diplomatic Mysteries which came from you. You were very good and very thoughtful to select so appropriate a present, not that I am diplomatic but that I need to be and shall be glad to learn.

If you were here I could tell you a great many things about the experiences through which the University has passed. I will tell you next summer. Just now I do not like to think about it. Although we had expected the end for a long time it seemed just as hard when it came and we were just about as unprepared for it as we should have been if it had dropped unannounced from heaven. As yet I do not

think that I realize its significance. At first we were simply driven to the limit to make the mechanical, physical provision for the funeral, and after that there was accumulated work which had to be taken up and then the flag stayed at half-staff and we are even yet wearing badges of mourning. The official period of thirty days of mourning closes to-day and I am almost sorry because while we wear the insignia of the President it does not seem that he is so far away. To-morrow the last tangible token of his death will go.

But this is not the right mood. I realize perfectly well that the only thing to do is to take up with renewed energy the work ~~for~~ which he stood and I am trying to practice this precept. There is one curious result of it. The problems of the University seem so much nearer to me than they ever did before for Law is quite a second issue and I know I am not giving it the attention that I ought. I am going into examinations this afternoon and to-morrow with less preparation than I ever did

think that I realize its significance. At first we
were simply driven to the limit to make the mechan-
ical, physical provision for the funeral, and after
that there was accumulated work which had to be
taken up and then the flag stayed at half-staff
and we are even yet wearing badges of mourning.
The official period of thirty days of mourning
closes to-day and I am almost sorry because while
we wear the insignia of the President it does not
seem that he is so far away. To-morrow the last
tangible token of his death will go.
But this is not the right mood. I realize
perfectly well that the only thing to do is to
take up with renewed energy the work for which he
stood and I am trying to practice this precept.
There is one curious result of it. The problems
of the University seem so much nearer to me than
they ever did before for Law is quite a second issue
and I know I am not giving it the attention that I
ought. I am going into examinations this afternoon
and to-morrow with less preparation than I ever did

before in my life and the worst of it is I do not very much care. Probably I shall come out of this mood a little later and I hope so because I do not like to do a thing and not do it in the way I know it ought to be done. Probably a rest and contact with fresh conditions will help as much as anything and after to-morrow noon for a day or two I shall try to get it.

I am very well so that there is no excuse for my not abounding in energy and optimism. I am sure I shall. It would be fine if I could have a talk with you. It is not so very long now, is it, until next May when I can. You must be good to yourself meanwhile. Continue to wax and grow fat, and have as good a time as you possibly can. I have delayed writing this letter simply because I hoped to find time to write it all myself, but a typewritten letter is better than none, is it not? Perhaps in a few days I will add a post-script. Meanwhile let me send ~~the~~ wishes of everybody. You will be glad to know that Senator Parker is an

before in my life and the worst of it is I do not
very much care. Probably I shall come out of this
mood a little later and I hope so because I do not
like to do a thing and not do it in the way I know
it ought to be done. Probably a rest and con-
tact with fresh conditions will help as much as
anything and after to-morrow noon for a day or two
I shall try to get it.

I am very well so that there is no excuse for
my not abounding in energy and optimism. I am sure
I shall. It would be fine if I could have a talk
with you. It is not so very long now, is it, un-
til next May when I can. You must be good to
yourself meanwhile. Continue to wax and grow fat,
and have as good a time as you possibly can. I
have delayed writing this letter simply because I
hoped to find time to write it all myself, but a
typewritten letter is better than none, is it not?
Perhaps in a few days I will add a post-script.
Meanwhile let me send these wishes of everybody.
You will be glad to know that Senator Parker is an

aggressive candidate for Congress to succeed Mann and that we are all backing him, believing that he is going to win. If you were here you would have to vote for him even though you are a democrat, but do not let this keep you away if there is any chance of your coming back. I promise to look away when you break my orders.

Yours very sincerely,

H. P. Chandler
Secretary to the President

Mr. Leon P. Lewis,

Leland Stanford, Jr., University,
Palo Alto, California.

aggressive candidate for Congress to succeed Mann
and that we are all backing him, believing that he
is going to win. If you were here you would have
to vote for him even though you are a democrat, but
do not let this keep you away if there is any chance
of your coming back. I promise to look away when
you break my orders.

