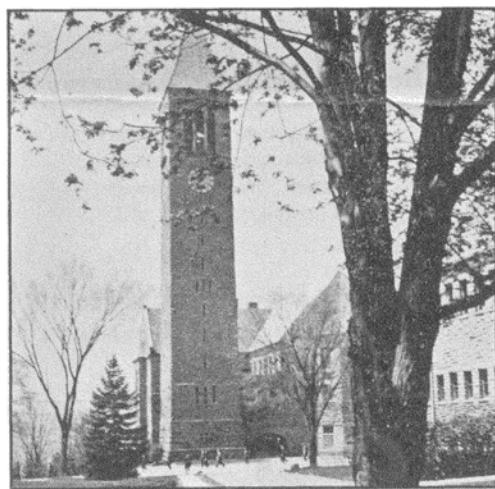


CORNELL ALUMNI NEWS



CORNELL ALUMNI NEWS

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Ithaca, N. Y., August, 1912

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THIS is a busy summer on the campus so far as building operations are concerned. Especially at the College of Agriculture are extensive changes taking place. The home economics building is near completion. Some of the steel work of the auditorium is in place. The hospital annex of the Veterinary College, which will be one of the largest structures on the campus, is beginning to show above the level of Alumni Field. The bricklayers are building the walls of Prudence Risley Hall, across the Fall Creek gorge. Away over to the eastward, the new poultry building is almost completed.

The new Infirmary building is finished. In the wall facing State Street, next to the Sage Place entrance to the Infirmary grounds, has been placed a marble tablet to commemorate the act of William H. Sage and Dean Sage in giving this property to the University.

There are several appointments to be made in the faculty of the department of history and political science before the University reopens. The places of Professors Jenks and Kemmerer must be filled. Professor R. C. H. Catterall is ill and has been advised by his physician to take a complete rest for several months, and a substitute must be found to carry on the work of instruction in modern history for at least the first term of the next year. As this paper goes to press no appointments to fill these vacancies have yet been announced.

The sophomores of the College of Civil Engineering went into camp on Crowbar Point, Cayuga Lake, on August 14. They will be there till September 21. The "junior camp" is a thing of the past. Hereafter the field work of the course is to come at the end of the sophomore year. Beginning next year the class will go into camp at the close of the col-

lege year in June and will devote six weeks to the surveying, instead of a month, as the custom has been. For the next twelve years the work will consist of a survey of Cayuga Lake, and its shores. A good many years ago the college made a map of the lake, but contours were not recorded. The new map will show the contours of the shores, and in addition a hydrographic survey will be made and a record will be taken of lake temperatures. One section of the shore will be mapped each year. The juniors this summer completed a survey, the work of many years, of the watersheds at this end of the lake. There are about 125 students in the camp at Crowbar.

Dr. Thomas F. Hunt, director of the school of agriculture of the Pennsylvania State College, has been appointed to succeed Dr. E. J. Erickson, dean of the college of agriculture of the University of California. Dr. Hunt was professor of agronomy at Cornell from 1903 to 1907.

Professor Donald Derickson of the College of Civil Engineering was married June 27 to Miss Margaret Gayden, daughter of Mrs. Iverson G. Gayden, of Oakland Plantation, East Feliciana Parish, Louisiana.

Dr. Andrew D. White has been re-appointed, by joint resolution of Congress, as a regent of the Smithsonian Institution for six years. Dr. White received his first appointment to this office in the year 1888 and upon the completion of the present term he will have served the institution for thirty years.

Among the American delegates present at the celebration of the two hundred and fiftieth anniversary of the British Royal Society in London last month were Professor J. H. Comstock '74 and Dr. L. O. Howard '77. The international delegates were received by King George at Windsor Castle on July 18.

A party of professors and recent graduates of the College of Architecture has spent the summer in a tour of Europe. They are Professors Phelps and Stork, George R. Thompson '08, I. M. Harrison '11, F. E. Brewster '12, L. F. Collins '12 and H. E. Bolton '12. The tour was under the conduct of the Bureau of University Travel of Boston, part of the journey being made on board the Bureau's steam yacht *Athena*. Among the countries visited were Greece, Italy, France, Spain and England. Professor Phelps will remain abroad till the second term.

To celebrate the sixtieth anniversary of its founding, and the occupation of the new building which has been presented to it, the American Geographical Society of New York has planned a transcontinental excursion which is to be conducted by Professor William Morris Davis of Harvard University. The excursion started from New York August 15 and will end at New York about October 15. Many of the geographical societies of Europe accepted invitations to appoint delegates to take part in the excursion, and the party (numbering about sixty) includes some of the most eminent geographers of the world. One day, August 23, is to be spent by the party in Ithaca. They will be the guests of the University at luncheon.

The Rev. Herbert Hensley Henson, the canon of Westminster Abbey and rector of St. Margaret's; who is well known as an author and lecturer, is to make a three months trip to Canada and the United States, starting from London August 23. He will preach at Cornell on October 20. Other universities where he is to preach are Yale, Harvard, Columbia and Pennsylvania.

The Sturgis School has leased the home of the late Professor Hiram Corson, near Dryden Road.

Dr. Schurman Going to Athens

Appointed Minister—Has Leave of Absence for a Year

President Taft has nominated Dr. Jacob Gould Schurman, the president of this University, to be United States Minister to Greece. The nomination was sent to the Senate on Tuesday afternoon, August 13.

Pending the action of the Senate, President Schurman, who is at his summer home in East Hampton, L. I., declined to make any statement of his plans with respect to the appointment. In a message which he telegraphed to the *Ithaca Journal*, in answer to an inquiry from the editor of that paper, he said, however, that he had no intention of resigning the presidency of Cornell.

Mr. Mynderse Van Cleef, the chairman of the executive committee of the Board of Trustees, said that the Trustees had no official knowledge of President Schurman's plans with regard to entering the diplomatic ser-

vice. Mr. Van Cleef pointed out that the Trustees last year granted the President a year's leave of absence, and that it had been his intention to spend the year 1911-12 abroad, but that he had given up the trip on account of the illness of Mrs. Schurman's mother. It was possible, he said, that the President would take his leave for the coming year and take advantage of the opportunity to represent the Government at Athens.

A Washington dispatch to the *New York Sun* on August 13 said:

"Dr. Schurman came to Washington a few days ago and told some of his friends here that he was going to take a year's leave of absence from Cornell University. It was explained today that the custom at Cornell is for the university to grant a leave of absence to its professors one year in every seven of service.

