

DEPARTMENT OF GEOLOGY

T. C. CHAMBERLIN
Head Professor of Geology
R. D. SALISBURY
Professor of Geographic Geology
J. P. IDDINGS
Professor of Petrology
R. A. F. PENROSE, JR.
Professor of Economic Geology
W. H. HOLMES
Professor of Archeologic and Graphic Geology
C. R. VAN HISE
Non-resident Professor of Pre-Cambrian Geology
O. C. FARRINGTON
Professorial Lecturer on Determinative Mineralogy
STUART WELLER
Assistant in Paleontologic Geology

THE UNIVERSITY OF CHICAGO.

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

CHICAGO,

Aug. 11, '96.

My Dear President Harper:-

I should like to have seen you this noon, though I do not know that I have much of importance to suggest concerning the CONGREGATION. You will remember that I was absent while the matter was under discussion, so that I appreciate less fully than those who heard the discussion just what is hoped from the organization. I would suggest the following topics as possibly appropriate for discussion in the CONGREGATION.

1. Is the University doing all that it might and should for secondary education, and is its attitude toward secondary schools that which is best, from its own standpoint?
2. The attitude of the university toward students entering the university from other colleges with advanced standing. For example, if students come to the University with two or three years college work already accomplished, should they be compelled to take those studies which we require of students who spend their first two years with us; or, should a period of greater freedom be allowed them?
3. The Latin question. Should there be a course in the University leading to the Bachelor's degree in which Latin is not required? Should the undergraduate record of students be in-

DEPARTMENT OF GEOLOGY
 UNIVERSITY OF CHICAGO
 CHICAGO, ILL.
 AUG. 11, 1900.

Confidential

THE UNIVERSITY OF CHICAGO
 WILLIAM HARTS PROGRAM

My Dear Professor Harper:

I should like to have seen you this noon, though I do not know that I have much of importance to suggest concerning the COMPARISON. You will remember that I was absent while the matter was under discussion, so that I appreciate less fully than those who heard the discussion just what is hoped from the experiment. I would suggest the following topics as possible subjects for discussion in the COMPARISON.

1. Is the University doing all that it might and should for secondary education, and is its attitude toward secondary schools that which is best from its own standpoint?

2. The attitude of the university toward students entering the university from other colleges with advanced standing. For example, if students come to the University with two or three years college work already accomplished, should they be compelled to take those studies which we require of students who spend their first two years with us; or, should a period of greater freedom be allowed them?

3. The Latin question. Should there be a decade in the University leading to the Bachelor's degree in which Latin is not required? Should the undergraduate record of students be in-

quired into, when they become applicants for the Ph. D. degree, further than is deemed necessary by the department in which the degree is applied for ?

4. I think opportunity should be given to the members of the CONGREGATION to bring up any point which they may choose. Members may wish to make suggestions with a view to correcting what they deem weaknesses in our present system.

These are the only things which have occurred to me.

With reference to the time of the meeting, I think that the suggestion made the other day is the best one, viz.- that it be held on the day preceding Convocation. The place of meeting, it seems to me, can best be determined after the responses come in. If it is necessary to determine it before the announcements are sent out, then Haskell is probably the best place.

I presume a Convocation orator has been secured, but if not, I should suggest that an attempt be made to get ex-president Harrison. He could then make an address which would fit the times admirably, and he would be a drawing card. If he is not available now, I believe he can be secured some time.

I have arranged with professor Judson to come down from Wisconsin, where I go with my class, for a day some time next week, to look over finally the matter for the forthcoming announcements.

I have talked over fully with Mr. Gurney the changes which it seems best to have made in the Examiner's office, and he

degree is applied for? I think opportunity should be given to the members of the CONVENTION to bring up any point which they may choose.

Members may wish to make suggestions with a view to correcting what they deem weaknesses in our present system.

These are the only things which have occurred to me. With reference to the time of the meeting, I think that the suggestion made the other day is the best one, viz. - that it be held on the day preceding Convention. The place of meeting, it seems to me, can best be determined after the responses come in. If it is necessary to determine it before the announcements are sent out, then Haskell is probably the best place.

I presume a Convention orator has been secured, but if not, I should suggest that an attempt be made to get ex-President Harrison. He could then make an address which would fit the times admirably, and he would be a drawing card. If he is not available now, I believe he can be secured some time.

I have arranged with Professor Johnson to come down from Wisconsin, where I go with my class, for a day some time next week, to look over finally the matter for the forthcoming announcements.

