The History Of Lowell House

Charles U. Lowe
HOW TO MAKE A HOUSE

Charles U. Lowe ’42, Archivist of Lowell House
Lucy L. Fowler, Assistant
CONTENTS

History of Lowell House, Essay by Charles U. Lowe
Chronology
Documents 1928
Documents 1929
Documents 1930-1932
1948 & Undated
Who’s Who
Appendix

Three Essays on the History of Lowell House by Charles U. Lowe:


Report of the Harvard Student Council Committee on Education
Section III, Subdivision into Colleges
The Harvard Advocate, April 1926

The House Plan and the Student Report 1926
Harvard Alumni Bulletin, April, 1932
A Footnote to Harvard History, Edward C. Aswell, ‘26

The Harvard College Rank List

How Lowell House Selected Students,
Harvard Crimson, September 30, 1930, Mason Hammond

“Dividing Harvard College into Separate Groups”
Letter from President Lowell to Henry James, Overseer
November 3, 1925
Lowell House 1929-1930  Master, Honorary Associates, Associates, Resident and Non-Resident Tutors

First Lowell House High Table
   Harvard Crimson, September 30, 1930

Outline of Case against the Clerk of the Dunster House Book Shop for selling 5 copies of Lady Chatterley’s Lover by D. H. Lawrence Charles S. Boswell (Undated)

Gift of a paneled trophy case from Emanuel College to Lowell House
   Harvard University News, Thursday. October 20, 1932

Hizzoner, the Master of Lowell House - Essay about Julian Coolidge on the occasion of his retirement in 1948

Eulogy for Julian L. Coolidge, Elliott Perkins, March 8, 1954

Photographs
History of Lowell House

“Of the making of books there is no end.” [Ecclesiastes: 12,11] And books about Harvard make no small contribution to this plentitude. What follows, while yet another history of Harvard, is a different one, a tale told by an album of documents selected to trace the path of the House Plan from concept to reality. In the main they comprise memoranda and correspondence between A. Lawrence Lowell, president of Harvard University, and Julian Lowell Coolidge, first master of Lowell House. This compendium in large measure covers the years 1928-1932, a critical period in the evolution of “Houses” at Harvard, and one apparently overlooked by historians. After all, President Lowell was stepping off into the blue, there were no precedents, and, as he wrote, he wanted a program “uniquely American”. In many ways, Lowell House was the anvil upon which policy and procedure for the “House Plan” were wrought. This joint creative process began on January 14, 1929, when Coolidge accepted the title of Master of a house yet to be built and it continued at least until 1933. It becomes clear that Coolidge had a special relationship with his cousin, the President, one not shared by the master of Dunster House (the second of the first two houses.)

Much of the history emerges from a study of the papers of President Lowell, the giant that directed the destiny of Harvard University for a quarter of a century. His accomplishments answer the question of whether history makes men or men make history. Whether he could have achieved as much at another time or indeed in another setting must remain moot, but certainly with a man of equal mind but different character and disposition, the story at Harvard would not have been the same.

In contrast to President Lowell, who carefully indexed his voluminous papers by both subject and date, Coolidge seems to have been indifferent to collecting his documents and
those that exist are gathered in a few folders in the Harvard Archives. On the other hand he produced a number of important papers on theoretical geometry, the first in 1909 and the last as late as in 1949. After graduating from Harvard (summa cum laude, ’96), he “came up” to Balliol, Oxford 1896-97 and there, among other things, proved to be a successful oarsman. There is some evidence that he was also interested in the pole vault. Subsequently he received his doctorate at the University of Bonn. After a stint of teaching at Groton, he returned to Harvard, and soon became a professor of mathematics. It is unclear why President Lowell plucked the mathematician Coolidge to become his first housemaster. There appears to be no correspondence shedding light on this matter. Coolidge left his mark at Harvard not as a mathematician, though he was surely accomplished, but rather as a distinguished House Master.

At Harvard in the first decades of the 20th century, the time when the story of the Houses begins, there was still a kind of informality among men who knew each other and shared a common ethic. Many decisions were confirmed by a simple handshake, or perhaps over a cup of tea, or at a chance meeting with the President in the Yard. Thus it follows that the documentation of this history may be incomplete and some critical documents overlooked. What remains, after sifting through a vast collection of papers, should serve to tell the history we set out to document. These illuminate the process by which the cold stones of a building would acquire a unique character and began to vibrate with student life in a manner until then unknown in American collegiate experience, and one that to this day continues as a vital component of student life at Harvard.

In 1902, President Eliot asked Lowell, now in his fifth year as professor of government, to serve on a committee to examine student life. This experience kindled in Lowell what became a determination to improve a student’s collegiate experience. The committee report warned Eliot of the need to build student dormitories. Eliot encouraged use of private dormitories to spare the College the burden of maintaining buildings. As early as 1904 Lowell had become convinced that the College had responsibility for the quality of student life. In his inaugural address as President (1909) he explicitly laid out one of the responsibilities of the College. In the Harvard Archives one finds the address, written in
his distinctive cursive; it states, “A large college ought to give its students a wide horizon and it fails therein unless it mixes them together so thoroughly that the friendships they form are based on natural affinities, rather than on similarities of origin.”

Upon taking office, Lowell had inherited a University from President Eliot that Theodore Roosevelt considered to be a national institution, yet at that time Harvard lacked the cohesiveness and commitment to student scholarship that became so prominent in the Lowell era. It has been said that the University needed a man with Lowell’s qualities and only the challenge of leading this University was needed to bring out all the subtleties of his mind. Harvard had more the trappings of a 12th century studia generalia than a modern institution, an accumulation of distinguished professors, but an indifferent student body left to gain knowledge from an inadequately structured curriculum. At that time only half of the students were lodged and fed by the university. Most of the others made do with private lodgings and sought food in the indifferent atmosphere of the Square. Those with bluer blood and sufficient wealth populated Mt. Auburn’s Gold Coast and shared a social life and dining limited to members of their club.

In his first year as President, Lowell corresponded with H. B. Kipper (H’95) who identified some of the problems of student housing and the benefits to be gained by dividing the student body into smaller colleges. Kipper even provided an architectural rendering of a plan to accomplish this purpose. Lowell replied, “Problems of this kind have been fermenting in the minds of many of us for some years.” And indeed as early as 1894 the Secretary of Harvard University, Frank Bolles, had, like Kipper, recommended breaking up the student body into smaller colleges.

As President, Lowell’s challenge was not only to rectify the problems entailed by the growing size of the student body, but also, while doing so, to create an environment that would be a magnet for the brightest young minds of the nation while maintaining the high caliber of the faculty. In an address given in New Haven in 1913 Lowell became explicit: “The problem is so to organize the students as to mix together on an intimate footing men of all kinds from all parts of the country. The obvious solution is to organize the
undergraduate body into groups like the English colleges.” He later wrote, “What we want is a group of colleges each of which will be national and democratic, a microcosm of the whole university.” As envisioned by Lowell, a House was not to be yet another dormitory. Rather, he wished to create an academic community of students and scholars. The idea was complex - part Aristotle’s Akademie, part Oxbridge, and part Grotlesex - a place where a cross section of the students guided by a master and tutors could live, learn, and dine in an intellectual democracy. Unique in its approach to collegiate life, it would dramatically change how students interacted at Harvard.

Being a good administrator, Lowell put first things first. By 1920 he had created a new demanding curriculum, required student concentration in specific fields of endeavor, established the tutorial system, and built three of the four River dormitories for freshman. The Houses, though still in the future, were to be the “capstone” (Lowell’s term) of his reign. And they would be the final step in his commitment to restructure student life. He was confident that he had succeeded in creating a student body capable of responding to the challenges set forth by his remarkable faculty. He believed in the importance of character and did not hesitate for his purposes to fracture the social strata of the student body as defined by money, parentage, accent, attitudes and place of birth. Nevertheless, he blundered on matters of race and religion and tried without success to establish quotas for minorities at Harvard, a step the faculty stoutly refused to permit. Similarly, his involvement in the Sacco and Vinzetti case brought him no credit.

Notwithstanding, he was strong in support of freedom of speech, and was willing to put his appointment as president on the line when there was a hint that the Corporation might circumscribe this right of his faculty.

Before addressing the matter of “houses” Lowell earned his stripes as a builder at Harvard. Including the Radcliff campus, the Longwood development of the Medical School and the main Harvard campus, by 1933 the year he retired, he had added several dozens of buildings to the inventory. In his time, Harvard’s great library grew on the west side of the Yard along with Memorial Chapel to the east. He increased the number of
dormitories in the yard, with Mower, Strauss, Wigglesworth, and Lionel Hall. In addition he built Lehman Hall and the Fogg Museum. President Lowell is said to have remarked that the new dormitories in the Yard and those on the Riverbanks were part of a larger plan to improve student life. When the time came the Yard buildings would be large enough to accommodate all the freshman class and the Riverside freshman dormitories, completed in 1925, would become the anchor for implementing his vision.

Why did Lowell hesitate to initiate his grand plan? Some have argued that he was intimidated by the memory of Woodrow Wilson’s experience in 1904. At that time, as President of Princeton, Wilson attempted to convince Andrew Carnegie to underwrite a plan to divide the student body into smaller units. He blamed his lack of success on the strenuous resistance he encountered on all sides. More likely he failed because his benefactor failed to live up to Wilson’s expectations. Instead of financing student “colleges”, Carnegie gave Princeton Lake Carnegie. Lowell was not likely to repeat Wilson’s mistake. To initiate his plan for residential colleges, Lowell knew he needed the support of his faculty, the alumni, the Overseers and the Corporation. He refused, however, to seek this support without first knowing how he was going to pay for his plan.

On November 3, 1925 Lowell wrote to Overseer William James, as follows: “In regard to the question of dividing Harvard College into separate groups, or colleges, it has been in my mind and that of others for the last twenty years but until very recently it has not been ripe for discussion. Every change however that has been made in the college in the last fifteen years makes a good foundation for such a policy; and indeed, has been largely made with that idea in view. For two or three years now I thought that opinion had sufficiently matured to make a step in that direction possible, and I have been looking for resources to begin. To carry out the matter would be very costly.”

Lowell rarely sought funds directly. Yoemans, his biographer, quotes Lowell as having said, that he “had never been able to join the mendicant orders.” On the one hand he relied for this task on the help of men such as Corporation member Thomas Perkins (H’95) and his cousin, Episcopal Bishop William Lawrence. On the other hand, funds
simply seemed to appear when needed. For example: short of funds to build the Business School, a pledge of $1 million from George Baker, a New York banker, quickly became $5 million. However, when seeking financial support for establishing residential colleges for undergraduates, Lowell took charge.

His plans seemed to vacillate between establishing an honors college or a much more ambitious program for multiple “colleges.” As early as 1921 and again in 1925 Lowell applied for funds to the General Education Board (a Rockefeller funded Foundation) to establish an honors college at Harvard, but the Board turned him down. In the Rockefeller Archives (Pocantico, NY) there is a memorandum by H.J. Thorkelson, reporting a meeting on December 19, 1927, between President Lowell and Wickliffe Rose, President of the Board: “President Lowell presented a plan involving buildings for dormitory purposes and endowment for fellows representing a total investment of approximately $8,000,000. The board did not feel it practicable to accede to this request.” There appears to have been no follow up of the Rose meeting. Neither in the Rockefeller Archives nor in the Harvard Archives is there a copy of Lowell’s $8 million plan.