"The next year will be Dr. Schurman's respite, and he expressed a desire to spend it in the foreign service. He explained that he did not feel like remaining absolutely idle through the year.

"President Taft has always expressed the highest admiration for President Schurman and was only too glad to offer him the position in Greece.

"In accordance with custom, Dr. Schurman, like all other Ministers and Ambassadors, will be expected formally to tender his resignation on March 4 next, whether President Taft is reelected or not. It is pointed out, though, that Woodrow Wilson, if he were elected, would undoubtedly be in no hurry about accepting Dr. Schurman's resignation."

University Control

"Science" Prints Opinions of Cornell Men on the Present System

Last December Professor James McKeen Cattell, of Columbia University, submitted to the leading American men of science a tentative form of organization for the larger universities of the country, to be reached by the process of gradual evolution. The proposed plan of university control was sent out in the form of an article, with a request for opinions. Extracts from the article follow. The full text may be found in *Science*, May 24, 1912 (vol. xxxv, pp. 804-806):

"In the colleges from which our universities have developed the problem of administration was comparatively simple. The faculty and the president met weekly and consulted daily; each was familiar with the work of the entire institution; a spirit of cooperation and loyalty naturally prevailed. The trustees also understood the economy of the college and were able to work intelligently for the general good. But

when a university covers the whole field of human knowledge, when it is concerned with professional work in divergent directions, when it adds research and creative scholarship to instruction, when both men and women are admitted, when there are 500 instructors and 5,000 students, it is no longer possible for each trustee and for each professor to share intelligently in the conduct of the whole institution. We appear at present to be between the Scylla of presidential autocracy and the Charybdis of faculty and trustee incompetence. The more incompetent the faculties become, the greater is the need for executive autocracy, and the greater the autocracy of the president, the more incompetent do the faculties become. Under these conditions it appears that the university must be completely reorganized on a representative basis. It should not be a despotism and it can not be a simple democracy. Autonomy should be given to the schools, departments or divisions. The administrative,

legislative and judicial work must be done by experts, but they should represent those whom they serve.

"1. There should be a corporation consisting of the professors and other officers of the university, the alumni who maintain their interest in the institution and members of the community who ally themselves with it. In the case of the state universities part of the corporation would be elected by the people. This corporation should elect trustees having the ordinary functions of trustees—the care of the property and the representation of the common sense of the corporation and of the community in university policy. The trustees should elect a chancellor and a treasurer who would represent the university in its relations with the community.

"2. The professors or officers, or their representatives, should elect a president who has expert knowledge of education and of university administration. His salary should not be larger, his position more dignified

or his powers greater than those of the professor.

"3. The unit of organization within the university should be the school, division or department, a group of men having common objects and interests, who can meet frequently and see each other daily. It should be large enough to meet for deliberation and to represent diverse points of view, but small enough for each to understand the whole and to feel responsible for it. The size of this group is prescribed by a psychological constant, its efficient maximum being about twenty men and its minimum about ten.

"4. Each school, division or department should elect its dean or chairman and its executive committee, and have as complete autonomy as is consistent with the welfare of the university as a whole. It should elect its minor officers and nominate its professors. The nominations for professorships should be subject to the approval of a board of advisers constituted for each department, consisting, say, of two members of the department, two experts in the subject outside the university and two professors from related departments. The final election should be by a university senate, subject to the veto of the trustees. The same salaries should be paid for the same office and the same amount of work. The election should be for life, except in the case of impeachment after trial. The division should have financial as well as educational autonomy. Its income should be held as a trust fund and it should be encouraged to increase this fund.

"5. The departments or divisions should elect representatives for such committees as are needed when they have common interests, and to a senate which should legislate for the university as a whole and be a body coordinate with the trustees. It should have an executive committee which would meet with a similar committee of the trustees. There should also on special occasions be plenums of divisions having interests in common and plenums of all the professors or officers of the university. There should be as much flexibility and as complete anarchy throughout the university as is consistent with unity and order."

Altogether 299 replies have been received. The spirit of expert opinion embodied in these replies is indicated in the following table:

	A.—Limited autocracy; present system.	B.—Greater faculty control.	C.—Representative democracy; plan proposed.	Total
Harvard	9	6	11	26
Yale	1	6	4	11
Columbia	2	2	10	14
Johns Hopkins	0	2	14	16
Chicago	1	0	17	18
Cornell	0	4	8	12
Mass. Inst.	3	4	3	10
New England	6	6	12	24
Middle States	3	4	21	28
Col. for Women	1	2	5	8
Southern	1	3	9	13
Michigan	0	3	7	10
Wisconsin	5	4	4	13
Minn. Ill. Mo. Cal.	5	5	18	28
C. & W. State	2	7	14	23
C. & W. Private	7	7	16	30
Anonymous	0	1	2	3
Total	46	69	184	299

"Of the 299 replies 46 are taken as favoring the system usual in this country, which is designated as a limited autocracy, 69 as favoring a system in which the faculties have greater share in control, as at Yale or the Johns Hopkins Medical School, 184 as favoring a plan of representative democracy more or less similar to the one proposed. Five sixths of those holding the most important scientific chairs at our universities believe that there should be a change in administrative methods in the direction of limiting the powers of the president and other executive officers and making them responsible to those engaged in the work of teaching and research. This is an agreement greater than I had anticipated. When eighty-five per cent. of those responsible for the conduct of a given system unite in holding that it should be altered, the case may be regarded as strong. Political and social changes are usually made on a much narrower majority. It is true that five of the six presidents who replied—they are of course at the same time men who formerly did distinguished scientific work—form part of the minority. Indeed, a large percentage of this minority consists of presidents, directors, deans and other university officials. Whether this should be interpreted as that much in favor of the present system, or that much more against it, may be left an open question.

"A considerable number of professors at Harvard favor the existing system, but their preference applies

to their own situation, where the administrative autocracy is tempered. Of 19 replies from Wisconsin and Illinois, eight favor a limited autocracy, but they have in mind their system, which is not the same as that of the private universities. Probably they would in any case prefer the methods of President Van Hise and President James to those of President Draper. Those who want a strong executive responsible to the people of the state have been classed in the group favoring a limited autocracy. Thus the two replies from Columbia which are placed in this group are from men who do not trust faculty control, though, as I happen to know, they are by no means satisfied with the existing situation. If these two cases are omitted, we find that of 70 replies from Columbia, Pennsylvania, Cornell, Johns Hopkins and Chicago—these are the institutions which I had especially in mind in my proposals—only one (an executive officer) favors the existing system, eleven favor greater faculty control, and 58 a complete change which would make the administration responsible to the faculties. This is surely a condition which foretells reform or bankruptcy."