Yours very sincerely,

H. P. Chandler
Secretary to the President

Mr. Leon P. Lewis,
Leland Stanford, Jr., University,
Palo Alto, California.

Chicago
The Great Central Market
A Magazine of Business

PUBLISHED BY
THE CHICAGO COMMERCIAL ASSOCIATION
77 JACKSON BOULEVARD
EDITORIAL OFFICE: 1414 MANHATTAN BLDG.
TELEPHONE HARRISON 5412

UNDER THE DIRECTION OF
TRADE EXTENSION COMMITTEE

W. F. HYPES, *Chairman*, Marshall Field & Co.
FRANK HIBBARD, Hibbard, Spencer, Bartlett & Co.
F. S. SHAW, The Cable Company
J. B. FAY, A. C. McClurg & Co.
A. M. COMPTON, John V. Farwell Company

H. F. MILLER } *Managing Editors*
R. R. SHUMAN }

Answered FEB 19 1906
Henry P. Chandler,
Secretary to the President.

Chicago, Feb. 17, 1906.

Mr. Henry Porter Chandler,
Secretary to the President,
University of Chicago.

Dear Sir:-

We have your letter of Feb. 14 and have received the photographs therein. The manuscript of the article however has failed to reach us. If you have not mailed it, will you kindly do so as early as convenient, and oblige.

Very truly yours,

SHUMAN & MILLER

By *R. R. Shuman*

HFM/L.

Business Problems

Chicago
The World & Herald
A PUBLICATION OF THE
WORLD-HERALD COMPANY
100 N. LAKE ST. CHICAGO, ILL.
ESTABLISHED 1887

Chicago, Feb. 11, 1901.

Dear Sir:-
I have just received your letter of Feb. 10 and am
glad to hear that you are interested in the
University of Chicago.

The University of Chicago is a very young
institution, but it is growing rapidly and
is now one of the leading universities of the
United States. It is located in Chicago, Ill.,
and is one of the most beautiful cities in the
world.

Yours very truly,
John D. Wilson

W.D.

ca 1906

Chandler, H. P.

Business Principles in the University of Chicago.

One of the obvious facts about the University of Chicago is its rapid material growth. It was only about twenty years ago, in 1886, that the old University of Chicago closed its doors and gave up its property in satisfaction of a mortgage which it could not redeem. It was not until two years later that the American Baptist Educational Society began to discuss plans for a new university, and it was not until 1890 that the present University of Chicago was incorporated. In 1891 William Rainey Harper accepted the presidency of the new enterprise, the first appointment to the Faculties was made and ground was broken for ~~the~~ building. October 1st, 1892, instruction was begun in Cobb Hall, students taking up their work in the building before the carpenters had left it and passing to their classes over scaffolding. It is since this time, in a period of less than fifteen years, that the present development of the University has been attained. ^{this on the material side} ~~That~~ development may be ^{suggested summary} ~~roughly indicated~~ by a few facts in regard to the University ^{the University} ~~property.~~ It possesses a campus of more than sixty-six acres. It has thirty-four buildings valued at more than four million dollars, the total value of the buildings and grounds reaching seven million dollars.

Business Principles in the University of Chicago.

One of the obvious facts about the University of Chicago is its rapid material growth. It was only about twenty years ago, in 1886, that the old University of Chicago closed its doors and gave up its property in satisfaction of a mortgage which it could not redeem. It was not until two years later that the American Baptist Educational Society began to discuss plans for a new university, and it was not until 1890 that the present University of Chicago was incorporated. In 1891 William Rainey Harper accepted the presidency of the new enterprise. The first appointment to the faculty was made and ground was broken for the building. October 1st, 1892, instruction was begun in Cobb Hall, students taking up their work in the building before the carpenters had left it and passing to their classes over scaffolding. It is since this time, in a period of less than fifteen years, that the present development of the University has been attained. That development may be roughly indicated by a few facts in regard to the University property. It possesses a campus of somewhat ninety-six acres; it has thirty-five buildings valued at more than four million dollars, the total value of the buildings and grounds reaching seven million dollars.