I have talked over fully with Mrs. Gurney the changes which it seems best to have made in the Examination's office, and he

3-

understands them fully, and I have asked him to supervise their execution.

I have, during the last few days ran across a very serious abuse, or at any rate an abuse which might become very serious, in connection with Extension work of our own students. I think, however, that I have found a way to correct it and that it will give us no further difficulty.

Yours respectfully,

R. D. Salisbury

understands them fully, and I have asked him to supervise their

extension.

I have, during the last few days, been across a very seri-

ous abuse, or at any rate an abuse which might become very seri-

ous, in connection with Extension work of our own students. I

think, however, that I have found a way to correct it and that

it will give me no further difficulty.

Yours respectfully,

W. B. Fisher

H. Conspiration

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the President

, Nov. 27, 1900.

CHICAGO

My Dear Dr. Gunsaulus:-

Sunday, January 6th is the first Sunday of the
Century. On that day comes our Congregation Sermon.

This is a sermon you have never preached for us. Would
you not like to do it. I can assure you that we would
give you a splendid audience. It comes at four o'clock
in the afternoon. What say you?

Yours very sincerely,

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the President

Nov. 27, 1900.

CHICAGO

My Dear Dr. Gunnarsson:-

Sunday, January 6th is the first Sunday of the
Century. On that day comes our Congregation Sermon.
This is a sermon you have never preached for us. Would
you not like to do it. I can assure you that we would
give you a splendid audience. It comes at four o'clock
in the afternoon. What say you?

Yours very sincerely,

20

Congregation

Suggestions concerning First Meeting
of the Congregation.

Congregation

1. For this year payment for each dinner and no annual payment
2. A letter to each person entitled to membership to be sent by the Examiner and the President, enclosing copy of the statute, announcement of the meeting, announcement of the programme, provisional rules, alphabetical list of members, announcement of the dinner, names of the guests, ~~details of the days~~, with a postal card.
3. Times of meeting Dec. 31st, 2:30 P.M.. Place of meeting- Faculty Room, to be called *Congregation* Hall, and the Assembly Room of Haskell Oriental Museum.
4. Congregation to sit in Faculty Room, three rows around the room, second and third rows to be elevated. Congregation to sit, except officers, in alphabetical order.
5. Printed matter: 1) letter referred to above; (2) responsion and Latin hymn (see below) on thick paper; (3) programme; (4) menu and toasts, all in one typographical style.
6. Programme of exercises. (1) Meet on second floor of Haskell, (2) procession from second floor to *Congregation* Hall; (3) invocation; (4) Responsion; (5) reading of the statute establishing the Congregation; (6) presentation of official actions of the quarter in printed form by the President with a brief address. (7) consideration of questions proposed; (8) consideration of official action of governing bodies reported; (9) reading of recommendations already passed by the congregation; (10) presentation of the treasurer's report; (11) election of officers; (12) election of new members; (13) election of Convocation Orator; (14) a Congregational ode; (15) the benediction.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO

(13) election of Convention Officer; (14) a Congressional ode; (15) report; (16) election of officers; (17) election of new members; passed by the congregation; (18) presentation of the treasurer's governing bodies reported; (19) reading of recommendations already of questions proposed; (20) consideration of official action of printed form by the President with a brief address. (21) consideration of the statute establishing the

congregation; (22) presentation of official actions of the quarter in (23) Response; (24) reading of the statute establishing the procession from second floor to Congressional Hall; (25) invocation; (26) Programme of exercises. (27) Meet on second floor of Haskell; (28) toasts, all in one typographical style.

8. Printed matter: (1) letter referred to above; (2) response and Latin hymn (see below) on thick paper; (3) programme; (4) menu and officers, in alphabetical order.

4. Congregation to sit in Faculty Room, three rows around the room, second and third rows to be elevated. Congregation to sit, except

Room, to be called Congregation Hall, and the Assembly Room of Haskell Oriental Museum.

3. Time of meeting Dec. 31st, 2:30 P.M.. Place of meeting - Faculty names of the guests, details of the day, with a postal card.

2. A letter to each person entitled to membership to be sent by the Examiner and the President, enclosing copy of the statute, announcement of the meeting, announcement of the programme, provision

1. For this year payment for each dinner and no annual payment

of the Congregation.

Suggestions concerning First Meeting

7. Dinner to be served in the Assembly Hall. Members to sit in alphabetical order. After dinner speeches by the guests among whom shall be (1) Convocation orator, (2) representative of Harvard, Yale, Princeton, Johns Hopkins. Invitations to the dinner also to be issued to members of the Board. Price of dinner \$2.00 or \$1.50.