There follows the text of the Cornell letters written in reply to Professor Cattell's request for opinions:

REPLIES FROM CORNELL.

It is certainly curious, to say the least, that in a democratic country we should have developed what is apparently a monarchical system of university government, whereas in monarchical countries they have democratic systems of university control. However, I doubt whether the government of American universities is really as monarchical as it sounds, or as the organization would suggest. Of course, there are good systems of government and bad systems of government as such, but the success of any system depends in the end largely on the personality of the members of the board and of the president. It is possible to work out a thoroughly democratic system even under the monarchical form that we have established in this country. I am afraid that a discussion of this question is likely to be largely academic, for I do not see any reason for think-

ing that we shall be able to make any radical departures in the general philosophy of the administration of our institutions. In the case of state institutions particularly, the representatives of the people must in some way have charge of the institution; and this of itself throws the organization of the governing board into one of three or four alternatives. I am afraid myself that the plan that you have proposed would in the end prove to be too complicated, although it seems of itself to be simple. The general tendency in our busy American life is that persons will delegate their authority and their responsibilities to persons who are willing and in position to take them. My own feeling is that we must accept the general block outline of the American system, and then make changes here and there, but more particularly try to develop a better spirit of cooperation and correlation between all parts of the institution. For myself, I think that the developing of this new spirit is really the keynote to the whole situation. I think this can be developed by free public discussions of all the questions involved, just such as you yourself are making. I should not myself be so much interested in any scheme as I would to put before the college and university people of the country a dignified series of discussions, running over a series of years, that would uncover the weak spots and the inefficient and domineering practises that are likely to result in the American systems. I think that we should soon find ourselves able to distinguish four or five cardinal principles around which we could group all the varying opinions and that we could make very great progress toward the development of a greater cooperative responsibility on the part of all persons who are parts of the institutions.

(1) I am afraid that this is not feasible. I doubt whether the professors would pay dues. As you yourself point out, there are special difficulties in the case of state institutions. (2) Not feasible. The president has to travel and entertain in a way that the professor does not. He can't do this unless he has a larger salary directly or indirectly. (3) Sound. (4) Sound, except that it makes no provision for a depart-

ment which has run down and which really needs reorganizing. Of course the members of the department are outvoted two to one, but I am not certain how it would work. While the principle of equal salaries is good, I don't know whether the average university would not be handicapped under it. (5) Sound. To my mind the worst feature about the university situation is that the president is the only man who explains the views of the faculties to the trustees and *vice versa*. No man can do that fairly. There ought to be at least two other members of the faculty on the board of trustees. This would be an easy reform to put through and would eliminate many, though of course not all, of the present difficulties.

While I agree with the main principles of your proposition for university control, I could not agree with all its details. I am heartily in accord with your proposition to limit the activities of the American university president, particularly with reference to the appointments of professors and to their tenure of office. At the same time it seems to me that there is need of a more centralized organization than your plan proposes. There surely seems to be need of a competent executive, and in private endowed institutions there has apparently been justification for the view that there is need of an executive who can also secure funds for the university. It is my feeling that the activities of the American university president should be distinctly curtailed, and that he should receive supervision on the faculty side as he has on the trustee side, but I am not of the opinion that the office should be abolished. I believe the evils that have crept into the system can be amply checked by very light modification in existing conditions.

In university control the wisdom of having both a chancellor and president is questionable. Although separate duties and qualifications may be required of each, there would doubtless arise occasion where there would be an overlapping of function, giving rise to divided authority and divided responsibility. This usually means less harmony and less efficiency. The university executive should possess high educational and

business standards. Not all of the university's business is done through the treasurer's office. In this modern age why should not education and business go hand in hand? Some universities have been able to demonstrate that it can be done. If there are peculiar and exacting qualifications demanded of the executive, it is only fair that there should be greater compensation. In some universities a certain number of the alumni are elected to the board of trustees by their fellow alumni. Why should not the faculty elect a certain number of their members to the board? Is there any other group in the university which has a greater interest in its success and welfare? A board of trustees composed of certain members elected by the trustees themselves, others elected by the faculty, and still others by the alumni, would be a truly representative body. (If a state university and the trustees are appointed by the state, the election of trustees by the trustees themselves would probably not occur.) Alumni, faculty, trustees and president, all would participate in the administration of the university. In this way all of the constituent parts would come into closer relation with each other and if unity is strength in the republic it should be so in the university. Sections (3) and (4) of your circular seem to me very desirable.

I agree that the system of control current in American universities calls loudly for readjustment. The powers vested in the presidency should be more narrowly limited than at present, especially as regards appointment, salaries and the departmental distribution of funds. The authority of the officers of instruction should be augmented in matters directly or indirectly touching the conduct of the several departments. The trustees should be responsible to the whole university. (1) The type of "corporation" proposed might work; I am uncertain. I suspect that its most difficult occupation would be the equitable distribution of income from university properties. (2) It is absurd to declare that the president's "salary should not be larger, his position more dignified or his powers greater than those of the professor."

(Continued on Page 474.)

1250 Enrolled

The Summer Session Again Makes a New Record of Attendance

With the largest attendance in its history, the summer session of the University, which closes on August 16, has been thoroughly successful. One hundred and two persons gave instruction, of whom 79 were regular members of the Cornell faculty and 23 were from elsewhere. The total number of students was about 1250, and of these 220 were enrolled in the summer school of agriculture. Of the 1047 in the regular summer session, 432 were teachers, divided as follows: in colleges, 30; in normal schools, 9; in high schools, 165; in grammar or elementary schools, 134; in private schools, 15; superintending or supervising, 79. The proportion of teachers to the whole enrollment of the summer session, especially high school teachers, shows a tendency to increase—a tendency which is gratifying to the director, Professor George P. Bristol. In the enrollment the men number 597 and the women 450.

New members of the teaching staff were John W. Baird, assistant professor of psychology in Clark University; James F. Barker, principal of the East Technical High School, Cleveland; Nels A. Bengston, assistant professor of geography and geology, University of Nebraska; F. D. Boynton, superintendent of schools, Ithaca; Walter Butterfield, director of music, Manchester, N. H.; Edgar A. Doll, University of Wisconsin; George M. Dutcher, professor of history, Wesleyan University, and Walther Otto, Oberlehrer am alten Gymnasium, Bremen.

The gift of Jacob H. Schiff to the University made it possible to invite Dr. Otto here, and he gave two advanced courses, one of them exclusively in German, and five evening lectures in German. His lectures were illustrated with lantern slides, and one of them, on German verse, with songs. At Sage College there was maintained a table at which German only was spoken. At this table Miss Elizabeth Undritz '11 presided.