The total assets of the University including buildings, grounds, and invested funds amount to more than eighteen millions, placing it among the most liberally endowed institutions in the country.

But more characteristic than its material development, striking at it is, is the spirit of the University. This spirit, in harmony with the temper of the city in which the University is located, is a spirit of utility, a desire so to adapt means to ends that in education, as in business, the largest economies of time and energy may be secured. By this it is not meant that culture and fine arts are slighted, but that in the organization of the University, its curricula and its system of instruction, the aim is to impart knowledge to students in the most effective way. And it is considered no shame if in the attainment of this end legitimate methods which have been employed in the development of great business enterprises are adopted.

The purpose to provide an education that shall be of service and not merely ^{an ornament} ~~ornamental~~ to a few privileged ~~professional classes, clergymen and lawyers~~, is indicated first in the wide scope of the University curricula. Instruction is offered not merely in the classics, the humanities, theology, or even law, but in science and ~~in~~ economics, government, banking, accounting, subjects intended for a man of business. This expansion of the curricula is not peculiar to the University of Chicago.

The total assets of the University including buildings, grounds, and invested funds amount to more than eighteen millions, placing it among the most liberally endowed institutions in the country.

But more characteristic than its material development, striking as it is, is the spirit of the University. This spirit, in harmony with the temper of the city in which the University is located, is a spirit of activity, a desire so to adapt means to ends that in education, as in business, the largest economies of time and energy may be secured. By this it is not meant that culture and fine arts are slighted, but that in the organization of the University, its curricula and its system of instruction, the aim is to impart knowledge to students in the most effective way. And it is considered no shame if in the attainment of this end legitimate methods which have been employed in the development of great business enterprises are adopted.

The purpose to provide an education that shall be of service and not merely ornamental to a few privileged professional classes, ~~of business and industry~~, is indicated first in the wide scope of the University curricula. Instruction is offered not merely in the classics, the humanities, theology, or even law, but in science and in economics, government, banking, accounting, subjects intended for a man of business. This expansion of the curricula is not peculiar to the University of Chicago.

It is a tendency to which all great American Universities have responded in the greater or less degree. But in the organization of the University and in the system of ~~the~~ instruction by which knowledge in various branches is imparted it is believed that the University of Chicago has gone farther in the ^adirection of adaptation to individual needs and economies of effort than any other American institution of a university character. The aim of the University cannot be better summed up than in the statement of President Harper in his report of 1902 on the first ten years of the University's progress: "If the question were to be asked what two elements constitute the largest factors in controlling the spirit of the institution, the answer might be made, ^{organization and} one, the principle of individualism ^{from} in the point of view both of the student and instructor, which has been all powerful in effecting the details of organization, and ^{(2) two,} the principle of flexibility which is, after all, ^{perhaps} only a correlation of the first named principle of individualism, to which everything else has been made subservient".

~~Let us examine the~~ application of these principles. ^{are numerous}
In the Colleges general instruction is offered in Arts, Literature, and Science, as in other institutions. The system of admission requirements and curricula is, however, different. Many institutions prescribe minutely the subjects which a candidate shall present for entrance, requiring specified amounts of Latin, History, Mathematics, and other subjects. In theory a graduate of a reputable

It is a tendency to which all great American Universities have responded in a greater or less degree. But in the organization of the University and in the system of the instruction by which knowledge in various branches is imparted it is believed that the University of Chicago has gone farther in the direction of adaptation to individual needs and economic of effort than any other American institution of a university character. The aim of the University cannot be better summed up than in the statement of President Harper in his report of 1902 on the first ten years of the University's progress: "It is the question were to be asked what two elements constituted the largest factor in controlling the spirit of the institution, the answer might be made, one, the principle of individualism in the point of view both of the students and instructors which has been all powerful in effecting the details of organization and, two, the principle of flexibility which is after all only a corollary of the first named principle of individualism to which everything else has been made subservient."