Remarkably, Lowell’s grand design for residential colleges would receive help from two improbable sources: the Harvard Student Council and a Yale alumnus. Though the details are straight forward, the story is complex and begins in 1925. In October of that year, the Harvard Student Council established a Committee on Education and appointed Edward C. Aswell (H’26) Chairman. On October 22, 1925 the Harvard Crimson reported, that the charge to the Committee was to investigate seven aspects of student life, not one of which addressed housing students. This was surprising, because student housing became the most important item in the final Report of the Committee, published in the Harvard Advocate in April 1926. Section III of the Report, “Sub-division into Colleges,” gave details of a plan to create multiple “Colleges,” each to house 250-300 students, and include a dining room, a common room, and quarters for tutors. Section III obviously described the Harvard House plan.
Six years passed before Aswell explained how the agenda of the Committee had expanded to include a section on housing the students. In December 1932, he published “A footnote to History” in the Harvard Alumni Bulletin. He wrote that Frederick Winsor, Head Master of Middlesex School, had at one time participated in the deliberations of the Committee on Education and introduced the idea of housing the students in a number of colleges. This idea took root and the Committee elaborated upon it, and when fully developed in their Report, it was a description of what became the Harvard House plan.

Aswell continued. Before publishing their Report in 1926, the Committee arranged to meet with President Lowell to read their Report to him. Lowell’s attention was riveted on Section III of the Report, since it incorporated virtually all the ideas for housing the students that he had considered over the years. After hearing the report he made only one suggestion for change, arguing that freshmen should live together in the Yard and only in their sophomore year join a college, a modification the Committee accepted. At that point in the meeting, Aswell related, Lowell inquired whether the Committee was aware of his thinking on the matter of housing the students. The answer was, “No,” and the Committee then told Lowell the origin of Section III in their Report.

The Report of the Committee on Education seemed to lie fallow for two years, until 1928 when Edward C. Harkness (philanthropist and Yale graduate) took center stage. Harkness had spent 18 months of frustrating negotiations with President Angell of Yale urging him to accept a his plan to house students in small residential units or colleges. (Much of what we know about those negotiations comes from Pierson’s two-volume History of Yale University, 1955. Pierson had access to the papers of both Lowell and of Harkness, and documents from the office of President Angell. Pierson related that at some time during the protracted negotiations with Angell, it was probable that Harkness had become aware of the Harvard Students House Plan. To force the issue, Harkness gave Angell an ultimatum: one way or another he expected an answer by July 1, 1928. After that he left New Haven and went off on holiday.

The common perception is that Lowell was ill prepared for a visit from Harkness and his eventual largess. On the contrary, Lowell, was well aware of events in New Haven, and
had been hoping that Harkness might consider executing his plan for housing the students at Harvard. On June 5, 1928, Lowell was in correspondence with Fred P. Keppel, president of the Carnegie Corporation (a foundation supporting higher education), asking him to test the water with Harkness. Keppel, in turn, had been in touch with Dean Darrach, of the Physicians and Surgeons Medical School in New York thinking he might have some information. Darrach, with the help of Harkness, was building the Presbyterian Hospital and Harkness might have mentioned his disposition toward Harvard. Although in July Keppel still had no helpful information, a letter from him to Lowell on September 19 makes it certain that Harkness was familiar with the students’ “House Plan” and indeed says that Harkness [said he] “would certainly be glad to learn what you have in mind at Harvard”.

When there was no action in New Haven, Harkness wrote to President Lowell on Monday, October 11th requesting a meeting in Cambridge on the 24th of the month “concerning a matter in which I am much interested and has to do with Harvard University.” On receipt, Lowell immediately wrote to Harkness saying, “I should be very glad to see you.”

There exist different reports on the details of the meeting on October 24th. Pierson noted, “[the details are] the more dramatic as they derive from sources at several removes from the principals”. Probably neither Lowell nor Harkness remembered exactly what transpired, but it is reasonable to suppose that the protagonists required a short period of time to become sufficiently comfortable with each other and to reveal the breadth of their visions. All that we know with certainty is that Harkness, $3 million in hand, had come to Cambridge to convince Lowell of the benefits of dividing the student body into several residential units. Lowell is reported to have at first mentioned an Honors College. Harkness favored a bolder plan. Undoubtedly Lowell responded that Harvard had such a plan, and had been seeking the resources to bring into being. Though Lowell discarded his concept of an Honors College, whispers of the idea continued to surface as negotiations continued.
As events proved, Lowell showed Harkness the house plan of the Student Council Committee on Education since Lowell knew by that time that Harkness was already familiar with it. In concluding the meeting, Lowell no doubt accepted the gift enthusiastically but provisionally. And they agreed to begin serious negotiations.

Now came the time for persuasion. Pierson noted: “…Lowell played his hand tactfully, not only with Harkness, but with his constituency and acted with shrewdness and decision. He made no claim of originality, he cited the Students Council Report, he was careful to call the new units Houses not colleges.” It was undoubtedly shrewd of Lowell to continue in public to cite the students’ house plan, presumably thereby hoping to allay criticism from at least one of his constituencies. Notwithstanding, the Harvard Crimson opposed it vigorously.

Events moved swiftly after the initial meeting with Harkness. Five days later, on October 29th, President Lowell reported to the Corporation that a “benefactor had agreed to give the University $3 million for building and endowing a residential House for undergraduates with a view to the future division of Harvard College into such houses. The minutes continue: “…the House now to be built [is] to be for students of strong scholarly interest and achievement.” The members then “voted to accept the same with gratitude.”

According to Pierson, three letters from Lowell to Harkness and a trip to New York sharpened the plans. Even before receiving the approval of the plan by the Faculty and Overseers, Lowell had selected his architect, Charles Allerton Coolidge. On October 30, just six days after his meeting with Harkness, Lowell sent to Coolidge what must be considered the most preliminary drawing of Lowell House, the footprint of a structure with two joined courtyards and a portico at the north center. A copy of this drawing circulated within the Coolidge firm, (Coolidge, Shepley, Bulfinch and Abbott). Mr. Bulfinch sent a notice to the staff on Christmas Day 1928: “Mr. Coolidge says that President Lowell is apt to want full information on the English College Group directly
after Christmas.” Indeed, by January 2, 1929, the architects had sent to Lowell an outline of the plan for Building #1.

The sole item on the docket for a special meeting of the Faculty on November 6, 1928 was “a communication from the president of the University.” At the meeting, the President announced that, “the University had received from an anonymous benefactor an offer of $3 million to build and endow a House or group of buildings for the residence of about two hundred and fifty students of Harvard College.” He explained “this House would be a complete unit in itself where students capable of strong scholastic interests and achievements and associated with instructing staff would live.” The faculty took no action but sought further details and time to study the implications of the proposal. The president made a list of the 12 faculty members who had presumably spoken in favor of the Plan and he probably counted on them to be his shock troops.

Although Harkness requested that the negotiations remain confidential, the press somehow got wind of the plan soon after the first faculty meeting, and President Lowell was forced on November 9th to issue a press release, the headlines of which announced, “Plan Suggested by Undergraduates” and the text said in part, ”The establishment of such Houses was suggested three years ago in a report presented by an Undergraduate Committee on Education.” The text furthermore reported an anonymous gift of $3 million for a house.

The Faculty reconvened on November 20th, after having had a chance to study the Plan. Professor Grandgent proposed that the “Faculty had welcomed the idea of dividing the undergraduate body into social units of appropriate size, and rejoices that means have been found to carry it out.” The fact that the proposal received unanimous approval contradicts the Boston Transcript’s accusation (March 16, 1929) that Lowell had “railroaded” the House Plan through the Faculty.

Soon after, on November 26th, the Overseers also approved the House Plan. It is of interest that the description of the House Plan changed as it worked its way through the
approving bodies. The Corporation approved “a House” probably much like Lowell’s idea of an Honors College, the Plan Lowell had first proposed to Harkness on October 24th. But by the time of the Press Release on November 9th, the Plan had become “Houses,” and by the time of the second Faculty meeting it had become “social units” much more like what had been proposed in the Students Plan. The Corporation voted on January 14, 1929 to authorize the President “to make plans for and construct the first two Houses.”

The decision by Harvard to adopt the House Plan made news. Lowell asked the Harvard Information Office to track press coverage. From November 9, 1928, when the first news release appeared until January 23, 1929, roughly four weeks, a total of 85 articles had been noted, mainly in six Boston papers and four New York dailies. Coverage was also found in Chicago, Washington DC, Milwaukee, San Francisco, and Fort Worth.

The most remarkable aspect of the House Plan is the rapidity with which it was accomplished. Six days after the first meeting between Lowell and Harkness and one day after approval by the Corporation, Lowell had chosen his architect and had sent to him a footprint of House #1 (later to become Lowell House). Three months after the first meeting, Harkness had agreed to pay an additional $11,392,000 to construct two Houses immediately and the remaining five Houses by incorporating the freshman dormitories on the river. The Harkness gift finally amounted to $12,592,239.48. On June 12, 1929, only five months after the Corporation approved the building of House #1, construction began. Fifteen months and one million bricks later, on September 12, 1930, the first students entered Lowell House, a mere twenty-three months after the first meeting between Lowell and Harkness. Truly remarkable!

Charles U. Lowe, H’42
November 16, 2005
ARCHITECTURAL NOTE

According to Bunting (*Harvard, an Architectural History*) the style of the Houses is Neo-Georgian, a design used for the Freshman River Dormitories and selected in part, “by a conscious effort to extend the atmosphere of the old Harvard Yard.” The façade of Gore Hall, later made part of Winthrop House, was used as a sample of style in determining the remainder of the buildings. It is a copy of the East Façade of the Hampton Court Palace designed by Sir Christopher Wren. Notwithstanding the style definition, no two houses are the same with unique decoration. Lowell House is often considered the most noteworthy.
ARCHITECTURAL NOTE

According to Bunting (*Harvard, an Architectural History*) the style of the Houses is Neo-Georgian, a design used for the Freshman River Dormitories and selected in part, "by a conscious effort to extend the atmosphere of the old Harvard Yard." The façade of Gore Hall, later made part of Winthrop House, was used as a sample of style in determining the remainder of the buildings. It is a copy of the East Façade of the Hampton Court Palace designed by Sir Christopher Wren. Notwithstanding the style definition, no two houses are the same with unique decoration. Lowell House is often considered the most noteworthy.
SOURCES

Harvard University Archives

Harvard University Information Office

Harvard Crimson Archives

Coolidge, Shepley, Bulfinch and Abbott, Archives, Boston, MA

Rockefeller Archives, Pocantico Hills, NY


<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 11, 1928</td>
<td>Harkness sends Letter to Lowell requesting a meeting</td>
</tr>
<tr>
<td>October 24, 1928</td>
<td>Harkness Meets with Lowell in Cambridge, offers $3M to initiate a House Plan for two houses.</td>
</tr>
<tr>
<td>October 29, 1928</td>
<td>Corporation approves accepting the $3M and initiation of House Plan</td>
</tr>
<tr>
<td>October 30, 1928</td>
<td>Lowell sends plot plan of House #1 (Lowell House) to architect</td>
</tr>
<tr>
<td>November 6, 1928</td>
<td>First Faculty meeting to discuss House Plan</td>
</tr>
<tr>
<td>November 9, 1928</td>
<td>Press Release describing House Plan</td>
</tr>
<tr>
<td>November 19, 1928</td>
<td>Faculty approves House Plan</td>
</tr>
<tr>
<td>November 26, 1928</td>
<td>Overseers approve House Plan</td>
</tr>
<tr>
<td>January 14, 1929</td>
<td>Corporation authorizes construction of first two houses</td>
</tr>
<tr>
<td></td>
<td>Coolidge appointed Master of House #1</td>
</tr>
<tr>
<td></td>
<td>Harkness agrees to fund building 7 houses</td>
</tr>
<tr>
<td>April 24, 1929</td>
<td>Mason Hammond appointed Senior Tutor of House #1</td>
</tr>
<tr>
<td>June 12, 1929</td>
<td>Ground breaking for House #1</td>
</tr>
<tr>
<td>November 26, 1929</td>
<td>House applications distributed to students</td>
</tr>
<tr>
<td>November 28, 1929</td>
<td>Corporation agrees to name House #1 Lowell House</td>
</tr>
<tr>
<td>September 12, 1930</td>
<td>Students enter Lowell House</td>
</tr>
</tbody>
</table>
Proper names, places, buildings, and objects, appearing for the first time in the text are identified by a footnote on that page. When a name recurs in another letter, it is marked with an asterisk which refers the reader to an alphabetized list, Who’s Who, in the Appendix.
June 5, 1928

Dear Mr. Keppel:

Has anything come of the suggestion that Mr. Harkness might look with favoring eye upon the idea of an honor college at Harvard, with or without a similar provision of Yale. You suggested that you might get Dean Darrach to reconnoiter, and see whether any approach was possible upon this subject.