To teachers who wished to observe methods, an opportunity was given at the East Hill School, under the direction of Superintendent Boynton.

There were the usual excursions for naturalists, to Niagara Falls, Watkins and places nearer Ithaca.

Yale-Cornell Outing

The annual boat ride of the Yale and Cornell men of Schenectady was held on July 20. A newspaper account says: "Saturday afternoon the placid waters of the Erie [Canal] were disturbed beyond their usual quietude by the cruise of the trusty old barge *Kittie West*, manned with Yale and Cornell men on their annual outing. The trysting place was Vischer Ferry. Here on the field beyond the hill the sons of Eli and Ezra matched their prowess and strength with bat and ball. Since the score was about 9 to 5, the laurels were awarded to Yale. (Might state, however, a generous Cornell man acted as umpire.) Those present were: Yale—Bird, Burleson, Canfield, Champlin, Clark, Cummins, Hall, Hamilton, Laubscher, Parsons, Peck, Roland, Spencer, Stearns, Taylor, Treat. Cornell — Brown, Chapin, Clark, DeWitt, Diederichs, Dix, Drager, Freeman, Glennie, Gregson, Hamilton, Heath, Hill, Kirkman, Lindsay, Namack, Rally, Reid, Riggs, Roseman, Smith, Taylor, Treene, Wolff."

Cornellians in Cuba

The *Cuba News* of July 6 contained a full page account of the meeting held by Cornell men in Havana on June 29 to celebrate the victory at Poughkeepsie. Among those present were Miller A. Smith '71, Ben Johnson '78, F. de P. Rodriguez '78, Gustavo J. Steinacher '92, J. M. W. Durant '96, Paul G. Brown '96, Chester Torrance '99, F. L. Getman '99, H. E. Hyde '00, Warren B. Flanders '02, H. F. Hamlin '05, Malcolm Macfarlane '07, Francisco Landa '06, R. W. Tassie '09, Hanibal de Mesa '09, Albert Diamant '09, S. M. Izaguirre '10, and Charles B. Goodwin '11, and the following undergraduates: George K. Foye, Charles Pesant, Louis Pesant, Francisco J. Ferrer, R. S. Cuervo and Gonzalo Andux.

The Cornell party which explored Okefenokee Swamp has returned home with large collections of specimens.

Cornell Railway Men Meet

The Cornellians attending the Master Car Builders' and American Railway Master Mechanics' annual conventions at Atlantic City held their seventh annual dinner at the Hotel Chelsea on Saturday evening, June 15. This proved to be one of the most pleasant and important meetings ever held by the association. Through the courtesy of J. H. Thomas, an adopted Cornellian, professional talent furnished entertainment during the serving of the dinner. The impromptu toasts that followed brought out a lively discussion on subjects of serious interest to all engineering alumni of the University. J. F. DeVoy '88, as president, was toastmaster. B. P. Flory '95 was elected president for the ensuing year and E. A. Averill 1900 was re-elected secretary and treasurer.

The following members and guests were present: J. F. DeVoy '88, assistant superintendent of motive power, Chicago, Milwaukee & St. Paul; F. F. Gaines '95, superintendent of motive power, Central of Georgia; B. P. Flory '95, superintendent of motive power, New York, Ontario & Western; F. M. Whyte '89, general manager New York Air Brake Company; L. A. Sheppard '92, Scullin-Gallagher Company; C. P. Storrs '95, Storrs Mica Company; A. R. Ayers '00, general mechanical engineer, New York Central Lines West of Buffalo; H. G. MacDonald '00, Standard Steel Car Company; J. N. Mowrey '00, formerly master mechanic New York, New Haven & Hartford; E. A. Averill '00, managing editor, *American Engineer*; A. J. Sweet '01, Nelite Works of the General Electric Company; C. D. Young '02, engineer of tests, Pennsylvania Railroad; A. S. Lewis '02, Chicago-Cleveland Car Roofing Company; R. L. Rogers '03, Woven Steel Hose & Rubber Company; H. E. Sibson '03, Harrison Safety Boiler Works; R. S. Cooper '03, Independent Pneumatic Tool Company; F. C. Wight '04, *Engineering News*; F. N. Bard '04, Barco Brass & Joint Company; L. H. Snyder '06, Jos. Dixon Crucible Company; H. H. Gilbert '07, Pressed Steel Car Company; E. W. Sellstrom '07, Dahlstrom Metallic Door Company; J. F. Benedict '07, Boss Nut Company.

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This number completes Volume XIV of the NEWS. Weekly publication will be resumed about the 1st of October. Any reader who wishes a copy of the index to the present volume, which will be published immediately, may obtain it, together with a title page for binding, on application to this office.

There are published in this number, with the permission of the editor of *Science*, the replies made by a number of members of the Cornell faculty to his suggestions for gradually changing American methods of university government so as to give the faculties a larger measure of control. Persons who disagree with his ideas will say that this is a hobby of Professor Cattell's. But three hundred of the most eminent scientific teachers of the country have taken the

trouble to answer his request for opinions, and a large majority of those who replied are found to be of the belief that in a university the faculty ought to have more to say than it does have under the prevailing system. That such an opinion is so generally held is a fact of which we believe the readers of this paper should be made aware. And the replies from twelve members of the Cornell faculty are, we believe, fairly representative of opinion in the whole faculty at the present time. Of the twelve Cornell men who replied, no less than nine favor such a gradual change in our system of government as will make the faculty, the real university, a self-governing and self-perpetuating body of scholars. They would substitute a democracy for the present virtual autocracy. The other three who replied to Dr. Cattell are in favor of greater faculty control. Not one of the twelve expresses the opinion that the present system is good enough to get along with indefinitely. We have no idea that the reforms which Professor Cattell and his fellow scientists advocate will be adopted speedily. Even he himself does not profess such a hope. But changes are taking place even now, further changes are bound to come, and if giving the faculty greater authority would be a good thing for the university, then it might be well, when changes are made, to make them in that direction. Within the last year the University's form of government was amended so as to give the College of Agriculture a special "council" or committee of the Board of Trustees. It has been suggested that each college of the University might have its own "council" in like manner. But to do that, probably, would be merely to split the University up into groups without giving any group real self-government.

1909

There are still a few sets of the pictures of the 1909 reunion, showing the groups, Spring Day games and races. A set of eighteen will be mailed on receipt of one dollar.

R. E. TREMAN, Secretary.

Instruction will be resumed at the University on September 26.