Let us examine the application of these principles. In the College general instruction is offered in Arts, Literature, and Science, as in other institutions. The system of admission requirements and curricula is, however, different. Many institutions prescribe minutely the subjects which a candidate shall present for entrance, requiring specified amounts of Latin, History, Mathematics, and other subjects. In theory a graduate of a reputable

high school which offers a four years course ought to be able to enter college. In practice so rigid are the admission requirements of many American institutions that unless a man decides early in his high school course which one he wishes to attend and adapts his course of study to ^{to} ~~this~~ system, he finds himself at the end of his ~~high school~~ course unprepared to enter without a further ~~period~~ of preparation. He may have had a course of study which in quantity is equal to that demanded, but it differs in ^{constituent} ~~the individual subjects which make it up~~. The University of Chicago avoids rigidity of this kind by asking candidates for entrance to present fifteen units of work (a unit indicating roughly a course running through a year in a preparatory school) from a large list of approved subjects comprising nearly every study to be found in the widest curriculum. Of these ~~fifteen units~~ ^{units} eight and a half are prescribed, but these prescribed ~~courses~~ ^{units}, English to the extent of three ^{three of} ~~units~~, other languages to the extent of two and a half ^{other} ~~units~~, are subjects which any student in a high school would take, without which he could hardly complete his course under any circumstances. The result is that high school graduates, even though they decide to enter college only at the last minute, if their work has been creditable, may enter the University of Chicago. The University asks no less preparation than other institutions, but it allows ^{a wide range} ~~more freedom in~~ ^{than many} ~~kind of preparation than many others.~~

high school which offers a four years course ought to be
able to enter college. In practice so rigid are the ad-
mission requirements of many American institutions that
unless a man decides early in his high school course which
one he wishes to attend and adapts his course of study
to this system, he finds himself at the end of his high-
school course unprepared to enter without a further period
of preparation. He may have had a course of study which
in quantity is equal to that demanded, but it differs
in the ~~material~~ ^{character} of the subjects which make it up. The Uni-
versity of Chicago avoids rigidity of this kind by asking
candidates for entrance to present fifteen units of work
(a unit indicating roughly a course running through a
year in a preparatory school) from a large list of ap-
proved subjects comprising nearly every study to be found
in the widest curriculum. Of these fifteen units eight
and a half are prescribed, but these prescribed courses,
English to the extent of three units, other languages to
the extent of two and a half units, are subjects which
any student in a high school would take, without which
he could hardly complete his course under any circumstances.
The result is that high school graduates, even though
they decide to enter college only at the last minute, if
their work has been creditable, may enter the University
of Chicago. The University asks no less preparation
than other institutions, but it allows more freedom and
kind of preparation than they allow.

For the work of the Colleges the University offers three degrees, Bachelor of Arts, Bachelor of Philosophy, and Bachelor of Science. For these degrees there are naturally specific requirements, about one-third of the course of a candidate for the degree of Bachelor of Arts, for instance, ^{are prescribed curriculum} is required. This corresponds to the traditional course in the humanities and a student must present for graduation, among other things, Greek and Latin. But it is possible for him to enter upon this course although he has had no Greek ^{and} Latin in his preparatory school. He can make up his deficiency after he comes into the University and is not obliged to remain out merely because he has not ^{upon a classical bent} decided in his high school, ~~that he wishes to study Greek and Latin.~~ For the degrees of Bachelor of Philosophy and Bachelor of Science there are other requirements, but Latin is not prescribed. The withdrawal of Latin as a prescribed subject was stoutly opposed at the time ^{discussed} it was ~~passed~~, in the spring of 1905, by ^{instructors} those who believed in the cultural value of that subject. But this value which was admitted by many who advocated the change was not considered ~~a sufficient argument~~ to meet the other arguments that in general students should be free to gain that education which is most directly helpful to them and that the University, although it might advise a man even in Science to study Latin for ^{its} the broadening and humanizing effect, ought not to draw him away from his chosen field if he was firm in his desire to specialize. In other words, the principle prevails