Yours very truly,

A. Lawrence Lowell

F. P. Keppel, Esq,
Carnegie Corporation
522 Fifth Avenue
New York City
July 27, 1928

President A. Lawrence Lowell
Harvard University
Cambridge, Massachusetts

Dear Mr. Lowell

On returning from a short trip to Europe,
I found your letter of June 5 regarding the possibility of support for an
honor college from Mr. Harkness. But I am sorry to say that I can throw
no light on the question just now. Harkness, himself is away, so is Dr.
Darrach, and so is Mr. Samuel Fisher who is, I think, Harkness’ closest
adviser. It doesn’t look as if any of these men will be available until next
September, but I’ll find out what I can as soon as possible and let you
know the result.

Sincerely yours

FPK K
PERSONAL

President A. Lawrence Lowell
Harvard University
Cambridge, Massachusetts

Dear Mr. President

Dean Darrach and I have been like buckets in a well all summer, and it was only yesterday that I could get in touch with him. He tells me that Harkness is much more interested in quality rather than in quantity so far as undergraduate instruction is concerned, and that he would certainly be glad to learn what you have in mind at Harvard. Whether or not he is just now in a position to help is of course another matter. Darrach has promised to find out if he can whether he is more heavily committed than usual this year or not, and will let me know.

With best wishes,

Sincerely yours

F. P. Keppel

FPK K
September 21, 1928

Dear Mr. Keppel:

Thank you very much for your letter which gives a ray of encouragement. I think I had better not do anything about it until I hear from you again whether Mr. Harkness’s commitments are such as to permit his considering our suggestion.

Yours very sincerely,

A. Lawrence Lowell

Mr. F. F. Keppel
Carnegie Corporation
522 fifth Avenue
New York City
October 11, 1928

My dear Dr. Lowell:

I should very much like to see you concerning a matter in which I am much interested and which had to do with Harvard University.

I expect to spend the night of October 23rd in Boston and am writing to ask whether it would be entirely convenient for you to see me at your office the morning of Wednesday, October 24th, at any hour before twelve o’clock.

With kind regards, believe me

Sincerely yours,

Edward S. Harkness

Dr. A. Lawrence Lowell,
President, Harvard University,
Cambridge, Massachusetts
October 13, 1928

Dear Mr. Harkness:

I should be very glad to see you on the morning of Wednesday, October 24. May we call it ten o’clock, for that afternoon I expect to have to leave for a meeting of the Associates of the New England Colleges at Burlington, Vermont?

Looking forward to seeing you, I am

Yours very sincerely,

A. Lawrence Lowell

Edward S. Harkness, Esq.
25 Broadway
New York
[Plot plan for Lowell House drawn by President Lowell on October 30, 1928 and sent to the architect, Charles A. Coolidge, whom he had selected for the constructing the new Houses. Area enclosed by dotted lines probably indicates a property yet to be acquired by Harvard.]
November 2, 1928

Send to each [member] of the Board of Overseers except Adams and Lowell

Agassiz-         Dear George
Mark Howe-        Mark
Basset Wendell-  B
Le Baron R. Briggs- Briggs
Joseph Lee-       Joe

Dear :

As a rule I try not to let anything that is coming before the Overseers become public until it has been presented to them, but in this case it has not been possible to do so. The gift of the anonymous benefactor for a residential House in Harvard College has inevitably become too widely known not to appear in the public press; and, as it is highly important that the facts and plans should be rightly understood, it seemed wise to give out the correct statement which I enclose. The whole matter will be presented to the Board at the next meeting.

Yours very sincerely,

[A. Lawrence Lowell]
Announcement of a Faculty meeting to seek Faculty approval of the House Plan and the anonymous gift of $3 million to initiate it.

On the obverse of the notice of the Faculty meeting Lowell wrote, "These members of the Faculty spoke during the first discussion of the House Plan."
Invitation to a Faculty Meeting with tea called by President Lowell to announce the gift by Edward Harkness of $3,000,000 and to seek approval for the House plan.

President Lowell’s writing on the obverse of the Nov. 6 Faculty meeting notice listing the names of Faculty members speaking.

(See index for unknown names)
November 8, 1928

Dear Mr. Lowell,

I have received your letter and shall be very happy to see you at my office at 3:45 on Thursday, November 15.

I am glad to know that the plans are progressing and shall enjoy hearing about them in our conversation.

Sincerely yours,

Edward S. Harkness

Dr. A. Lawrence Lowell
President’s Office
Harvard University,
Cambridge, Massachusetts
President A. Lawrence Lowell
Harvard University
Cambridge, Mass.

Dear Sir:

We send you herewith by messenger the original of the plot plan\(^1\) which you loaned Mr. Coolidge\(^2\) for us in connection with the layout of the new unit of Houses.

Coolidge Shepley Bulfinch & Abbott
By

Handwriting on the original copy of President Lowell’s proposed plot plan for first house, referred to above, and which was eventually named Lowell House

*Sketch made by Pres. Lowell. Oct. 30 1928*
*Preserve this CAC*
*250 [Students]*
*40-5 fellows*
*10?*
*40’ to the inch*

---

\(^1\) On October 30\(^{\text{th}}\) President Lowell had sent a plot plan for the new house (later to be named Lowell House) to his chosen architect, Charles A. Coolidge, Shepley, Bulfinch & Abbott.

\(^2\) Charles A. Coolidge, chosen architect of the Harvard Houses
President A. Lawrence Lowell,
Harvard University
Cambridge, Mass.

Dear Lawrence:

After leaving your office this morning, I walked down through Plimpton Street, and with the morning southerly sun was so much struck by the possibilities of the “locus” that I have had sketched off in my office the small enclosed plan, which shows the interior “Yard” as originally dreamed of in the early days of the Riverside Trustees. ¹ Can’t you walk down there yourself some sunny morning, and see if the plan has any merit in it under existing conditions?

Yours, always,

Harold Jefferson Coolidge²

---

¹ Riverside Trustees, name of fund, successor to the Harvard Riverside Associates established 1908 by Edmund Forbes to purchase land upon which Lowell and other Houses would be built.
November 27, 1928

Dear Mr. Harkness:

Our Board of Overseers met yesterday and unanimously concurred in the vote of the Faculty which I sent you, so that now all three of the powers involved – the Corporation, the Overseers, and the Faculty – have unanimously approved the plan. That is more than I expected, for I thought there would likely be some opposition. It means, also, that we shall not have any serious trouble from the alumni, who I thought might have criticisms to make,

It will take some time to get the estimates, because the work will involve some new building, some alterations of old buildings, and perhaps some purchase of land to round out our possessions. I will send them to you as soon as I can, but as I want them to be as accurate as possible it will take, I am afraid, some weeks.

Many people here feel that this will mark an era in American college life and education, and therefore it is the more important that it should be started aright, with the forces all tending towards the result desired, and with a delicate perception of the pitfalls to be avoided.

I shall send you, as soon as I have revised them, the remarks I propose to make on the subject in my report to the Overseers; and I shall be grateful for any suggestions or corrections you can make.

Yours very sincerely,

[A. Lawrence Lowell]

Edward S. Harkness, Esq.
Memo, for Mr. Abbott and Mr. Voss
Re – English College Group
Harvard University
December 26, 1928

Mr. Coolidge says that President Lowell is apt to want full information on the English College Group directly after Christmas. This is to include the perspective, plans showing the size of buildings, etc., the capacity and estimated cost. President Lowell says that it is not absolutely essential that the percentage of occupancy area be as great as was originally shown.

F. V. Bulfinch

---

1 Herman Voss, Chief of design at Coolidge, Shepley, Bulfinch, and Abbott
2 English College Group - Architects’ early name for Lowell and Dunster houses.
UNIT NO. 1

Location: Holyoke Place

Dormitories

Capacity: 315

Number of men accommodated in suites consisting of study and one bedroom: 149

Number of men in suites of study and two bedrooms: 166

Number of men in suites of study and two bedrooms allowing spare bedroom

Suites are laid out as in Strauss\(^1\) and Vanderbilt\(^2\)

Buildings of three and four stories with basement and attic. Rooms to be provided in attic. Capacity of attic estimated at 50% of typical floor.

Dining Hall

Separate building on Mill Street at first floor level.

Kitchen service from Smith Hall.

Service Tunnel from Gore Hall to new Dining Hall.

Present steam mains in heating tunnel along Mill Street to be relocated to permit construction of new service tunnel.

---

\(^1\) Strauss Hall, built in 1926
\(^2\) Vanderbilt Hall, in Medical School
Common Rooms (should be 2 Common Rooms + a Library)

In dormitory buildings adjacent to Dining Hall building

Masters House

Corner of Mill and Holyoke Streets.

Cubic Contents

Dormitory ............................................ 1,826,900
Dining Hall............................................. 227,500
Masters House........................................ 113,000
Total .................................................... 2,167,400

Estimated Cost at $1.10 per cu. ft................................................. $2,384,140

Extension of tunnel – 50’:0”

Changes in steam main @ $100 per ft. ........ $5,000
Grading ($16,320) (5000)......................... $25,000
Fences 1320 and Gates 8............................ $75,000
Total ..................................................... $2,489,140

Architects and Engineers 6 ½ %..................... $163,785
Total............................................................ $2,652,925
Dr. A. Lawrence Lowell, President
Harvard University,
Cambridge, Massachusetts.

Dear Mr. Lowell:

According to the estimates which you submitted to me, Harvard University requires $11,392,000 to carry out its plan for subdividing the undergraduate body into small residential groups. This amount includes $1,500,000 for endowment in connection with the plan.

I shall be glad to give Harvard University, for the above purpose, this sum of $11,392,000., payable in cash or securities (at the then market value), or partly in cash and partly in securities.

It is my understanding that within a short time you will need approximately $5,444,000. of this amount, covering the cost of the first two units, and I shall provide this sum whenever you send in a request to my office. I understand also that the balance, namely, $5,948,000 will not be required for at least one year from this date.