University Control

(Continued from Page 472.)

The important point is, surely, that the authority be properly delegated and the dignity and salary earned. (3), (4), and (5). I find myself in substantial agreement; though the prescriptions are, in part, Utopian.

The present system could no doubt be much improved. The great trouble seems to be that investigators do not give time or interest enough to such matters. They will always be too deeply buried in the laboratories and this renders the situation difficult to improve.

The plan you propose would certainly be vastly superior to the present plan. As to its details I am not competent to judge.

The form of organization outlined by you seems to me to be an ideal one and I would be prepared to endorse every paragraph as you present it.

I have read your tentative plan of university control to be reached as the result of gradual evolution with much interest. It seems to me perfectly feasible and I am certainly in hearty accord with its main purpose, viz., to do away with the despotism of the president and of the heads of departments. The present system of control in our universities is certainly not the best that could be devised and is unworthy of a democratic country like ours. Your plan has much in it that commends itself to me from my experiences as a university professor and I hope that you may succeed in bringing about some reform of the present system at least. Intelligent discussion of the subject can certainly do no harm and it may direct attention to the matter and thus ultimately do some good.

While I may not have very definite views on the points you raise, still a few of them have of course been considered by all academic men. (1) The body of trustees should be large enough to prevent perpetuation of whims and irregularities that may creep in in times of special pressure. Footnote 2 is a good safeguard. (2) As most of my own preparation was in a German university, I heartily endorse this view. It is not a promotion when an able and active professor is asked to assume the execu-

tive duties of a president. It frequently stifles the man and does not magnify the office. (3) These groups should not have enough autonomy to allow one group to pool its interests against those of another. It can be remedied easily by enlarging the relations you outline in (5). There is danger of lessening the community of interests with other departments when one or two groups grow in numbers and importance. Other groups may be forced to the wall. Footnotes 8 and 9 meet my hearty approval. An instructor should not feel that it is simply a matter of routine to await promotion, but rather that it lies largely with himself whether he advances.

In general, taking your plan for granted, and without going behind it at any point, I should say: It is too bureaucratic; it substitutes one mode of high organization for another. But I do not believe in organization at all; or rather, given the minimum with which an institution can exist, I should prefer to let the organizations within the institution grow at haphazard. My ideal, still in terms of your plan, would be: (1) A faculty with an annually changing chairman; (2) a board of trustees; (3) an annually changing faculty committee of say ten men, to meet with a similar trustee committee; and (4) paid permanent extra-faculty officials; registrar, treasurer, secretaries of faculty, whatever they may be called and as many as the size of the university may demand. Everything else in the way of predetermined or foreseen organization—directors, deans, school-units, appointing boards, etc.—I regard as cumber. And, publicity being presupposed, I should let every institution follow its own natural line of development. If I turn now to your proposal in detail, I should have the following criticisms; I can only state them dogmatically: (1) I think that the state universities are not comparable to the endowed universities; I think it will be a long time before they can possibly be universities; and I think that they are tending away from that ideal towards the development of vocational and professional schools. Your plan contemplates the perpetuation of the large universities, *i. e.*, of the present college-university mixture. I believe

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that college and university should be personally and spatially separate. I do not think that one can start with the corporation; and it is not necessary to do so, as we have boards already. I mistrust alumni, in anything like equal numbers with faculty; here, I suppose, everything depends on the age of the university, the character of its student body, etc.; I can only speak from experience. I also mistrust the "community," if that means the immediate surroundings of the university. (2) All right as an intermediate measure; but I believe in annual rotation, and I think it would suffice. (3) These are natural units, and need no organization. To make them formal would have its positive disadvantages (inbreeding of ideas, cliquism) and would also do injury to the smaller divisions, which would have to be affiliated to some stronger unit. Psychology, *e. g.*, would have to go to philosophy or education or biology. If a formal unit is required at all, I prefer a unit in which men of very varied interests are bound to meet together in behalf of the university. It would, I think, be a good thing for me to have to dine once a month with an architect, engineer, historian, agriculturalist, biologist, lawyer. These units, if necessary or advisable, might be determined by lot. (4) Far too bureaucratic. Let all business be wholly public, but let representation, appointment, etc., be settled in detail locally by the separate institutions. Do not try to measure "amount of work;" let the candidate understand the present duties of the chair, and then, if he is elected, give him a free hand. (5) Still too bureaucratic. Let every proposed measure that finds a specified number of seconders be voted on always by the whole faculty by post-card; if a meeting is wanted, let it be demanded of the permanent secretary by a specified proportion of the whole. If the mover is keen, he can print and distribute his arguments. As the first step in advance, I should accept your suggestion of a regular joint-committee of faculty and trustees. As the second step, I should abolish all salaries of deans and directors. I should put extra-faculty permanent clerks in training. Meanwhile, if a faculty-member has to be dean or director, I should excuse him

in so far from university work, but should allow him only the professorial salary. I should aim throughout at the realization, by every member of the faculty in the widest sense, that he must be both responsible and loyal to the university, *i. e.*, to his fellow faculty-members and to the students. I should hope that in time the idea of the "university" might include the trustees; though it will, I fear, be long before the professor ceases to regard the trustee as his natural enemy, and the trustee to regard the professor as a fool to be kept harmless. I should hope, also, that in time the whole university, faculty and trustees, might be capable of combined action on definite educational lines; even if this took a generation, I should not mind. I dislike difference of title; and I should hope that in time there would be no difference, save of permanency of appointment. We should then have, perhaps, professors elect and professors designate, and that is all; perhaps we might even abolish titles altogether. I do not believe in specially high salaries within the university. A great deal of this is, under present conditions, utopian; I do not think that I could myself live up to my ideals; brutalities and jealousies warp one even against one's will. But I think that with some suffering and many relapses for a generation, the utopia might be approximated.

Your general summary of university evolution from comparatively small colleges to their present dimensions and complex interrelations I have seen with my own eyes. I think that every one who has helped in the evolution of the American university to the present stage expected a simpler organism than actually came from their efforts; and perhaps sometimes we feel hardly willing to accept our own creation. As you say, there was comparative order and simplicity in the smaller institution; but there is now complexity, and reversing the order of the creation described in Genesis, there is considerable chaos as a result of our creative efforts. But we are not through yet, and in some such plan of representative government as you have outlined, I believe a glorious youth and maturity are before the American uni-

versity. To answer the questions in order: (1) This is practically the system I have lived under. (2) This seems to me an unnecessary complication. In No. 5 there would naturally be a chairman chosen for the group or groups meeting together. (3) This is entirely practicable and works well. (4) This is the kernel of the whole matter, and by contrast brings out the real difficulty in American universities. We are too much "boss ruled," and have too little of the true principles of self government; and self government is at the root of all permanency in a free commonwealth whether political or educational. The method you propose, in part, I have lived under and know that it is practicable. I have also lived under a system in which over-lords were appointed by a higher over-lord to rule over each province—in a word "boss rule;" and it destroys the fine spirit of a university as it does that of the state and the nation in political matters. I think that in no situation in life is leadership more desired and appreciated than in a university; but leaders, to be followed, must be chosen by, not imposed upon, a faculty group. (5) This is a logical sequence to (4).