For the work of the Colleges the University offers
three degrees, Bachelor of Arts, Bachelor of Philosophy,
and Bachelor of Science. For these degrees there are
naturally specific requirements, about one-third of the
course of a candidate for the degree of Bachelor of Arts,
for instance, is required. This corresponds to the pre-
sential course in the humanities and a student must
present for graduation, among other things, Greek and Latin.
But it is possible for him to enter upon this course al-
though he has had no Greek and Latin in his preparatory
school. He can make up his deficiency after he comes
into the University and is not obliged to remain out
merely because he has not decided in his high school,
that he wishes to study Greek and Latin. For the degrees
of Bachelor of Philosophy and Bachelor of Science there
are other requirements, but Latin is not prescribed.
The withdrawal of Latin as a prescribed subject was strongly
opposed at the time it was passed, in the spring of 1905,
by those who believed in the cultural value of that sub-
ject. But this value which was admitted by many who
advocated the change was not considered a sufficient argu-
ment to meet the other arguments that in general students
should be free to gain that education which is most di-
rectly helpful to them and that the University, although
it might advise a man even in Science to study Latin for
the broadening and humanizing effect, ought not to draw
him away from his chosen field if he was firm in his de-
sire to specialize. In other words, the principle prevails

that the curricula should exist for the students and not the students for the curricula and this ~~correlating~~ ^{is} *collary* principle ~~was~~ accepted that after a student has reached the college stage he is in general entitled to decide what constitutes his own interests. The University of Chicago is not committed to the complete elective system.

It lays down certain group requirements. That is, a man is not permitted to present for his degree a hodge-podge of subjects from various quarters. He must offer a series tending toward a definite end. He is furthermore required to give evidence of proficiency in English and to have a reading knowledge of modern languages, for these are essential in the liberally educated man. But subject to these qualifications the ~~principle~~ ^{rule} is followed that the University will enable students as economically and steadily as possible to secure ~~the~~ ^a preparation for their special life work and it will ~~require~~ ^{direct} their ~~attention~~ as little as possible to side issues.

The professional schools of the University, schools, that is, of Law, Medicine, and Theology, are graduate institutions. The University has adopted the theory that lawyers, physicians, and clergymen ought to be men matured by study and experience. The raw youth just from his high school is in no position to cope with the problems that Law or Medicine present and if he succeeds in obtaining a professional degree at the age of twenty or twenty-one, he is in no position to gain a practice. Therefore the University requires of its professional students a previous

that the curriculum should exist for the students and not
the students for the curriculum and this necessary condition
principle was accepted that after a student has reached
the college stage he is in general entitled to decide
what constitutes his own interest. The University of
Chicago is not committed to the complete elective system.
It lays down certain prerequisites. That is, a
man is not permitted to present for his degree a hodge-
podge of subjects from various quarters. He must offer
a series tending toward a definite end. He is further-
more required to give evidence of proficiency in English
and to have a reading knowledge of modern languages, for
these are essential in the liberally educated man.
But subject to these qualifications the principle is fol-
lowed that the University will enable students as econo-
mically and steadily as possible to secure the prepara-
tion for their special life work and it will require their
attention as little as possible to side issues.
The professional schools of the University, schools
that is, of Law, Medicine, and Theology, are graduate insti-
tutions. The University has adopted the theory that
lawyers, physicians, and clergymen ought to be men matured
by study and experience. The raw youth just from his
high school is in no position to cope with the problems
that Law or Medicine present and if he succeeds in obtaining
a professional degree at the age of twenty or twenty-one
he is in no position to gain a practice. Therefore the
University requires of its professional students a previous

college training, but consistantly with ~~the requirements~~
~~of~~ thorough preparation, it economizes as far as possible
 a student's time. Thus, in the Medical Courses and in
 the Law School, there is ^a provision for combined academic
 and professional curricula by which ~~the~~ ^{the} college courses
 and the professional training ^{are} ~~may be~~ dove-tailed into
 each other, the first year of the study of Law standing
 as the last in the Colleges and the first two years of
 the Medical School ~~standing~~ as the last two years in the
 Colleges, and a student may obtain both degrees in a period
 of six or six and a half years. ~~Thus~~ ^a man who enters
 upon ^{college} ~~his professional work~~ when he graduates from his
 high school at the age of nineteen, which is perhaps a
 fair average, is ready to take up his life work at twenty-
 five. The preceding three years which, under ~~a~~ sys-
 tem of premature preparation he would spend almost inevi-
 tably in waiting for custom, he occupies in gaining a
 mental equipment that will enable him to deal with custom
 when he gets it.