With kindest regards,

Sincerely yours,

Edward S. Harkness
HOUSE PLANS

Miscellaneous Suggestions Applying to Both Houses

(1) Consider location of service quarters and of porter's office.
(2) Abolish all horizontal passages where possible in favor of vertical units. But arrange for passage throughout Houses (except Master's part) either through basement or along ground floor.
(3) Reserve suites somewhat better than typical undergraduate suites as follows in each House:

1. Six suites for Head Tutor and five other resident tutors. Scatter these and put them in best location. Each suite to consist of study, two bedrooms, and bath.

2. For non-resident tutors reserve nine studies without bedrooms. Scatter these and give them good locations.

Passage is get everywhere without going out of doors.
SUGGESTIONS FOR NEW DORMITORY

Outside:

Weather-strips

Window screens

Fire-nozzle on outside of building for use of Fire Department in case of fire as there are no hydrants on Parkway. Have conductors as much as possible on outside wall.

Basement:

There should be a special entrance to basement for bringing in supplies, furniture, etc. This entrance should lead into the part of the basement that is reserved for caretaking and be entirely separate from the one used by dining hall. There should be sufficient space reserved to take care of the storage and rooms necessary for the Caretaking Department. In Vanderbilt Hall, this space is too limited.

There should be an incinerator of sufficient size so that rubbish may be burned rapidly. This should be entirely separate from the incinerator used by the dining hall, and should be constructed so, that it will work conveniently.

Sufficient space should be reserved for the storing of trunks, and racks placed so that the trunks will be quite clear from the dampness of the floor. This space should be large enough to accommodate 300 trunks.

There should be room, or rooms, for the women who work cleaning in the dormitory to keep their clothes, mops, brooms etc. in, and a toilet connecting containing water closet and hand

---

1 Dormitory, Harvard Medical School
basins. It may be necessary to have more than one of these rooms, according to the construction of the dormitory, in order to save time in getting from one part of the building to the other.

There also should be a room to store wood in for fireplaces and extra furniture, etc. Also a room can be kept locked and which no one else can enter for the janitor supplies, extra brooms, etc. Near this room should be a small room with water closets and hand basins for extra janitors to keep supplies in, eat their dinner in, etc.

The kitchen should be so ventilated as to prevent the odor of cooking being objectionable throughout the building.

First Floor:

On the first floor near the main entrance, and if possible concealed somewhat, should be a room about 12’ x 14’ in which the janitor can keep keys, receive parcel post and other packages. This room should be furnished with a cabinet in which the keys can be kept locked and there should be shelves on which to keep parcel post and other packages.

There should be a bedroom of at least 12’ x 8’ for the janitor to sleep in with bathroom attached.

Studies:

There should be at least two wall plugs in each study and also wall plugs installed in the entries, so that the entries can be cleaned with vacuum cleaners.

Telephone conduits should lead to each one of the studies with an opening for telephone connections. These should be arranged if possible in some place near where a desk is likely to stand, but not so as to interfere with the placing of the desk.

If the walls are to be painted, they should be painted with oil paint and not water colored. The floors should be of hard wood, preferably oak, or if they are to be of soft wood, they should be covered with an attractive linoleum.
Bedrooms should not be less than 12’x 7’6" where there is also a study. There should be strips of wood put on the bedroom floors to keep the beds from being rolled too close to the walls and striking against them.

Bathroom floors should be either terrazzo or tile and where there are showers should slope sufficiently towards the shower to cause the water to drain into the shower. If there are to be public toilets accommodating eight or more persons, there should be a drain in the center of the floor.
President A. Lawrence Lowell
5 University Hall
Cambridge, Mass.

Dear Lawrence,

You were much missed at a very agreeable dinner at your namesake, the bishop’s house last night. All of the Corporation were there except Perkins and yourself, other guests being Fred Cabot, Phil Stockton, Blake, Shapley, Moore, Greenough and myself. The conversation turned largely on the House plan. I thought you might be interested in a résumé of what was said

1. **Time.** A very strong sentiment developed in favor of avoiding undue haste in the construction and opening of the new Houses. This fell under two heads. First of all, it was felt that architectural beauty was an essential of first importance in buildings which were to endure for a very long time. If the first two units are to be opened in September 1930, the architectural staff would have to work at top speed from now until then. With more time available, mistakes might be avoided, new ideas evolved and a more permanently satisfactory result attained. It was pointed out that a great addition to the beauty of the New Fogg Museum arose from a European trip taken by a member of the firm of Coolidge, Shepley, Bulfinch, and Abbott, and the possibility of any serious improvement in the beauty or convenience of the new buildings would be well worth considering in deciding on the date of opening. In the second place it was pointed out that it might be wise to postpone the erection and

---

1. A. Lawrence Lowell, President of Harvard University 1909-1933
2. Bishop William Lawrence, Episcopal Bishop of Mass., Harvard Overseer
3. Thomas Nelson Perkins, Member of the Corporation 1926-
4. Frederick Pickering Cabot, Class of 1890; Law 1893, Overseer 1924-1930
5. Philip Stockton, Class of 1896, Overseer 1928-1932
6. Robert Pierpont Blake, Associate Professor of History
7. Harlow Shapley, Paine Professor of Practical Astronomy
8. Clifford Moore, Professor of Latin, Dean of Faculty of Arts and Sciences
9. Chester Noyes Greenough, first master of Dunster House
opening of the four remaining housed until several years after the first two are in
operation in order to profit by the many mistakes which are sure to be made. This
thesis for the delay was more or less strongly held by all the members of the
Corporation and most of the outsiders. The academic members replied by laying
stress on the psychological side of the question. When a large plan is to be put
through, it is well to move with the tide. The tide in favor of the House Plan will
shortly be at its flood. There is a great deal to be said in favor of going ahead when
everybody is interested in this new and startling scheme, making our mistakes of
architecture and organization and correcting them subsequently as far as it is possible
to do so. That was pretty much the opinion of Greenough, Moore, and myself. As the
two members of the Corporation held the opposite view tenaciously, I thought you
might care to discuss the matter with them at some future meeting of that august
body.

2. Size. There was a decided opinion in favor of a considerable variety of size in the
different Houses. Some of those present felt that no architectural ingenuity could tie
pairs of buildings like Smith\textsuperscript{11} and Standish\textsuperscript{12} or Gore \textsuperscript{13} and McKinlock\textsuperscript{14} into
spiritual unity. Perhaps these buildings might better be treated as individual units after
suitable additions and modifications have been made. There was also a very decided
opinion against making any house too large. One gentleman said that the Corporation
had in the past made extensive inquiries from the heads of various English public
schools as to the maximum desirable size for such organizations and the consensus of
opinion was the two hundred, or at the very outside, two hundred and fifty, was the
absolute limit. I think that many approved of this view and I must confess that I
personally hold it very strongly. I think the efficiency of each of the first two units
would be substantially increased if the number of students assigned to each were
dehanced by at least fifty. I say this in full realization of the fact that a reduction in
the size of the House will involve an increase in cost and administrative complication.

\textsuperscript{11} Smith Hall, later incorporated into Kirkland House
\textsuperscript{12} Standish Hall, later incorporated into Adams House
\textsuperscript{13} Gore Hall, later incorporated into Winthrop House
\textsuperscript{14} McKinlock Hall later incorporated into Leverett House
The matter, however, is of vital importance and I think we should be very sure from all available information that our chosen limit is correct.

3. **The Chapel.** There was some discussion of the situation of the proposed memorial chapel in relation to the new Houses. If the center of gravity of the student population is to be in the vicinity of the river, a memorial chapel in the northern part of the Yard will seem remote. One member of the Corporation expressed himself as much more interested in vital religion than in any kind of chapel. Some of those present felt that an individual chapel attached to each House following the plan of the Oxford and Cambridge Colleges was the goal to be sought, though they acknowledged almost insuperable difficulties in administrating effectively six small chapels in Harvard College. Others felt that a beautiful chapel centrally situated with regard to the new units in some such situation as the new gymnasium was the ideal solution of the difficulty.

4. **Public Opinion.** One or two of the gentlemen reported that from what little they had heard the attitude of most students is in a large measure characterized by indifference, if not mild hostility. I am sorry to say that such few reports as have come in to me personally point in the same direction. It seems to me that the work of what we used to call in English A “description, narration, exposition and argument” should be undertaken soon on an extensive scale. I shall feel that we have most signally failed if the number of men anxious to enter the first two Houses is not far in advance of their greatest possible capacity.

    Sincerely Yours,

    Julian L. Coolidge
Dear Mr. Lowell,

As you undoubtedly learned from the conversation at tea in Mr. Opie’s\(^1\) rooms just before Christmas, I am an enthusiastic supporter of the new “House Plan”. It seems to me a difficult, but invaluable advance in Harvard’s educational system.

Since I owe to the University my two years at Trinity College, Cambridge, I feel that if desired, my services should be as completely at your disposal in developing this new idea. If there is any way in which I can be of assistance to you in this work, may I hope to have the privilege of serving you?

Wishing you the success which the plan deserves, I am

Very sincerely yours,

Laurence Eliot Bunker\(^2\)

January 25, 1929

\(^1\) Redvers Opie, Tutor in Economics
\(^2\) Lawrence Eliot Bunker, Class of 1926; Law 1929
January 26, 1929

Dear Julian:

Do not let any discussion of the Houses disconcert you. If the plan is to be a success, it must be carried out by those of us who are responsible for it, and carried out in the way we think will succeed. It would be wrong for me to undertake to carry out the plan in a way that I believed meant failure, and I believe that delay would probably mean failure.

As to the size, I think we have probably guessed right at about 250. The English public schools have very little to do with the question. If we have guessed wrong, it is very easy to fill up the vacant rooms with desirable graduate students, or leave them vacant.

The chapel seems to me a separate question. I suspect it had better be in the heart of the Old University: but that does not depend on our going ahead with the Houses

As to public opinion, I am sure the students will be indifferent, and a great portion of them hostile. Indeed, the ones that we want most to take hold of it are the most likely to be hostile, - in other words, the club type of men. It has seemed to me from the beginning that the chief difficulty of the Masters would be to overcome that obstacle and make the leaders of college fashion desire to come in. Anything that you and Greenough* want to do in that direction I will back to the limit.

Yours very sincerely,

A. Lawrence Lowell
President A. Lawrence Lowell
5 University Hall

Dear Lawrence:-

I have been trying to think out in my mind a table of priority for questions concerning the new Houses. I have not made much progress in this direction but it seems to me that the first two matters to be attended to are cooperation and architectural necessities.

Cooperation. Of course you are entirely right in saying that those of us who are immediately in charge must be willing to take great responsibility with whatever odium may be attached, and that there is confusion in a multitude of counsellors. At the same time, I personally feel that it is of the first importance that the students and graduates should not have the impression that we are presenting them with a fait accompli welcome aid and cooperation from every quarter in making this wonderful experiment which is unique in the history of American Education. To that end a good deal of discreet publicity will be necessary. I am speaking to the Connecticut Valley Harvard Club on February 15th. Both Chester [Greenough]* and I expect to be drafted for this purpose a number of times in the coming months. You have already been to New York and doubtless will speak elsewhere in the near future. We realise that the time will come when we must take most of this burden from your shoulders but everybody knows that this scheme is first and foremost almost the child of your brain and what they will want will be frank and informal statement from you of your hopes and fears, your expectations and perplexities. Thus, if any bodies of students or graduates ask you to come and talk about the Houses, I hope you will be willing to do so whenever possible. The returns in good will and approval will be priceless. Connected with this phase is the question of friendly committees. I understand that a committee of undergraduates will be invited to confer with us from time to time. I welcome this heartily and hope that Hanford¹ or whoever else has the matter in charge will put the thing through soon after midyears.