Tribute to A. B. Cornell

Presentation to the University of the Bust of the Founder's Son

Shortly before the public exercises of Commencement Day there occurred in the Library a ceremony witnessed only by the Trustees, the family, and a few friends of the late Alonzo B. Cornell. His wife had already given to the University a portrait of her husband painted by herself, but desirous that a more enduring monument and token of conjugal affection should be placed within the walls of the University, she had made a marble bust by a distinguished sculptor, Mr. E. Berge, of Baltimore, a pupil of the great French artist, Auguste Rodin.

At the request of Mrs. Cornell, the bust was unveiled and presented to the Trustees of the University by Professor T. F. Crane, who spoke, in part, as follows:

Mrs. Cornell has asked me to present to you on her behalf this bust of the late Alonzo B. Cornell. I am sure she has done me this honor,

partly because I am an old and devoted friend of the family, and partly because it gives me a public opportunity to acknowledge my debt of gratitude to Mr. Cornell, who, at a time when I was in doubt as to my future career, encouraged me to continue my studies and to aspire to a position in the university just founded by his father.

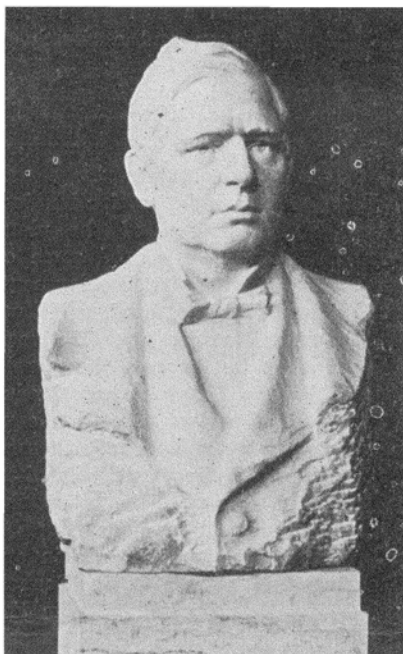
I first saw Mr. Cornell in 1865, when he was cashier of the First National Bank of Ithaca and beginning his long and distinguished career. He was at that time thirty-three years old, having been born in Ithaca on January 22, 1832, and this bust represents him as he looked at that time and a little later. I think it is marvelous that the sculptor, with few materials to guide him, has produced so striking a likeness. When all who knew Mr. Cornell shall have passed away there will still be left a beautiful work of art to perpetuate his memory.

In the few minutes at my command I cannot even enumerate the responsible positions which Mr. Cornell held in private business and public life. For more than fifty years he was a director and officer of the Western Union Telegraph, with which his father was so closely connected. His long political career culminated in 1880, when he was elected governor of the state of New York. I once heard a very high compliment paid to his discharge of one of the functions of that high office. I was sitting at table between him, one of the few living ex-governors of the state, and Mr. Theodore Roosevelt, then governor. Mr. Roosevelt, who then met Mr. Cornell for the first time, said that he wished to express his appreciation of the admirable way in which Mr. Cornell had exercised the pardoning power of the governor, "the most difficult and distressing of all the functions of the governor," he said.

In conclusion, Professor Crane said that the debt of gratitude which we all owed to Ezra Cornell and his family had grown so great that it was impossible adequately to acknowledge it, but we could cherish their memory and venerate every new memorial of those who contributed to the foundation and success of the University.

President Schurman on behalf of the Trustees accepted the bust of Mr. A. B. Cornell with a few words of personal appreciation. He said that he too felt grateful to Mr. Cornell for his cordial and loyal support in the Board of Trustees. He had known Mr. Cornell only towards the end of his life, when he was laboring under the vicissitudes of fortune and ill-health, to which his reverses

were largely due. In all his troubles, President Schurman said, Mr. Cornell preserved the most dauntless courage and unquenchable hope. For his sympathy with his father's undertaking and his own contribution to its success we were all justly indebted to him. This beautiful work of an



American sculptor, representing Mr. Cornell in the prime of his life, was a worthy addition to the art treasures of the University and would always be preserved with grateful care.

The bust stands in the Reading Room of the Library, in the south aisle, on a high pedestal, so that it can be seen from every part of the room. The inscription is as follows:

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EZRA CORNELL
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BY HIS WIFE
ESTHER ELIZABETH CORNELL
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J. M. Kellogg '09, instructor in architecture, has resigned to accept an appointment to the faculty of the University of Illinois. D. C. Comstock '11 will take his place.

Obituary

Professor John Craig

John Craig, professor of horticulture at Cornell since 1903, died at his summer home in Siasconset, Nantucket Island, on August 10. He had been in poor health for several years, but continued his work with fortitude till last winter, when he had to submit to a serious operation.

Professor Craig was born at Lakefield, Canada, on April 27, 1864, and was educated at the Montreal High School and McGill College. He was horticulturist of the Dominion Experimental Farms from 1890 to 1897. In the latter year, after a course of study at Iowa State College, he received the degree of B. S. there. Then he spent a year at Cornell and received here the degree of Master of Science. He returned to the Iowa State College as professor of horticulture and forestry in 1899-1900. In 1900 he was appointed professor of extension teaching in agriculture and Horticulture at Cornell and in 1903 he succeeded Director Bailey as professor of horticulture. For several years he was editor of the *National Nurseryman* and he contributed many articles to that and other publications. In 1903 he was secretary of the American Pomological Society. He married Mrs. Florence Augusta Slater Currier at Ottawa in 1894, and she survives him, with a stepdaughter and a son. Professor Craig's death will be mourned here not only on account of the loss of an excellent teacher, but because of other admirable qualities which made him many friends.

Football

The football squad will meet in Ithaca on September 11. Dr. A. H. Sharpe, the head coach, has announced that Ray Van Orman '08, will be one of the assistant coaches. Van Orman was in charge of coaching the ends last fall. The other member of the staff, in charge of the line, will be Dan Reed. It is announced that Stewart E. Robb '11, will coach the freshman squad.