*Reading of the Roll of the Cong -
Reception of new members -
(Minutes of meeting of last Cong)*

CHICAGO

LOCKED BY 10111 D' HOCKEYBITE

The University of Chicago

7. Dinner to be served in the Assembly Hall. Members to sit in alphabetical order. After dinner speeches by the guests among whom shall be (1) Convocation orator, (2) representative of Harvard, Yale, Princeton, Johns Hopkins. Invitations to the dinner also to be issued to members of the Board. Price of dinner \$2.00 or \$1.50.

Res. of the Board of the
University of Chicago
(Minutes of meeting of last year)

CHICAGO

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

May 17, 1901.



My dear Sir:-

The president has appointed us a special committee to report to the Congregation as to the justice of giving grades with the degree of Ph.D. In order that we make a complete presentation of the matter in the report it will be necessary to know somewhat definitely the practice of the different departments in giving grades to the successful candidates for the degree. We are venturing to ask you therefore to answer the questions on the accompanying blank. It will of course be understood that in the use of replies the names of departments will not be published.

As the brief for this report must be given to the Recorder in a few days we trust that you will be able to return the form by May 20th.

Very truly yours,

Shailer Mathews

Ernst Freund



May 17, 1901.

My dear Sir:-

The President has appointed us a special committee to report to the Congress as to the justice of giving grades with the degree of Ph.D. In order that we make a complete presentation of the matter in the report it will be necessary to know somewhat definitely the practice of the different departments in giving grades to the successful candidates for the degree. We are venturing to ask you therefore to answer the questions on the accompanying blank. It will of course be understood that in the use of replies the names of departments will not be published. As the brief for this report must be given to the Recorder in a few days we trust that you will be able to return the form by

May 20th.

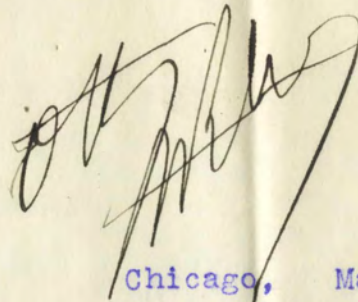
Very truly yours,

Shailer Mathews

Ernest Freund

Board of Education,
City of Chicago
Office of the Superintendent of Schools
Tribune Building
TELEPHONE CENTRAL 457

Congregation



Chicago, May 31, 1902.

Dr. Wm. R. Harper,
University of Chicago,
City.

My dear Dr. Harper:--

Your letter concerning the proposition of the Senate to recommend me for life membership in the Congregation of the University is at hand. I should be very glad to have you present my name. I know of no reason why I should not accept a life membership if given me. Thanking you for your consideration, I am,

Yours very truly,

E. H. Cooley
Superintendent of Schools.

Board of Education
City of Chicago
Office of the Superintendent of Schools
Crispin Building
Fourth Floor
Chicago, Ill.

Carlyle

[Handwritten signature]

Chicago, May 31, 1902.

Dr. Wm. E. Harper,
University of Chicago,
City.

My dear Dr. Harper:--

Your letter concerning the proposition of the Senate to
recommend me for life membership in the Corporation of the Univer-
sity is at hand. I should be very glad to have you present my
name. I know of no reason why I should not accept a life member-
ship if given me. Thanking you for your consideration, I am,

Yours very truly,

Ed. Connelley
Superintendent of Schools.

May 28th, 1902.

Superintendent E. C. Cooley,
Schiller Building, Chicago.

My dear Mr. Cooley:-

The Senate of the University has unanimously voted to recommend you for life membership in the Congregation of the University. I can assure you that I should like very much indeed to present your name. It is understood, of course, that the presentation to the Congregation cannot be made unless we are sure beforehand that you will accept. I am hoping that there may not exist any good reason why you should not accept. I am inclined to think that your position is now fixed in the city, and that no harm can come in accepting an honor of this kind even from the University of Chicago. I should like to have you call me on the telephone and perhaps we may talk it over. I understand that the matter is a confidential one.

Yours very truly,

May 28th, 1902.

Superintendent E. C. Cooley,
Schiller Building, Chicago.