¹ Arthur C. Hanford, Dean of Harvard College, Professor of Government
Moore* tells me also that he has suggested a committee of the Faculty and this seems excellent to Chester and myself. They will be useful not only to advise us, but also to stand by us when questions concerning the Houses may arise for discussion. We thought that in order to avoid duplication you might care to appoint two men from each of the body of honorary sponsors which you have approved for each House, with Hanford for the fifth. Chester suggested Grandgent and Lowes for his nominees while I thought of Blake* and Rand for mine.

Architectural Measures. I hear a disturbing rumor that the construction of McKinlock is lighter than that of the other Freshman dormitories and that noise is transmitted from room to room in a very annoying fashion. I wrote to Mr. Pavenstedt, who is proctor there, asking for verification. Like the man in the Bible, he has either married a wife or bought a yoke of oxen or secured a parcel of land; anyway he has not replied. You will see, however, the vital importance that the walls of the rooms in which serious students are expected to live for three years should be as nearly soundproof as possible. Equally pressing is the matter of the kitchens. Should the new Houses have kitchens? Mr. Westcott assured Chester that he could certainly serve food perfectly hot in a dining room behind Gore Hall* and Kohler agreed that when food in Gore Hall was cold, it was the fault of the local service and not of the arrangements for transmission. Westcott was not certain as to his ability to serve hot meals in a House to the east of McKinlock*. I suppose that the question of kitchens or no kitchens must come up early on planning for that House; but there is another angle to this kitchen matter. Westcott assured Chester that there need be no kitchens in the Masters’ Houses and Chester seemed to welcome the idea; not so my wife. She was perfectly decided each master’s House should be an independent self-contained unit so that she could fire her own cook and bawl out her own parlor maid without in any way involving university appointees. You will remember that this is the way that Thayer lives at Southborough and Peabody at Groton. I cannot help believing that most masters’ wives will prefer such independence.

2 Charles H. Grandgent, Professor of Romance Languages
3 John Livingston Lowes, Professor of English
4 E. Kenneth Rand, Professor of Latin
5 Adolph Fritz Pavenstedt, Proctor in McKinlock Hall
6 Westcott, Head Steward of Dining Halls
7 Kohler, unidentified
8 Theresa Reynolds Coolidge, Wife of Julian Coolidge
9 Thayer, Headmaster of St. Mark’s School
10 Peabody, Headmaster of Groton School
and feel that the architects should plan to give each Master’s house full kitchen arrangements even though Chester quite naturally may not wish to take advantage of them.

While speaking of architecture, I will revert again to the question of maximum size. Everybody whom I have consulted is agreed that two hundred fifty should be the outer limit. The last man I spoke to was William Green\textsuperscript{11} who was quite emphatic. William has not a very light touch, as you know, but he is an intelligent and very conscientious man with no axe to grind. Now you will remember that the plans call for three hundred men in the House behind Gore and the same number in that which will replace the present power station. I have the feeling also that there is some danger that the House beyond McKinlock may be crowded. You remember that you discovered a number of north facing suites in that House and that no kitchen seemed to be called for. If the north suites were abolished and the kitchens introduced, would it not be wiser to cut down this House from Two Hundred and fifty to Two Hundred?

I was rather upset when you told me yesterday that these first two houses were not to be honor Houses but to be on exactly the same basis as the four which should presently follow. I do not raise the question of the wisdom of this decision; I merely mention that it is an absolute reversal of the statement which you made to me when you first asked me to take charge of one of these two and I find that Chester is equally surprised. I shall have to readjust my ideas and give up speaking of these Houses as peculiarly inviting to men of strong intellectual ambition and interests.

I don’t know how you can pardon my being so prolix. You said yesterday that it was time for us to go ahead. I suppose that going ahead is like resuming specie payment, the way to go ahead is to go ahead, but in this, my tottering babyhood, I need to feel your supporting hands were close behind. I am going out of town Friday morning to return Saturday evening and welcome the Master of Balliol\textsuperscript{12} at crack of dawn on Sunday.

Verbosely yours,

Julian Coolidge

\textsuperscript{11} William Green, Secretary of the Corporation
\textsuperscript{12} Strachan Davidson, Master of Balliol
January 31, 1929

My dear Coolidge:-

Many thanks for the copy of your letter to Greenough* and Moore*. I am sending copies of this to them. I should have written before, but have been in New York since Monday. In making up the dinner to you two masters, I had no thought that we should have a discussion, but it came naturally and was all to the good.

I have shown the letters to the members of the Corporation who were at the dinner except Moore whom I have not seen. We feel that the two groups, owing no doubt to their different experiences and points of view, did not understand each other quite clearly. Much of this was, I think, due to the unspoken assumption on our part that of course the President is to take the lead in plans, methods, and construction, and carry the whole enterprise through. Any suggestions made by us were subject in our minds to this condition.

The President has, as we all know, had this great advance in mind for many years, and is well prepared for action. Our question was, and to some extent still is, as to whether the architects can prepare and mature plans adequate in point of dignity, beauty and variety as well as in practical outworking, and the engineers and builders construct the first two Houses which will set the note for the others in time to have them ready for occupancy in twenty months.

The losses and gains on this point as compared with those of going slow rest of course with the President and his decision will be ours.

The problems of speed with which the other Houses should follow, their size and quotas, will be settled in the same way.

I remain

Yours sincerely,

WILLIAM LAWRENCE*

Professor Julian L. Coolidge
27 Fayerweather St.
Cambridge, Mass.
Harvard University  
Cambridge  

February 9, 1929

President A. Lawrence Lowell  
5 University Hall

Dear Lawrence,

I went yesterday afternoon by appointment to talk with Mr. Pavenstedt*, head proctor in McKinlock Hall*, about criticisms I had heard of the construction of that building. Mr. Pavenstedt made two complaints which I investigated carefully. First of all, he said that sound was very easily transmitted through the ceiling from the floor above. At my suggestion he asked a student in the room above to walk around with an ordinary tread, We heard every step with most disconcerting clearness. I asked Pavenstedt what happened when there was a rough-house up there and he said the result was simply awful. A little later I questioned six or eight freshmen living in Smith Hall* whether they, too, were disturbed by noise from rooms above. All were emphatic that there was no ground for complaint on that score. I also investigated the passage of sound between adjacent rooms by having two students carry on a conversation in an ordinary tone in a room next to Mr. Pavenstedt’s bedroom. The insulation seemed to both of us entirely satisfactory. I do think, however, that the question of transmission of sound through the ceiling is one which deserves really serious consideration and I hope that you will feel like insisting with the architects that there should be no such trouble in the new Houses.

Mr. Pavenstedt’s second woe was that the wooden frames of his front windows had come completely free of the brick walls with the result that when the wind blew strongly from the Southwest, it was absolutely impossible to keep out the drafts. His predecessor in the room had puttied the frame in one place with mediocre success. Pavenstedt felt very badly about the amount of cold air and dust that came in in this way. I did not see any cracks in the plaster of the ceiling, but I have the impression that he said there were cracks in the plaster of the walls. This suggests to me that the difficulty with
the windows may be caused by a settling of the foundations. As unit two\(^1\) would be built next to McKinlock on apparently similar land, it might be well to look into the matter.

I have several times had the impression that McKinlock smells of food more strongly than the other freshmen dormitories, this I could not, of course, prove to a jury. I noted in all of the freshmen common rooms that there were wall brackets for individual lights and there were unanimously without bulbs so that the only light was from the powerful central chandelier and any man anxious to read, who paid proper care to his eyes, would have to sit at the central table. I suppose that the reason is one of economy but, if the individual lights were available, a man would turn on his bulb for such time as he was there and then go off leaving it burning, but I cannot see that this is a good plan if you wish to encourage men to enjoy the common room and get the full benefit from it.

With regard to Unit number one\(^2\), I cannot do much guessing until we see detailed plans. There is a row of very attractive trees on that side of Mill Street and I hope it will be possible to set the buildings back sufficiently to leave there standing. There is a tree in the Southwest corner of what will be the Master’s garden and another twelve yards north of it. It would be very pleasant if they could be spared, and there are a considerable number of good trees scattered around the region which is planned to be the larger quadrangle which will add greatly to the attractiveness of that spot, if they can be retained.

I also went on a seeing and smelling visit to the Business School at the dinner hour. I liked very much the system of eating at small tables of different sizes and shapes, four, six or eight to a table. Beyond that the dining rooms seemed to me hot, crowded, malodorous and unattractive, vastly inferior to those of the freshmen halls. Only two of the common rooms seemed open, that at the west end which was empty, rather dreary and dominated by the noise of a victrola in an adjacent student’s room and that to the east of a great open space which had but one occupant, but seemed to be on the whole the most attractive common room I had seen in Cambridge. These common rooms do not seem to me conveniently placed from the point of view of attracting the students. In general I

---

\(^1\) Unit Number Two, later identified as Unit #2, to become Dunster House

\(^2\) Unit Number One, later identified as Unit #1, to become Lowell House
came away from the business School with a greatly heightened respect for what Charles Coolidge\textsuperscript{3} had done in planning the freshman Halls and for the even greater triumphs which we hope he will accomplish in the new Houses.

Sincerely yours,

Julian L. Coolidge

February 20, 1929
Cambridge, MA

Dear Mr. Fichtner,¹

When you suggested that something on Oxford might find a welcome in the Alumni Bulletin, it seemed that any description of life there would be superfluous after the admirable article which Porter Chandler² contributed some years ago. Since, however, the advisability of applying English methods to American education has recently received considerable attention, one may, perhaps, add a few humble words to the general clamor.

But lest these remarks suffer, like much that has already been said, from the charge of misunderstanding or ignorance, it should be admitted at once that they rest on a very limited experience. On the one hand, although Oxford and Cambridge are joined as readily as Harvard, Yale, and Princeton, they differ as greatly from each other. For a simple example, at Oxford, the first two years are usually spent in college and only the last in lodgings but at Cambridge the opposite holds true. An Oxonian, therefore, will probably make most of his friends in his own college while those of a ‘Tab’ will be more scattered. Moreover, there are many other English universities, notably London, which, though they may have a formal division into colleges, in fact approximate closely our municipal universities. Again, since each college at Oxford has its own personality, one’s view of the whole is colored by the part through which one views it. This applies equally to the course which one pursues and the method or quality of the instruction which one receives therein. On the other hand, St. Mark’s and Harvard cannot presume to represent all American education and, here too, one can assume too hastily that what applies to them applies to all. One might, for instance, imagine that Ancient History was generally taught in secondary schools but one finds a surprisingly large number of freshmen who have never had it. The following notes, therefore, should be taken with a large dose of salt.

¹ Unidentified
Since smug self-satisfaction leads to stagnation, a healthy discontent with existing conditions does not necessarily imply that they are wholly bad, nor should it inevitably call forth radical changes; gradual improvement is often the wiser course. But Harvard, at least, has been driven by the difficulties of the existing system into a radical break, or better, a series of breaks beginning with the Elective System, from the traditions of American education. The latest step in a process which has led through Concentration and Distribution, General Examinations, and the Tutorial System is the much advertised House Plan which the generosity of Mr. Harkness has made possible. The tendency toward similar innovations had not been peculiar to Harvard, nor will interest in this one be purely local, so that a discussion of the matter, under the aforementioned limitations, may be excused.