Almost all the members of last year's varsity eleven will be in college this fall. The only regulars who graduated in June were Munk and O'Rourke, tackle and guard respectively.

Alumni Notes

'73, B. S.—Francis W. Halsey is a member of the Grand Jury which, under District Attorney Whitman, is investigating the murder of Herman Rosenthal, a gambler, and the charges of graft in the police department of New York City.

'86—Henry C. Charpiot was married July 24, in Paris, to Miss Edith Lee Baker. A reception at the Hotel Carlton, in the Champs Elysées, followed the wedding ceremony. Mr. Charpiot is a leading member of the Paris bar. The bride is an American.

'88, A. B.—Ransford S. Miller, jr., has been appointed secretary of the special commission which, headed by Secretary Knox, will represent the United States Government at the funeral of the Japanese Emperor on September 12. Mr. Miller is chief of the division of far eastern affairs in the State Department. He was formerly attaché of the United States legation in Tokio.

'90, M. E.—A new office, that of administrative geologist, has been created on the United States Geological Survey, and Dr. George H. Ashley has been chosen to fill it. This position is virtually vice-director of the survey, placing the incumbent in complete charge of the organization during the absence of the director, and in addition giving him charge of certain functions of the organization the whole time. Dr. Ashley has been a geologist of the survey since 1901 except for the years 1910 and 1911, when he was state geologist of Tennessee.

'91, Ph. B.; '94, LL. B.—The county of Tioga has been added to the district over which George S. Tarbell, of Ithaca, has jurisdiction as referee in bankruptcy. His district now embraces the counties of Tompkins, Cortland and Tioga.

'92, M. E.—After the arrest of several members of the Common Council of the city of Detroit, recently, on the charge of grafting, it was announced that a citizen, Andrew H. Green, jr., had supplied the funds which enabled Mayor Thompson to employ Burns detectives and make a secret investigation. Mr. Green is

the general manager of the Detroit plant of the Solvay Process Company. When Detroit held its "Cadillaqua" fête last month, Mr. Green was the chief figure in the historical pageant, personating Sieur Antoine de la Mothe Cadillac, the founder of Detroit. The *Detroit Journal* of July 24 contained a full page portrait of Mr. Green and a sketch of his life. The *Journal* said: "In 1886 he was an office boy in the plant of the Solvay Process Company at Syracuse, N. Y., with only a common school education obtained there and at Utica as a foundation for his fortunes. The operation of the plant fascinated him. He sensed some of the possibilities of its development, and he made up his mind to follow that business to the top. He soon realized that to succeed he would have to have a better technical education, and after two years his capability and industry had so impressed the managers of the plant that when he ventured a proposition that the company advance him money enough to help him through a course in engineering and chemistry in Cornell University, they decided to take the chance. He graduated from Cornell in 1892, and then he went to the factory and for three years wore overalls and worked in every department of the big institution until he knew the business from top to bottom. Then, in 1895, the company sent him to Detroit to build and manage the plant here. It is one of the city's most important industries, and its development from a vacant lot to its present proportions has been brought about through the genius, the business acumen and the hard work of Mr. Green. He is now interested in many of Detroit's great industries, including the General Motors Company, of which he is a member of the finance committee. When J. L. Hudson died he was chosen to take his place as the financial director of the Cadillaqua Association, and if the big fête is a success this week a large share of the credit will be given to him by his associates who know his work. Mr. Green * * * is a public spirited citizen. In 1898 he gave up an income that would be a fortune to most people and enlisted as a landsman in the navy, serving on the Yosemite as long as the war with Spain lasted, running her engines

and being promoted to the position of chief machinist. There are few industrial institutions in Detroit that have treated their employes so well as the Solvay under Mr. Green's management. He has established a system of his own of profit sharing so that every man in the plant has a share in whatever the plant earns, even down to the office boys. Employes who are injured or taken sick are provided for by a system of hospital service and medical attention that is a model for all the factories of the country. And when the deserving employes grow old and incapacitated for work they are pensioned. These are all reforms that Mr. Green has thought out himself, on original lines, and they have attracted the attention of students of industrial problems all over the country." Mr. Green was the toastmaster at the last annual Cornell dinner in Detroit.

'92, M. S.—F. W. Rane, state forester of Massachusetts, was delegated by Governor Foss to represent the state at the second International Congress of Entomology, which was held at Oxford, England, August 5 to 10. Mr. Rane expected to go, after the congress, to the Black Forest of Germany to study forestry conditions and the gypsy moth question.

'93, B. L.; '95, LL. B.—John B. Tuck, of Syracuse, captain of Company C, Third Infantry, made the first perfect score at 600 yards ever recorded in the history of the National Guard rifle competition in this state in the annual shoot on the range at Manlius last month. Captain Tuck fired ten shots in two minutes and scored ten bullseyes.

'93, M. E.—James F. Barker gave a series of lectures before the classes in industrial education at the University's summer session, just ending. Mr. Barker is the principal of the East Technical High School of Cleveland, Ohio. When he began his work there the school was unique. Now there is a second school of the same kind in Cleveland and there are hundreds like it throughout the country. The school has about a hundred teachers and three thousand pupils. The principles which have been established and the methods which have been developed there under Mr. Barker's leadership have been guides

in several fields of technical education for the secondary school student. There is now a large demand for teachers fitted to carry on that sort of instruction. Mr. Barker's lectures here were devoted to the needs of the industrial teacher. He brought with him from Cleveland a great deal of material which was put on exhibition in Sibley College.

'98, M. E.; '06, A. B.—The marriage of William Jay Coffin '98, of Albany, and Miss Selora Alice Gaskill '06, of Brooklyn, took place on July 15 at Cragmoor, Ulster County, N. Y. They will make their home in Albany.

'04, M. E.—First Lieutenant Samuel H. McLeary, Coast Artillery Corps, U. S. A., has been detailed for aeronautical duty with the Signal Corps Aviation School at College Park, Maryland. He will probably be assigned to a Curtiss biplane. His present address is 2118 P Street, N. W., Washington, D. C.

'04, A. B.—Arthur Gordon, assistant professor in the department of Romance languages, has obtained a leave of absence from the University for the first term. He will go to South America as a representative of G. W. Todd & Co., of Rochester, makers of the Protectograph, a device to prevent the raising of checks. His mission is to look over the banking situation in South American countries. He plans to sail from New York August 20 for Buenos Ayres.