Thus through the organization of curricula in the
 Colleges and the professional schools the University ap-
 plies the business principle of ^{definite application} ~~concentration~~ of effort.
 A more direct response to business conditions in a great
 business center appears in the work of the College of
 Commerce and Administration. The University does not
 undertake to do the work of a business college by giving
 instruction in shorthand or book-keeping. Nor can ~~the~~ ^{it}
~~University~~ in any way give directly the value of business

college training, but constantly with the requirements of thorough preparation, it economizes as far as possible a student's time. Thus, in the Medical Courses and in the Law School, there is provision for combined academic and professional curricula by which college courses and the professional training may be dovetailed into each other, the first year of the study of Law standing as the last in the Colleges and the first two years of the Medical School standing as the last two years in the Colleges, and a student may obtain both degrees in a period of six or six and a half years. Thus a man who enters upon his professional work when he graduates from his high school at the age of nineteen, which is perhaps a fair average, is ready to take up his life work at twenty-five. The preceding three years which, under a system of premature preparation he would spend almost invariably in waiting for custom, he occupies in gaining a mental equipment that will enable him to deal with custom when he gets it.

Thus through the organization of curricula in the Colleges and the professional schools the University applies the business principle of concentration of effort. A more direct response to business conditions in a great business center appears in the work of the College of Commerce and Administration. The University does not undertake to do the work of a business college by giving instruction in shorthand or book-keeping. Nor can the University in any way directly the value of business

experience. But it is the theory of the University that a man's efficiency in business may be greatly increased by acquaintance with the fundamental principles of History, Government, and Economics and a grasp of the English language. Therefore, to the students who are looking forward to a business career, the University offers groups of courses in Banking, Transportation, Trade and Industry, and Journalism. It should be pointed out that the courses in Journalism do not consist of technical training in writing for newspapers but ^{for} ~~in~~ ^{the} ~~introducing~~ the students to the great movements in industry, politics, and literature which claim the attention of the modern world and ^{with} ~~for~~ which journalism deals. Furthermore, ~~largely through the influence of the Head of the Department of Economics, Mr. J. Laurence Laughlin, whose investigations in the subject of coinage and organizations of labor are well known,~~ leading business men have been brought to the University to give special lectures on business problems such as insurance, transportation, and the organization of a department store, and others. The students in the College of Commerce and Administration are thus familiarized with the atmosphere of business from men whose life is in it.

Undoubtedly more striking, however, is the response to business needs which consists in the organization at University College, in the Fine Arts Building, in the heart of the city, of special evening courses for

experience. But it is the theory of the University that a man's efficiency in business may be greatly increased by acquaintance with the fundamental principles of History, Government, and Economics and a grasp of the English language. Therefore, to the students who are looking forward to a business career, the University offers groups of courses in Banking, Transportation, Trade and Industry, and Journalism. It should be pointed out that the courses in Journalism do not consist of technical training in writing for newspapers but in introducing the students to the great movements in industry, politics, and literature which claim the attention of the modern world and for which Journalism deals. Further-
~~more, largely through the influence of the~~
~~Department of Economics, Mr. J. Lawrence Laughlin, whose~~
~~investigations in the subject of coinage and organization~~
~~of labor are well-known, leading business men have~~
been brought to the University to give special lectures on business problems such as insurance, transportation, and the organization of a department store, and others. The students in the College of Commerce and Administration are thus familiarized with the atmosphere of business from men whose life is in it. Undoubtedly more striking, however, in the response to business needs which consists in the organization at University College, in the Fine Arts Building, in the heart of the city, of special evening courses for

railway and bank employees. The railway courses which
 were organized in the autumn of 1904 are practically
 supported by the ^{lines} ~~railways~~ which center in Chicago, each
~~railway~~ contributing a quota of the expense and receiving
 a proportionate number of scholarships for its employees.
 A large number of men are taking advantage of the op-
 portunity to work in such courses as The Organization
~~and~~ in Mechanism of railways, Traffic Work, and Present-Day
 Problems. Through such instruction employees cannot fail
 to supplement and round out their practical experience
 which is necessarily confined within narrow limits and
 render themselves far more effective agents of the inter-
 ests which they represent.