My dear Mr. Cooley:-

The Senate of the University has unanimously
voted to recommend you for life membership in the Congregation of the
University. I can assure you that I should like very much indeed to
present your name. It is understood, of course, that the presentation to
the Congregation cannot be made unless we are sure beforehand that you
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fixed in the city, and that no harm can come in accepting an honor of
this kind even from the University of Chicago. I should like to have
you call me on the telephone and perhaps we may talk it over. I
understand that the matter is a confidential one.

Yours very truly,

Kaiserlich Deutsches Konsulat.

TEL. CENTRAL 2986

ADRESSE:

GERMAN CONSULATE,
CHICAGO, ILL.
1134 FIRST NATIONAL BANK BLDG.

Antwort auf J. No. 13262/04.

Chicago, October 15th 1904.

Honorable William R. Harper, L.L.D.
President of the University of Chicago
Chicago, Ill.

My dear Mr. President!

In pursuance of my letter of the 14th of September to the University Recorder I have the honor to inform you, that the Chancellor of the German Empire has given me with pleasure the permission to accept the honorary membership in the Congregation of the University of Chicago.

In accepting the honorary membership of the Congregation of the University of Chicago I beg to offer my sincerest thanks for the honoring sentiments you have expressed by suggesting me for the honorary membership and to ask you at the same time to express my gratitude to the members of the Senate and the Congregation, who have proposed and elected me.

Very respectfully yours

Hjalmar A. Weber
Imperial German Consul.

of seeing you on that

occasion, I r

Chicago, October 18th, 1901

GERMAN CONSULATE
CHICAGO, ILL.
THE FIRST NATIONAL BANK BUILDING
ATLANTA, GA.

Honorable William H. Miller, D.D.,
President of the University of Chicago
Chicago, Ill.

My dear Mr. President:

In pursuance of my letter of the 14th of September to the
University President I have the honor to inform you that the
Chancellor of the German Empire has given me with pleasure the
permission to accept the honorary membership in the Association

In accepting the honorary membership of the Association
of the University of Chicago I beg to offer my sincerest thanks
for the honoring sentiments you have expressed by suggesting
me for the honorary membership and to ask you at the same time
to express my gratitude to the members of the Senate and the
Constitution who have proposed and elected me.

Very respectfully yours

Wm. H. Miller
President of the University of Chicago

emain,

Yours very truly,

October 19, 1904

Mr. W. Wever,

1134 First National Bank Building,
Chicago, Illinois.

My dear Sir:

I greatly rejoice that the Chancellor of the German Empire has given you permission to accept the honorary membership in the Congregation of the University of Chicago. We appreciate this very much indeed. I hope that you will be able to be present with us at the next meeting and will permit me to present you in person. May we ask you to make a short address of six or eight minutes, if you prefer in German. The next meeting will be held at four o'clock, Thursday, November 3rd.

Looking forward to the pleasure of seeing you on that occasion, I remain,

Yours very truly,

October 19, 1904

Yours very truly,

Mr. W. W. Weber,

1134 First National Bank Building,
Chicago, Illinois.

My dear Sir:

I greatly rejoice that the Chancellor of the German Empire has given you permission to accept the honorary membership in the Congregation of the University of Chicago. We appreciate this very much indeed. I hope that you will be able to be present with us at the next meeting and will permit me to present you in person. May we ask you to make a short address of six or eight minutes, if you prefer in German. The next meeting will be held at four o'clock, Thursday, November 3rd.

Looking forward to the pleasure of seeing you on that

occasion, I remain,

Yours very truly,

Oct. 27, 1904.

ungratulation

My dear Mr. Von Klenze:-

The German Government has given permission to Consul Wever to become a member of the University Congregation. At the next meeting of the Congregation we should like to have him presented officially, and in this case we should be glad to have an address of welcome made to him. As Vice-President this duty would fall upon you. We have talked about holding a meeting in November, but this possibly may be passed over.

I am writing in advance to inform you so that you and he will be ready.

Yours very truly,

Oct. 27, 1904.

My dear Mr. Von Kienast:-

The German Government has given permission to Gottlieb Wever to become a member of the University Congregation. At the next meeting of the Congregation we should like to have him presented officially, and in this case we should be glad to have an address of welcome made to him. As Vice-President this duty would fall upon you. We have talked about holding a meeting in November, but this possibly may be passed over.

I am writing in advance to inform you so that

you and he will be ready.

Yours very truly,

October 28th, 1904

My dear Mr. Stagg:-

Next Thursday there will be a meeting of the Congregation to consider financial matters. It is important at this meeting that there be someone to represent the athletic interests. I appreciate the fact that it will be very difficult for you to attend the meeting at that hour. I suggest that Raycroft represent you and all the facts be put in his hands. What we want to do is to have a statement of the athletic finances for the year ending June 30th.