'04, F. E.—C. A. Lyford, mentioned in the following paragraph from the *Western Lumberman* for July, took his forestry degree at Cornell: "Science has invaded the field of timber cruising, like other spheres of labor, with the result that the old order of things is disappearing. Two advocates of the new cult of forest engineering reached Victoria recently in connection with the work on the mainland coast, and the west coast of Vancouver Island. They were Dr. Judson F. Clark, well known in western Canada, and Mr. C. A. Lyford, his partner in the firm of Clark, Lyford & Sterling, Philadelphia. These men bring all their engineering knowledge to bear on the business of timber cruising, and make their reports on the vast areas as accurate

as the return in any other business. Dr. Clark may be regarded as a pioneer in this new profession, which combines cruising with the topographical work, and thereby does away with the old system of applying to engineers for maps after the cruises have been made in the old-fashioned way."

'05, A. B.—G. R. White, who has been an instructor in the department of chemistry since 1906, and who received the degree of Ph. D. in 1910, is now with The Carborundum Company at Niagara Falls, N. Y.

'05, M. E.—A. D. Brinkerhoff, formerly local superintendent of the Southern Traction Company at Waco, Texas, is now general manager of the St. Francois Railroad Company at Farmington, Missouri.

'06, LL. B.—James W. Persons, of East Aurora, N. Y., has been appointed referee in bankruptcy for the western district of New York, to succeed C. J. Hamlin, resigned. The appointment was made by Judge Hazel of the United States District Court on July 17. After his graduation Mr. Persons entered the office of Bissell, Carey & Cooke, now Kenefick, Cooke, Mitchell & Bass (of which Walter P. Cooke, LL. B., '91, is a member), in Buffalo and was with that firm until 1908, when he became associated with his father, Henry H. Persons '75, former state senator and chairman of the state water supply commission, in law practice. There is no salary attached to his new office, but from the fees collected the referee receives more than \$3,500 a year.

'06, C. E.—The Agricultural College of Utah announces the organization of a course in agricultural engineering with departments of irrigation and drainage, road building, farm machinery, farm buildings, hydraulics, rural sanitation and public health. Among the appointments made to the faculty is that of R. B. West as professor of engineering.

'06, A. B.; '07, A. M.—A Hopkins Scholarship in the Harvard Divinity School has been awarded to Frank B. Crandall. He will enter the Divinity School in the fall in order to prepare for the Unitarian ministry.

'06, M. E.—John R. Cautley, who was an instructor in Sibley College

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last year, is now a consulting engineer in New York City, and is manager of the chain department of Peter A. Frasse & Co., agents in this country for the chains made by Hans Renold, Ltd., the firm with which Mr. Cautley was connected for four years in Birmingham, England. His address is 605 West 141st Street, New York.

'07, M. E.—Mr. and Mrs. William Dorrance Messinger announce the marriage of their daughter, Helen Louise, to Edmund Henry Eitel, on August 5, at Trinity Church, Highland Park, Ill. Mr. and Mrs. Eitel will be at home after December 1 at The Esplanade, 3015 North Pennsylvania Street, Indianapolis.

'07, M. E.—A son, John Lewis Ames, was born to Mr. and Mrs. Harry Lee Ames, of New York City, on July 15.

'08, M. E.—Irving C. Hartigan is superintendent of construction with the Philippine Islands Telephone & Telegraph Company. His address is Box 1160, Manila, P. I.

'08, LL. B.; '10, A. B.—Mr. and Mrs. A. W. Dobbs, of Ithaca, announce the marriage of their daughter, Helen Adelle Dobbs '10, to A. Heber Winder '08, at Ithaca on July 18. Mr. and Mrs. Winder will make their home in Riverside, Cal., where Mr. Winder is engaged in the practice of law.

'08, A. B.; '11, M. D.—H. G. Bull finished his service at Vassar Brothers Hospital, Poughkeepsie, on June 30, and is now at Camp Otter, Dorset, Ontario. After November 1 his address will be Sloane Maternity Hospital, Fifty-ninth Street and Tenth Avenue, New York.

'08, M. E.—Mr. and Mrs. August Leonard Knoepke announce the marriage of their sister, Miss Irene Muriel Schenck, to William Gerhard Mennen, on July 27, in New York City. Mr. and Mrs. Mennen will be at home after November 1 at 727 High Street, Newark, N. J.

'08, C. E.—On August 1 John E. Armstrong left the employment of the Pennsylvania Railroad Company in Cleveland, where he had been since August, 1908, to accept a position as assistant engineer on yard and terminal design with the Canadian

Pacific Railway Company. His address is Windsor Street Station, C. P. R., Montreal, Quebec.

'09, A. B.—Lucas S. Henry has just graduated, with the degree of M. D., from the homeopathic medical department of the University of Michigan, and has entered the Syracuse Homeopathic Hospital for one year's service as interne. Dr. Henry's address is in care of the Homeopathic Hospital, Syracuse, N. Y.

'09, A. B.; '11, LL. B.—John H. Scott has opened an office for the practice of law at 1128 Oliver Building, Pittsburgh, Pa.

'10, M. E.—G. F. Wieser has left the American Locomotive Company to accept an instructorship in the department of mechanical engineering of Columbia University. His address is Engineering Building, 118th Street and Broadway, New York.

'10, M. E.—Joseph F. Putnam, of Rochester, N. Y., has accepted the position of professor of physics at St. John's University, Shanghai, China, and, with his wife, left Rochester early this month for China via San Francisco.

'11, A. B.; '12, M. E.—Mr. and Mrs. Herman Wissmann announce the marriage of their daughter, Wilhelmine, to Finis Ewing Yoakum, jr., on August 3, at Los Angeles, Cal. Mr. and Mrs. Yoakum are at home since August 15 at 140 East Avenue Fifty-nine, Los Angeles.

'11, C. E.—Announcement has been made of the engagement of Miss Hazel G. Fuller, of Farnham, Quebec, to Myron W. Turner. The wedding, which is to be a simple one, will take place on August 21.

'12, C. E.—J. T. Child has taken a position with George W. Jackson, Inc., of Chicago, as assistant engineer on the Catskill Aqueduct at Yonkers, N. Y. His present address is 104 Warburton Avenue, Yonkers.

'12, LL. B.—J. I. Clarke is in the advertising department of the Chalmers Motor Company, Detroit, Mich.

'12, A. B.—Ross W. Kellogg is editor of the *Seneca County Press*, a weekly paper which commenced publication in Seneca Falls, N. Y., this month. The paper is published by a corporation of which Norman J. Gould '99 is president.

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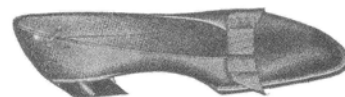
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