Professor Babbitt\(^3\) in the January Forum, voiced an outspoken criticism of modern educational tendencies. In his opinion, President Eliot\(^4\) led us astray into the wilderness of individualism, away from the ordered pastures of the Humanistic curriculum. We have substituted for the Aristotelian ideal of theoretic training in the contemplative life a utilitarian program of practical, almost vocational studies. This has forced us to disperse our energies among a diversity of unworthy objects and has placed the emphasis on unimportant details at the expense of fundamental theories and, finally, on the purely worldly side, has increased the cost of educational tools to the detriment of the teachers.

Professor Babbitt proposes as a cure for these evils that we should return from the humanitarian and individualistic heresy of the greatest education for the greatest number and the right of the individual to educational self-determination which implies the equal value of all studies, and that we should reestablish a course based on those “fundamentals” which the wisdom of the ages, according to him, has proved to be universal standards. Chief among these he would, presumably, place the Classics. Although the details of his argument are often vague, sometimes definitely wrong, and while his devotion to the Classics will hardly stir wide enthusiasm at present, he does make clear how in education, as in art or religion or any other sphere, revolt from

\(^2\) Porter Chandler, class of 1921
\(^3\) Irving Babbitt, Professor of French Literature
\(^4\) Charles Eliot, President of Harvard 1869-1904
external formalism produces unrestrained individualism and he shows that overemphasis on the latter will not solve the Problem of the One and the Many any better than did Scholasticism. To confirm this, one need only remember how it became necessary to limit the Elective System by the Requirements for Concentration and Distribution, just as the Protestant Churches soon developed an external organization to supplement private judgment in religion. But Professor Babbitt’s remedy can never be realized in America, The “humane letters”, whatever their abstract merits, flourish best in an aristocratic community where the leisure of a few rests on the labors of many. With us, mechanical inventions have made leisure no longer the prerogative of a few but a possession for all. Conversely, public opinion no longer looks with favor on complete retirement from practical life to devote oneself to pure culture. Moreover, though those who teach would much prefer to confine their efforts to an aristocracy of brains, a democracy demands that an equal minimum of education be crammed into as many as possible. Humanism, also, maintains a static ideal, the unprogressive contemplation of a complete and perfect whole. Modern thought, on the contrary, suggests that the ultimate truths are not static but dynamic, that philosophy must erect laws not of things but of forces, must discover not what is but, pace Dean Inge\(^5\), how the universe progresses. Professor Babbitt, therefore, presents a valid criticism but a reactionary reconstruction.

The February Lampoon, in most respects beneath mention, does crystallize a second common objection to present conditions, that undergraduates are expected to accomplish an ever-growing amount of work and have less and less opportunity to digest what they have acquired. Divisional Examinations and the Tutorial System were introduced to counteract this tendency but, because the existing organization into one great centralized system involves so much formalism and since the course system has not been sufficiently relaxed to give freedom to these new plants, they have too often resulted merely in further burdens and more cramming. The attitude of many still remains “what is the least necessary to get through?” and not “what is the best that can be learned?” For evidence of this, one may appeal to the increasing patronage of the tutoring schools, which, apparently, includes not merely the lame ducks but many C or B men who naturally, seeing that a few hours at a seminar guaranteed almost as satisfactory results as

\(^5\) Dean William Ralph Inge, Prelate and Author
a term of honest industry, prefer present gain to permanent benefit and get their grade without an education. One economic soul was heard to regret an extra ten dollars at the Widow’s⁶ because instead of 3 Cs and a D, he achieved a B, 2 Cs and the D. The trouble, of course originates in the neglect of the principle often enunciated by Dr. Thayer*, that the purpose of education is not to teach facts but where to find and how to use them. And this will be practically inevitable so long as course examinations, wherein the examiner naturally exacts proof of attention to the reading or lectures, have their present importance.

Apart from these purely educational defects, our present system fails to satisfy on the “social” side. In the larger universities, the individual, unless he be of outstanding quality, is submerged in an indiscriminate mass. There arises a tendency towards specialization in the hope of attaining eminence by whole-hearted devotion to some specialty as sport or studies or papers, or, for those without this urge, a feeling that no effort is worthwhile since results follow only on concentrated striving. It should, however, be admitted that outsiders frequently exaggerate the dichotomy between the various forms of activity. Those in a position to judge feel that usually men engaged in extra-curricular pursuits stand better than the gentlemen of leisure for two reasons: because, generally, the more there is to do, the more likely one is to do it at once, without the postponement which becomes so seductive in the absence of imperative pressure, and likewise since participation in outside occupations requires satisfactory grades. However, large scale organization limits the outlets for ambition and, by making them the prizes of a few, gives undue prominence to the “big” men or groups who come to represent in the eyes of the public, if not of the undergraduates, the opinions of the whole and receive corresponding attention. No matter how humble his talents, the ordinary mortal desires to display them for some object other than his own self-satisfaction. Playing games merely for the sport of it sounds all very nice, but they mean much more if the players feel that their success of failure means something to others than themselves, and will redound to the glory of some group which will, therefore, regard their actions with interest. If the chances to perform for the glory of one’s group be confined to Varsity teams, there is not much incentive for duffers to go out for sport, or for anything else. Thus, as matters now

⁶ The Widows, a tutoring school used before exams, *(possibly Wolff Tutoring School)*
stand, the scholar, whatever be his position in after life, does not often “succeed” in college, if prominence be the measure of success. And quite naturally not, since, though undergraduates may be accused of shortsightedness in the choice of their idols, they at least worship heroes who benefit the community and whose attainments confer honor on more than themselves alone. Perhaps such “scholastic meets” as that endowed by Mrs. Putnam will ennoble the student in the eyes of his fellows. But here again, the glory will redound to a few only. And undoubtedly scholarship will never excite such enthusiastic cheers as a football game.

To sum up, the centralizing forces which dominate American education have intensified the pressure on undergraduates without encouraging independence of thought, have emphasized facts at the expense of theories, have encouraged specialization instead of all-round development, and have exalted a few to an exaggerated height over the undifferentiated majority. The same movement, leading to the same results, has characterized many another form of human endeavor, from the Roman Empire to the Ford Factory.

If these calculations are sound, the proper corrective would appear to be some substitution of smaller, less mechanical divisions within the whole, wherein the individual would come into more direct and personal relation with those responsible for his education. The tutorial system, if its advocates are to be believed, has at Harvard partially met this need. Under it, the student has guidance and encouragement and can air his views about the things which he has been learning. And if American Universities wish to continue following, as they did in the last century, the German tradition, wherein the university exists for pure education, this might, after proper adjustment with the course system, suffice for their needs. But if the social aspect is to receive the recognition which most of us feel that it deserves, something more must be done. And again, England has furnished the model. Before, therefore, considering whether these borrowings, because such they are despite occasional assertions to the contrary, will meet our difficulties, let us examine briefly the English system at home.

Circumstances somewhat like those which are now nurturing the tutoring schools give the Oxford colleges their present form. The older ones were founded to lodge

---

7 Mrs. Putnam, unidentified
students at the university. But as their incomes became insufficient for their support, they
took in paying members who, finding the preparation provided by the University for its examinations inadequate, desired further tuition. Thus the University merely examines and, apart from certain university lectures, does not concern itself with one's preparation, while the College teaches but, save, when some of its Dons are examiners, does not formally test the results of its teaching. The situation is such as if the New England schools were all concentrated in Cambridge preparing their members for the College Board Exams. The life in the colleges, with their Halls and chapels and their athletic competitions and the existence together of teachers and taught, bears a close resemblance to that at St. Marks. Officially, the University examines one for admission, then again in the third or fifth term, there being three eight week terms each year, and finally, for the degree, the end of the third or fourth year. It exercises by means of Proctors, the disciplinary jurisdiction outside of but not within the colleges and, besides the passing of the exams, it requires actual residence in Oxford for a minimum of six weeks each term. It supports community utilities like laboratories and the Bodleian, though all colleges have their own libraries, and some, laboratories. Apart from this it plays but a small part in one’s daily life. With regard to extra-curriculum activities, there are Varsity teams and several undergraduate publications and clubs of various sorts, such as Vincent’s, the “final club”, chiefly athletic, or the O.U.D.S., the dramatic society. But because of the immediacy of college interests, these varsity organizations do not have the overweening position that they do in America. Perhaps the wisest provision in the whole arrangement is the differentiation between “honor” and “pass” schools. A “school”, originally the hall in which lectures were given, as the Scuola San Marco in Venice, has come to mean the subject studied and the examination set therein. Hence, instead of taking Divisionals in History in Sever Hall, one “sits schools” in the “School of Modern History” in the “Examination Schools”. A pass school means taking two sets of fairly elementary examinations in different subjects, as, for instance, French and History. It requires very little work to qualify for a degree in this way, which provides for the drones who want the social, not the intellectual, advantages of Oxford and does not waste the tutor’s time in vain attempts to keep them up to a general standards. An Honor school requires a fairly thorough acquaintance with at least part of some subjects. In practice,
after passing the preliminary examinations given in the second or fifth term, one chooses one’s final school, which need not be that in which one did one’s prelims. One might, for example, do history prelims and then read law as a final school – both law and medicine are undergraduate courses at Oxford. One then usually has a choice of periods or subjects within one’s school, as, in history, one may concentrate on the Middle Ages or the Eighteenth Century or some other period, and also a choice of special subjects, as diplomatic or colonial history. Most schools require certain set texts, like Thucydides and Herodotus for Greek history, which must be known accurately, but apart from these there is always a [varied] side choice of questions on the examinations; one need only do four or five out of thirteen or fourteen, and, if one does them very well, even fewer. The examinations comprise from ten to fourteen papers of varying importance on the different part of each subject. Since there is no course requirement, attendance at lectures becomes purely voluntary and may, with a poor course, drop from half to two thirds in a term. Many men, in fact, go through without bothering about lectures; they either get some one else’s notes or use books. Furthermore, there is no work in connection with the lectures. One can, therefore, spend all one’s time on the essays, of which one may write one or more each week. And here the tutor comes on the scene. Each college has a body of senior members, some University professors attached to the college, some fellows of the college, and some merely tutors without a fellowship. Among these are experts in most of the subjects which one can offer for schools, or, if the college happens to lack a tutor in some subject, it arranges with some one in another college to take their men. Since the title professor attaches only to endowed chairs, those are comparatively few. One’s tutor, therefore may be an authority on his subject though only a fellow, so that the charge brought against the tutorial system at Harvard, that most of them are young men with no experience, does not apply. Furthermore, one goes to different tutors according to subdivisions of one’s subject. The method pursued naturally varies according to circumstances but in general, the student is expected to get up his set texts and background by himself, largely during the vacations, of which two last six and one thirteen weeks. This leaves the terms free for a detailed study of special problems connected with the subject, such as might be set on examinations. In writing an
essay, one must do more than summarize the matter; one must present the evidence on either side and, if possible, pass judgement thereon. In brief, the English system combines these advantages: social as well as studious life, small groups within the whole, close contact between teacher and pupil, and a tempered combination of width and depth, of fact and reflection.

Yet it has certain defects. Broad though the fields covered by each school are, there is too much concentration on one subject. The assumption is that if one desires to learn anything one will study it for oneself but in fact the proper pursuit of any course takes all one’s time and energies, nor can most of us, despite the best of intentions, bring ourselves to take up a subject without outside guidance and stimulus. Furthermore, one misses such general courses like at Harvard, History I or Philosophy A. Although it may be held that these introductory courses waste time by presenting matter which could be more quickly and efficiently obtained through reading, the spoken word still seems more potent than the written and such lectures, by summarizing a width of study impossible for the undergraduate, provide him with a convenient basis for more detailed treatment of special aspects. Many look back on them as the most interesting part of their education.