Yours very truly,

October 28th, 1904

My dear Mr. Stagg:-

Next Thursday there will be a meeting of the Congregation to consider financial matters. It is important at this meeting that there be someone to represent the athletic interests. I appreciate the fact that it will be very difficult for you to attend the meeting at that hour. I suggest that Raycroft represent you and all the facts be put in his hands. What we want to do is to have a statement of the athletic finances for the year ending June 30th.

Yours very truly,

For Congregation
1. The work of the Junior College should be in charge of a separate faculty made up of those instructors giving instruction to students of this grade.

2. The work of the Junior College is concerned with special problems in education and discipline which can be handled best by those who are in actual touch with the students and with educational subjects of the Junior College grade.

3. The interests are altogether different from those of the higher work; the regulations are in many cases different; and all questions required to be considered from a point of view other than that of work exclusively of a university character.

4. The membership of the present Junior College faculty is already large and still growing. To join to this membership the remaining members of the University connected with departments of Arts, Literature and Science, would make the faculty too large to be effective.

5. Such differentiation as is involved in the present arrangement is necessary to secure that feeling of direct responsibility which is absolutely essential to good work. It would be impossible to locate responsibility in a faculty made up of one hundred or more members giving instruction in several grades of college or university work.

6. In the meetings of such a general faculty the time is largely occupied by very few men, and these the men who have least concern in and knowledge of the problems in hand. The discussions, as a matter of fact, are not educative from the point of view of the younger members.

7. The separate faculty gives the younger members an opportunity for development which, joined with the feeling of responsibility, secures the highest educational results.

8. The work of the Junior College faculty is of as much interest to the faculties of Law, Medicine and Divinity, as to those of Liberal Arts and Pure Sciences, and neither the one nor the other should be placed in a position to control this work except through the regular channels.

9. The work is sufficiently large in amount, and sufficiently distinctive in scope, to deserve and occupy the full attention of an independent faculty.

10. ~~The Junior Faculty is made up of representatives of all departments, and these representatives keep all departments in close touch with the work of the faculty and its~~

1. The work of the Junior College faculty is to give instruction in the subjects of the Junior College.

2. The work of the Junior College is concerned with special problems in education and instruction which can be handled best by those who are in actual touch with the students and with educational subjects of the Junior College.

3. The interests are altogether different from those of the higher work; the regulations are in many cases different; and all questions referred to be considered from a point of view other than that of work exclusively of a university character.

4. The membership of the present Junior College faculty is already large and is growing. To join to this membership the remaining members of the University connected with departments of Arts, Literature and Science would make the faculty too large to be effective.

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6. In the meetings of such a general faculty the time is largely occupied by very low men, and those the men who have least concern in and knowledge of the problems in hand. The discussion, as a matter of fact, are not educative from the point of view of the younger members.

7. The separate faculty gives the younger members an opportunity for development which, joined with the feeling of responsibility, secures the highest educational results. The work of the Junior College faculty is of as much interest to the faculties of Law, Medicine and Divinity, as to those of Liberal Arts and Pure Sciences, and neither the one nor the other should be placed in a position to control this work except through the regular channels.

8. The work is sufficiently large in amount, and sufficiently distinctive in scope, to deserve and occupy the full attention of an independent faculty.

9. The Junior faculty is made up of representatives of all departments, and these representatives give all departments in close touch with the work of the faculty.

The Junior College does not need the direct help of those outside its instructors. The body is large enough, representative enough, and strong enough to do the work required.

9. The Junior College Faculty is made up of representatives of all departments and these representatives keep all departments in close touch with the work of the faculty and its problems.

10. A proper and sufficient check is placed upon the actions of the Junior College faculty by the review of the Senate and Council, both of which contain representatives not only of nearly all departments, but of all schools and colleges in the University.

11. Individual officers of the University, who are not members of the Junior College Faculty or of the Senate, but never-the-less, wish to express opinions on the problems which concern this faculty, have opportunity to do so inasmuch as it is competent for any faculty to express its opinion concerning the work of another faculty, or to send to another faculty its recommendation on any point of common interest.

12. A Board cannot, in the nature of things, administer the affairs of a college as satisfactorily as a faculty. The very fact that it does not have power to legislate detracts from its responsibility. Legislation in the greatest number of instances grows out of individual cases. To be unable to consider individual cases, except as they come absolutely and specifically under a rule already created, is distinctly restricting and injurious.