Such are a few characteristics of ~~the spirit of the~~
~~University which indicate an endeavor to conform instruction~~
~~to the methods which have been proved efficient in bus-~~
~~iness.~~ There is one other cardinal principle, however,

which lies at the basis of instruction in all departments
 and that is the quarter system. Under this system ^{classes} ~~courses~~
~~are held three or four hours a week and running through a half year or a year~~
~~instead of running through a half year or a year~~
~~comprise~~
~~meet for five hours and are limited to twelve~~
~~four or five hours of recitation a week for one quarter~~

~~of twelve weeks.~~ Courses begin four times a year, in
 October, January, April, and June, and close ^{courses} ~~four times a~~
~~year.~~ It is possible for a student to enter at any one

of these periods and likewise to graduate whenever his
 course is completed. It should be said, furthermore, that
 quarters in the University are really quarters; that is,
 there are four of them in a year, the entire University

9.
The railway courses which
were organized in the autumn of 1904 are practically
supported by the railways which center in Chicago, each
contributing a quota of the expenses and receiving
a proportionate number of scholarships for the employees.
A large number of men are taking advantage of the op-
portunity to work in such courses as The Organization
of Railways, Traffic Work, and Present-Day
Problems. Through such instruction employees cannot fail
to supplement and round out their practical experience
which is necessarily confined within narrow limits and
render themselves far more effective agents of the inter-
ests which they represent.

Such are a few characteristics of the spirit of the
University which indicate an endeavor to combine instruction
to the methods which have been proved most effective in busi-
ness. There is one other cardinal principle, however,
which lies at the basis of instruction in all departments
and that is the quarter system. Under this system
the year is divided into four quarters, each of four months
or five weeks of instruction, each for one quarter
of the year.

Courses begin four times a year, in
October, January, April, and June, and close four times
year. It is possible for a student to enter at any one
of these periods and likewise to graduate whenever his
course is completed. It should be said, furthermore, that
quarters in the University are really quarters; that is,
there are four of them in a year, the entire University

plant with the exception of University College, being operated through the summer. The economy of this course which avoids the usual three months idleness and makes the equipment of the University constantly productive is obvious.

The advantages of the quarter system in general may be summed up under two heads, first economy of time and, second, concentration of effort. The saving of time results from the fact that it is frequently inconvenient for ~~a man~~ ^{men} to enter college in the autumn when most institutions open. ~~Frequently men~~ ^{they} are obliged to leave college because of illness or ~~because of limited~~ ^{failure of} means, and frequently men and women, like teachers, are unable to study at any other time than the summer. The quarter system provides for all the st conditions. If a student is too late to enter at the beginning of ^{the} fall work in October he is not compelled either to crowd himself to make up the ground lost or to wait until the next year; he can begin at the opening of the winter quarter in January. In the same way students who leave the University on account of illness or lack of funds may return at the beginning of the quarter after the difficulty has been met and thus reduce the loss of time to a minimum. Where in other institutions a man might be retarded from February to October, in the University of Chicago a difficulty in February would work only a postponement until April. The second advantage consists in the concentration of the student's effort. Under the quarter system a normal

plant with the exception of University College, being operated through the summer. The economy of this course which avoids the usual three months idleness and makes the equipment of the University constantly productive is obvious.