Thirdly, the freedom of the English system can be overestimated. Within the limits of a subject, a Harvard “field of concentration” offers quite as broad a choice and no more required work than an Oxford School. Then too, so much depends on the ability of the tutor. And the fact that one’s entire mark, or "class" of which there are four in honor schools, rests upon one set of examinations, (since the marks obtained in the preliminary examinations have no effect on the finals.) occasionally works an injustice because of days or nervousness may spoil one’s papers and the variety of questions and the reading of each paper by two examiners reduces this unfairness to a minimum. And everyone has to submit to a viva or oral after the papers have been read. This, in doubtful cases, is extremely conscientious and fair. Finally, while the best brain receives a mental training superior to that obtainable under the course system, the intellectual duffer does not get as good a factual education as does the average American undergraduate. Oxford, in short, has both the merits and demerits of that humanistic and aristocratic curriculum which we say would probably be impossible of realization in such a democracy as ours.
Supposing, however, it be granted that the remedy for the vices of over-centralization is a shift of emphasis from the acquisition of mechanical credits in unrelated courses to a rational plan of study under individual guidance and tested by examinations calling for thought as well as fact, and supposing also that this educational Decentralization requires for its consummation some social regrouping which will encourage more personal relations between all the members of the group and will afford more openings for individual self-expression in every field, since in scholarship as well as in athletics, there will be considerable intercollege rivalry, can the House Plan proposed for Harvard surmount the many obvious difficulties which confront it. Oxford and Cambridge draw the majority of their students from a homogeneous population, from a more or less uniform society, and from a generally similar type of school, none of which conditions hold true of any American university. The diversity of race, society, geographical habitat, and previous training has forced Harvard to plan to keep the freshmen together for a year in hopes of acclimatizing them before distributing them among the houses. Furthermore, although the attitude which Wilson adopted at Princeton, that the clubs should be abolished, was unnecessarily extreme, the plan can succeed only if the undergraduates keep the center of their interest in the House and not in some other group. Otherwise, the Houses will become merely a new and less satisfactory, because more supervised, type of dormitory. To get and hold this interest and affection will require both cooperation on the part of the undergraduates and not only tact but careful attention to such mundane conditions of life as attractive food and a pleasant atmosphere on the part of those responsible for putting the scheme into operation. And, although each House will and ought to develop its own characteristics, just as have the English colleges, yet if the types become extreme or if the Houses break up into too sharply divided cliques, they will fail to realize their aim, that horizons should be broadened and thought stimulated by easy intercourse with a diversity of minds. There is, in this country, too exaggerated an idea about the differences between the colleges in the English universities. Each, to be sure, has some special quality, but in most, to a greater or less degree, other elements are found. Lastly to pass over certain minor objections applicable specifically to Harvard, the adjustment between the new and the old, between the Houses and the University, will require as much patient skill, will give rise to as may problems as
did that between the Federal Government and the States. Time only can answer these questions, time alone will show whether the tide in education as in other spheres of life has set so strongly towards unification and centralization that one disjunctive measures can stem it and whether, after all, the American temperament has departed under the influence of new climes and alien admixtures so far from that of its English forebears that institutions transplanted hither will not flourish.

Nevertheless, despite objections and in the face of difficulties, some step towards decomposition deems demanded by the top-heavy machinery of our present institutions. If the House Plan, as the logical fulfillment of general examinations and tutorial instruction, can be adapted to local conditions, it would appear to be the most satisfactory solution. It is, therefore, worth trying and worth the whole-hearted support of all concerned. For Aristotle remarks in the Politics that “man is by nature a communal animal … he who is unable to live in a society or has no need to do so because he sufficient for himself, must be either a beast or a god …. most persons think that it is necessary for a community to be large to be happy but they ought rather to consider its strength than its numbers for a community has a certain object in view and from the power which it has in itself of accomplishing this object its greatness ought to be estimated.”
President A. Lawrence Lowell,
Harvard University.
Dear Mr. Lowell

In reply to your request for a provisional plan for operation the dining halls in the new Housing units, Mr. Westcott and I have had this question in mind for several weeks and our conclusion is that the halls could not be operated successfully with a minimum charge for board of less than $8.00 per week and a maximum charge of $10.50 per week for 21 meals.

The minimum charge of $8.00 would cover four full days board plus one luncheon and one breakfast, figuring the meals at 40¢ for breakfast, 60¢ for luncheon, 75¢ for dinner. Between $8.00 and $10.50 we would keep a record of the meals served and charge at these same rates, making no charge above $10.50 for the week. This plan would give the men a leeway of 2 1/3 days per week to eat elsewhere, and as far as the operation of the dining halls is concerned the student could be absent at his option to the extent of seven meals.

We have made this estimate of $800 at the lowest possible figure required. It is very essential in the operation of the halls to have a definite income if the board is to be kept as low as $10.50 per week. The board at the Freshman Halls in the last few years has actually cost, for the meals served, $10.50 a week. The absentees, which average about twenty percent, are what make it possible to make the charge at the freshman Halls $9.50 per week.

Our experience at the Medical School I think has definitely proven what Mr. Westcott and I foresaw at the start, that a unit with a possible patronage of 250 or 300 students cannot be operated successfully on the club basis without a considerable increase in the charge per meal. The most essential feature in the operation of the dining halls is a
constant, definite income if we are going to attempt to keep the price of board as low as $10.50 per week.

Mr. Westcott, at the time the business School was started, went into the cafeteria service for breakfast very carefully, and says he does not think it would save any appreciable amount either in time or expense to the student.

We feel that it would be a very advantageous feature of the dining hall service to have a first class club dining room which would seat sixty men, entirely outside of the regular dining halls. In this dining room we would plan to serve a la carte meals better than the men could get anywhere else in Cambridge; perhaps have this dining room open from eleven o’clock in the morning until eight in the evening. I think there would be a demand on a limited scale for such a dining room.

In considering this whole matter it may be worth while to consider the success of the night club at the Business School. This is open from eight o’clock in the evening til 2:00 a.m., and is serving from 250 to 300 every night. The use has shown that there is a decided demand for such service. It might not be as popular on this side of the river, but considering the success of the only club of this kind we have started, I think it is worth considering. Besides rendering a service for which there seems to be a demand, the student club at the Business school is financially profitable.

Very Truly Yours,

A. L. Endicott
comptroller
Similar letter sent to Professor C.N. Greenough

March 6, 1929

Dear Julian:

I have suggested to Mr. Coolidge putting the dining room in Unit #1 at the southeast corner of the lot, but he says that architecturally it won’t do, and in that I have no doubt he is quite right. Moreover, we calculated the angle of the sun and found that no sun in winter would get into the east window of the dining room so situated, and would not get into the dining room at all until noon; so the suggestion of shifting the dining room is hardly practicable.

Nathaniel Ayer has written to me saying that the press will of course want to be represented at the dinner at the Harvard Club on March 19th at which we all speak. I confess that rather surprises me. What do you think?

Yours very sincerely,

A. LAWRENCE LOWELL.

Professor Julian L. Coolidge
27 Fayerweather St.
Cambridge, Mass.

---

1 Unidentified
March 7, 1929

Mason Hammond, Esq.
A 21 George Smith Hall
Cambridge, Mass.

Dear Mason,

I am ashamed that I did not answer your first long letter before receiving the second. I turned number one over to Professor Greenough* who was much interested in its contents. One good result has been accomplished already. The President has said we need not settle on the means of financing the dining rooms for the present. That will give us time to consult as many people as possible including the Advisory Committee of Students who have already been appointed; time also for good friends like yourself to continue their inquiries. Two or three things are evident. The problem is of first importance. The President will not countenance any plan which promises to lose money. He has perfect confidence in the dicta of Messrs. Endicott2 and Westcott*. Moreover, all are agreed that the new Houses will be nothing but additional dormitories and of no spiritual significance unless the men dine often. In the coming months we have got to make the best we can of this situation. I can understand your anti-socialistic argument that it is unfair that those who could afford to pay should carry those who cannot. At the same time, I think you can point out to men holding this view that all students are paupers paying for a small proportion of the value they receive and that Harvard could never be a really desirable place if it were not possible for men of very moderate means to come here.

There is another vital question which is on our minds and about which we are seeking for light. Who is to keep order? The President says nobody will be necessary. I beg to question that view. Perhaps no one is necessary if someone is there, but I am sure that someone would be necessary if no one were there. Who is it to be, the Master? If their Masters want to keep order in their Houses, they may. Personally I don’t see myself rushing around the quad in my beautiful crimson dressing gown saying, “Boys, boys, a

---

1 Mason Hammond, Tutor and Instructor in Greek and Latin; First Head Tutor of Lowell House
2 Arthur Lovett Endicott, Comptroller of The Harvard Corporation
quieter demeanor would be more suitable to these academic surroundings.” Shall it be the resident tutors? There seems to be a general agreement that this would largely vitiate their position. Shall we have a set of proctors like those in the Freshmen dormitories? It seems doubtful whether such a body of gentlemanly policemen would have much standing in a community of Master, honorary fellows, tutors, and undergraduates. The remaining possibility is a soviet committee of senior men who would undertake first aid work in helping keep order. The objection to this is that Harvard students in the past have not taken kindly to student government or honor system in examinations and have felt that they should not be asked to do for nothing disagreeable jobs which others would be glad to do for hire. I have refrained from expressing my own view so that in discussion this question you can truthfully say that you have no idea what the authorities prefer. There are times when this authority would prefer to spend his old age comfortably at 27 Fayerweather Street\(^3\) and not be bothered with the task of persuading unwilling undergraduates that he is going to make a new Heaven and a new Earth for them.

Sincerely yours,

Julian L. Coolidge

\(^{3}\) 27 Fayerweather Street, Cambridge address of the Coolidge family home
March 8th, 1929

Dear Lawrence,

It is very kind of you to say that I may choose which of the two Houses I prefer. If I really am to do so, I like the one behind Gore Hall* (Lowell House) best. But I know I can be happy and contented in either.

Please do not feel that I am making a sacrifice, because, indeed, it is not the case. Were I told tomorrow that I was to stay quietly here, I should honestly be disappointed. I am so glad that Anna’s¹ at home again! Please give her my love, I shall come to see her very soon.

Thanking you for your very kind and considerate thought of me,

I am,

Affectionately yours,

Theresa Reynolds Coolidge*

¹ Anna Lowell, wife of President Lowell
Dear Mr. Coolidge;

I do not suppose that there is any merit in the suggestion enclosed. It is an attempt to do three things – 1., to get the tower more into the corner of the larger quadrangle. 2., to get the Library in the centre thereof, and opposite the dining Hall, and 3., to get the quadrangles more nearly rectangular.

The buildings on Mill Street\(^1\) are so different that it would not seem objectionable not to follow the line of the street. Ditto on part of Holyoke Street, and the inside of the quadrangles seen better is nearly straight.

Probably you will not approve –

Yours very sincerely;

A. Lawrence Lowell

---

\(^1\) Mill Street, Lowell House is situated between Mill and Dunster Streets
MEMO FOR MR. [Charles] COOLIDGE*.

RE: BRICK FOR HARVARD HOUSES.