II. The proposal for the constitution of the Senate, and for placing under its control the various administrative boards, is unwise and impracticable.

1. The heads of departments, of whom the Senate is chiefly composed, are not administrative officers except in connection with individual departments. It would be a serious mistake to place the administration of a university in the hands of such a body.

2. The members of a university selected for the general administration of divisions are naturally omitted from the proposed body. In other words, the very persons selected for their administrative ability, and having experience in administration, are shut out

The Junior College does not need the direct help of those outside its instructors. The body is large enough, representative enough, and strong enough to do the work required. 8. The Junior College Faculty is made up of representatives of all departments and these representatives keep all departments in close touch with the work of the faculty and its problems.

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1. The heads of departments, of whom the Senate is chiefly composed, are not administrative officers except in connection with individual departments. It would be a serious mistake to place the administration of a university in the hands of such a body.

2. The members of a university selected for the general administration of divisions are naturally omitted from the proposed body. In other words, the very persons selected for their administrative ability and having experience in administration, are shut out

from participating in the very work for which they have been appointed.

3. The administrative functions of a university, by the plan proposed, as indicated in Section 5, Article 2, would be so distributed as to mean practically disorganization and incapacity to perform the work.

4. The questions relating to the University Press, Libraries and Laboratories and Museums, Physical Culture, Student Organizations and Exhibitions, are not questions which concern the members of the Senate as such, unless they involve questions of educational policy. These questions are for the most part purely administrative questions, and should be considered, not by heads of departments, but by administrative officers.

5. The proposed plan renders it impossible for the Senate to perform the most important service such a body could render the University, namely, the consideration of delicate and difficult questions of a confidential nature, which are constantly presenting themselves, and in reference to which it is impossible to consult the University as a whole. The inability to take up such matters is involved

(1) in the lack of time which would remain after the consideration of matters referred to it for which it is distinctly responsible by the proposed plan, and

(2) that by the plan the Senate may not take up any questions relating chiefly to a single branch of the University.

6. As in the case of faculties, so in the case of boards having charge of the University Press, Libraries, etc. The responsibility must be distinctly fixed, and such responsibility cannot be located if the decision (except in the case of the most fundamental questions) is to be reserved for a large body like the Senate. So large a body as the Senate cannot handle to advantage questions to which they have not given special study.

7. In many cases the work of the Boards of Administration is the work pertaining largely of a business character. For its administration, men are selected by the Trustees who have given evidence of business instinct and ability. It would be injurious to the best interests of a university to have the actions of boards thus constituted submitted in every case for final decision to a body constituted on an entirely different principle,

from participating in the work for which they have been appointed.

3. The administrative functions of a university, by the plan proposed, as indicated in Section 2, Article 2, would be so distributed as to mean practically disorganization and incapacity to perform the work.

4. The questions relating to the University Press, Libraries and Laboratories and Museums, Physical Culture, Student Organizations and Exhibitions, are not questions which concern the members of the Senate as such, unless they involve questions of educational policy. These questions are for the most part purely administrative questions, and should be considered, not by heads of departments, but by administrative officers.

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(1) In the lack of time which would result after the consideration of matters referred to it for which it is distinctly responsible by the proposed plan, and (2) that by the plan the Senate may not take up any questions relating chiefly to a single branch of the University.

6. As in the case of faculties, so in the case of boards having charge of the University Press, Libraries, etc. The responsibility must be distinctly fixed, and such responsibility cannot be located if the decision (except in the case of the most fundamental questions) is to be reserved for a large body like the Senate. So large a body as the Senate cannot handle to advantage questions to which they have not given special study.

7. In many cases the work of the Board of Administration is the work pertaining largely of a business character. For its administration, men are selected by the Trustees who have given evidence of business instinct and ability. It would be injurious to the best interests of a university to have the actions of boards thus constituted subjected in every case for final decision to a body constituted on an entirely different principle,

and having in its membership many men who have no interest in business matters or ability to grapple with business problems.

8. It is safe to say that if the affairs of the University now committed to the administrative boards, namely, the Press, The University Extension, the subject of Affiliation, had been in the hands of the Senate from the beginning, most of these interests would have long since ceased to exist.

9. A fundamental difficulty in the proposed plan is the fact that it permits difficulties to arise between faculties before any effort is made to consider them. In other words, the procedure proposed is one which will inevitably produce conflict, and not only produce conflict but prolong it.

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