The advantages of the quarter system in general may be summed up under two heads, first economy of time and, second, concentration of effort. The saving of time results from the fact that it is frequently inconvenient for a man to enter college in the autumn when most institutions open. Frequently men are obliged to leave college because of illness or because of limited means, and frequently men and women, like teachers, are unable to study at any other time than the summer. The quarter system provides for all these conditions. If a student is too late to enter at the beginning of fall work in October he is not compelled either to crowd himself to make up the ground lost or to wait until the next year; he can begin at the opening of the winter quarter in January. In the same way students who leave the University on account of illness or lack of funds may return at the beginning of the quarter after the difficulty has been met and thus reduce the loss of time to a minimum. Where in other institutions a man might be retarded from February to October, in the University of Chicago a difficulty in February would work only a postponement until April. The second advantage consists in the concentration of the student's effort. Under the quarter system a normal

schedule consists of three courses meeting four or five hours a week. In other institutions the schedule usually comprises four or five courses meeting three hours a week. While there is something to be said for each plan it is nevertheless true that with a limited number of courses a student loses less time in changing from one to another and is less troubled by constant readjustment of his mental attitude. If there is ^{virtue} ~~value~~ in selecting a small number of tasks and staying with them until they are finished before turning to others, the University of Chicago is in a position to secure it.

The Organization of the University has been discussed in detail because it is a fact which is less conspicuous than buildings and grounds ^{and aesthetic environment} and is less known. In these other points the University is peculiarly fortunate.

Generous gifts have enabled it to build structures of dignity and architectural merit that are an inspiration to effort and ideals. ^{its} ~~These~~ buildings which are Gothic in type and modeled on the best examples of the old world,

in some cases taken directly from European examples such as ^{the Commons} ~~Christ~~ College in Oxford which is the prototype of ^{the men's dining hall and} ~~the Hutchinson Commons~~, King's College Chapel in Cambridge, after which the Law School is ^{drawn} ~~copied~~ are an ever present lesson in art and beauty. In the Faculties of the University are men of broad culture and wise sympathies from old American institutions like Yale, and Princeton, and Harvard, and ^{often from} ~~many have studied in~~ the universities of Europe. The University is not a stranger

schedule consists of three courses meeting four or five
 hours a week. In other institutions the schedule usually
 comprises four or five courses meeting three hours a week.
 While there is something to be said for each plan it is
 nevertheless true that with a limited number of courses
 a student loses time in changing from one to another
 and is less troubled by constant readjustment of his mental
 attitude. If there is value in selecting a small num-
 ber of tasks and staying with them until they are finished
 before turning to others, the University of Chicago is
 in a position to secure it.
 Organization of the University has been discussed in
 detail because it is a fact which is less conspicuous
 than buildings and grounds and is less known. In these
 other points the University is peculiarly fortunate.
 Generous gifts have enabled it to build structures of
 dignity and architectural merit that are an inspiration
 to effort and ideals. These buildings which are Gothic
 in type and modeled on the best examples of the old world,
 in some cases taken directly from European examples
 such as Balliol College in Oxford which is the prototype
 of the Hutchinson Commons, King's College Chapel in
 Cambridge, after which the Law School is modeled and an
 ever present lesson in art and beauty. In these
 of the University are men of broad culture and wide sym-
 pathies from old American institutions like Yale, and
 Princeton, and Harvard, and many have studied in the
 universities of Europe. The University is not a stranger

to music for the Thomas Orchestra every winter gives a series of concerts in Mandel Hall. Furthermore the entire musical and artistic environment of Chicago is the possession of the University. ⁴ But art and music and culture in the University of Chicago are means to an end and that end the end of service. The University has adopted and constantly practices business economies simply in order that it may more effectively equip for livelihood and living those who come to it for help. Many things are fine, many things are true, and they are cultivated, but they are cultivated not as ends in themselves, rather as means toward a better life for a larger number. If there is one motto which sums up the endeavor of the University it is Service in Democracy.

to music for the Thomas Orchestra every winter gives a
series of concerts in Mandel Hall. Furthermore the entire
musical and artistic environment of Chicago is the possession
of the University. But art and music and culture in
the University of Chicago are means to an end and that
end the end of service. The University has adopted and
constantly practices business economics simply in order
that it may more effectively equate for livelihood and living
those who come to it for help. Many things are fine,
many things are true, and they are cultivated but they
are cultivated not as ends in themselves, rather as means
toward a better life for a larger number. If there is
one motto which sums up the endeavor of the University
it is service in democracy.