March 16, ‘29.

I have looked into the question of getting the Eastern waterstruck brick for facing on the "Houses." You have always insisted on the use of the brick that are made in Gonic, New Hampshire, for the Harvard work. The bulk of the brick from this locality are manufactured and controlled by three companies: viz.,

New England Brick Company

Parry Brick Company

Spiers-Fish Brick Company,

all of which have supplied satisfactory brick for your work.

The market is now practically sold out and no new brick will be available until about June 1st, the time of the first shipments depending on how much the spring rains delay the drying of the brick which is done out of doors. There will be no difficulty in getting the requisite quantity of brick required from this season's stock.

We estimate that one to one and one quarter million will be required for the two proposed groups. We assume that the brick for both groups should be reserved from this season's manufacture, although some of them will probably not be wanted until early in 1930.

It would be the writer's idea to make an agreement with one of these companies to supply at an agreed price the necessary brick for facing the two groups, to come from 1929 manufacture to be held until wanted, this option to be turned over to the contractor selected to do the work.
The price for the ordinary so-called machine made brick is about $30 per M delivered to the site as wanted in carload lots.

The New England Brick Company make a hand made wood burned brick for which they ask $33 per M. This is the brick that was used on Fogg Museum, Chemical Laboratory, Milton Library, etc. I understand that Hegeman-Harris have bought these same brick for the Gymnasium for which they are to pay $33 per M.

It is interesting to know that these same brick have been selected for Henry Ford's new museum at Dearborn. They are paying $34 per M for these at the yard and the brick cost them about $60 per M by the time that they are delivered on the job.

W. S. Hibbard.
The charge, in the Transcript yesterday, to the effect that the plan for the division of Harvard University into Houses had been railroaded through, was answered at the College by the following statement:

In consequence of a notice that a communication would be made by the President, one hundred thirty-five members were present at the Faculty meeting on November 6, - the largest number for some years. At that meeting the President announced that the University had received from an anonymous benefactor an offer of three million dollars to build and endow a House. The record continues:

“after discussion, in which several members of the Faculty took part, the Faculty adjourned at five P.M.”

At the next meeting, on November 20, in consequence of a notice of a further communication from the President, one hundred twenty-six members were present, -the second largest for some years, and as so far the House question is concerned the record reads as follows:

“The President stated he had reason to believe that the benefactor, whose offer he announced at the last meeting of the Faculty, was now ready to provide the necessary funds to carry out the plan of residential Housed for all the undergraduates in Harvard College. He explained that there was no condition about the time or method of doing so, and discussed the various aspects of the plan, including the use of the present college dormitories, suggesting that, at the beginning, two housing units be established.

The president then asked the Faculty what action it wished to take on the principle which the benefactor had in mind in making this offer.

After discussion, in which several members of the Faculty took part, Professor Grandgent moved that the Faculty welcomes the idea of dividing the undergraduate body into social units of appropriate size and rejoices that means have been found to carry out this plan.

The motion was carried unanimously.”

Does the charge of railroading accord with the facts?
27 Fayerweather St.
Cambridge
27 March [1929]

Charles Allerton Coolidge Esq.
Ames Bldg. Boston

Dear Mr. Coolidge

I have been looking at the March 24 revision of plans for Unit No. 1.* There are slight differences from the first floor plan that I got last Saturday, and on which I have already commented.

I do not like the arrangement of six studies for Non-resident tutors together on ground floor North side of large quadrangle. Mr. Lowell tells me that this was his suggestion because he could not quite decide what to do with that space. The three Northern rooms would never have sun, but might have noise. I think it would be better to have double suites here with bedrooms on the North. I am sorry to disagree with the President.

May I repeat a suggestion I made in a previous letter that we install a Porter or janitor’s apartment on the ground floor under the tower, it would be an enormous convenience to have a good porter right there all the time.

Mr. Lowell suggested that some time the Senior tutor might be anxious to marry, and the Master anxious to keep him, and that in that case it would be well to have a suite that could be made over into an apartment. The best suite available would seem to me that just North of the East Entrance of the small quadrangle. The most attractive situation is the South East corner, but it would be hard to give that suite a separate exit which is quite easy in the case of the suite I mention.

I think that the toilet and coat room arrangements connected with the students’ common room seem to me inadequate. Should there not also be a toilet connected with the Dons’ Common room.
With regard to the Master’s house, a new idea has come to us, on which Mrs. Coolidge is somewhat insistent. Granted three servants at least, it would be highly desirable to have some sort of a small servants’ dining or sitting room. If this can be put into the present shell, well and good. If not, would it spoil things from the quadrangle side if a small one story room were attached to the kitchen on the North? Anything we do in this connection will involve some rearrangement of the rear quarters of the Master’s House. As I pointed out before, the reception room is unnecessarily large, about 13x16, it could be cut down to 11x13 if necessary. The toilet on that floor is meant for Masters’ (servants should have a toilet in the cellar) and should if possible be available without entering back quarters.

On second floor on South West above living room should be Master’s study. Consequently the chimney arrangement of the ground floor should be carried up. Let closets and bath between present S.W. and S.E. bedroom be abolished, the two rooms being only separated by two fireplaces flanked with shallow closets opening into S.E. bedroom. This room is too long (24 feet). Cut this length down to separate it from N.E. bedroom by dressing room and bathroom, long and narrow running E. and W.T.E. if S.E. bedroom covers dining room, and N.E. bedroom covers kitchen, the 14 foot length of pantry will give width enough for bathroom and dressing room side by side. Could the West bathroom be moved North of N.W. bedroom so as not to be next study [illegible handwriting.]

[Julian L. Coolidge]
March 28, 1929

Mason Hammond, Esq.
George Smith Hall A 21
Cambridge, Mass.

Dear Mason:

I was very sorry to miss your call yesterday not only for the pleasure of seeing you but also for your comments on the House Plans. My family studies these things with interest but care a great deal more about such questions as the location of the servants’ bathrooms in the master’s House than the broader problems of arrangement such as what to do with all the rooms at the north of the large quadrangle. I wonder also whether you will back the suggestion I am urging on the President and on the architect¹ to have a really truly porter janitor installed with his family in an apartment at the Tower Gate.

Mrs. Coolidge says that you kindly expressed a wish that I should have a heart to heart with a group of boys in your room. This I shall be glad to do if it is really wise, but are you sure that it is? I remember that the President is to speak at the Freshman smoker and recollect the words of Omar concerning the books in the Alexandria Library. “If these books contain nothing which is not in the Koran, they are superfluous; if they contain anything else they are pernicious.” Ring me on the telephone and we will discuss it further.

With regard to two of the difficulties I have presented you, the students committee appointed to advise us and Laurie Coolidge² are emphatic that no one need be made responsible for order in the new Houses. The upper classman’s sense of duty and the presence in their vicinity of a yard cop are deemed sufficient. I am silenced if not convinced. The food question is pro tempore in abeyance. I have consulted Dr. Worcester³ because I had the impression that the students are sometimes obliged to pay for a greater number of heavy meals than they desire. If there were such alternatives as a maximum lunch and a minimum dinner or vice versa, it would probably match the needs of most of them and would reduce the total cost. Dr. Worcester is going to study the matter thoroughly from a dietetic point of view in consultation with the dining authorities and let me know his conclusions. Till they come in, I am marking time.

¹ Charles Coolidge, Architect of Lowell House, senior partner of Coolidge, Shepley, Bulfinch & Abbott
² Laurence Coolidge, Assistant Dean of Harvard College
³ Dr. Alfred Worcester, Professor of Hygiene
Cordially yours,

Julian Coolidge
Lewis B. Abbott, ¹ Esq.
Ames Bldg.

Dear Mr. Abbott;

Thanks for your note of yesterday. Mr. Lowell tells me that he feels that it is rather confusing for the architects to receive suggestions from various quarters, and requests that in future I communicate with your firm through himself. This seems to me eminently wise; I only went to see Mr. Coolidge in the first instance at his suggestion, and somewhat against my own feeling. It is my business to facilitate your job, not hinder it, especially at a moment when you are overwhelmed with work and the senior partner is ill. Of course I am on call if at any time you wish to send for me.

Truly yours,

Julian L. Coolidge

¹ Lewis B. Abbott, Partner in architectural firm, Coolidge, Shepley, Bulfinch & Abbott
Dear Mr. Abbott:

In writing to you this morning enclosing new sketches for Houses one and two, I forgot to say the one for House¹ Number 1 has the approval of Professor Coolidge and that hereafter suggestions for changes will come only through me.

The suggestions for House² Number 2 come from your change in the size of the quadrangle and, hence, the length of buildings in that House.

Yours very sincerely,

A. Lawrence Lowell

¹ House Number 1 denotes Lowell House
² House Number 2 denotes Dunster House
April 9, 1929

Dear Lawrence [Lowell]:

This is my philosophy of tables.

I. Number of People.

The best number for general conversation is seven or eight. The highest number for that purpose is ten, possibly twelve. The latter size has the advantage that if somebody monopolizes the conversation and the others don’t like it, those furthest from him, (unless he sits in the middle), can revolt and set up a civilization of their own.

The smallest good size for general conversation is five or six.

There should of course be tables of different sizes, a good many of eight, some of ten, and some of twelve. Possibly there should be a few for three or four for those who want to conspire about something, football or dramatics.

There certainly should be at least one long table to which those who don’t want general conversation can resort, - a shy-bird sanctuary.

II. Shape.

1. Width.

Five feet is too wide. Four feet is good, four feet, two, I think is better. The width, whatever it is, of the tables the Overseers dine at is too little, making it difficult to talk with more than four or five.

2. Length

Long enough to hold the number desired.

3. Ends.

A rounded end even of a table four feet, two, wide leaves space for one sitting in the middle of the curve, with one each side of him sufficiently upon the curve to be able to see down the table on his own side – in other words to see everybody at the table. So that in a table of eight, everybody can see everybody, and at any table there will be six who can see all the rest – and everybody else can see them.

If it is desirable to put the tables end to end, the round ends can be let down. They will not of course get in the way of people’s legs because nobody
will be put opposite to them. There will however except in the case of long tables be comparatively little of the table left to sit at.

III. The Underlying problem.

Of course the difficult problem to decide is just how sociable the men will want to be and how much they better be encouraged to be so. I should think that the advice of some men now or very recently in college would be a help, though by no means conclusive.

Sincerely yours,

Joseph Lee*

P.S. An objection to a table with square ends it that to be wide enough for two at the ends it must be five feet wide, and that is beyond the best width for general conversation. If it is not wide enough for two at the end, there will be only two men at the table who can see everyone else, while at a round ended table of eight there are eight such people.
Dear Lawrence;

I hope you do not see this letter till after the vacation, for you would be much better occupied in Cotuit\(^1\) than in architecture.

My wife has only just returned from the South, and not had a chance to comment on the last drawings for our house. She finds them excellent in all important matters. She does not care a great deal for the plan of entering the small toilet through the coat closet, and would prefer to have the toilet go the whole length, or a coat closet could be replaced at the end of the hall where there is now a handsome round effect.

I have a feeling that we have been remiss in not planning for rooms for some dozen non-resident tutors, since I disapproved of our putting six of them under the Library on the ground that the three Northern rooms would be dreary. It is easy to give them single or double suites as you think wise, it is only a question whether it be right to sacrifice so many bed rooms, for when such a person decides suddenly to spend the night he can always go to one of the numerous bed rooms. It is not a good plan to put tutors’ rooms on the ground floor so that students will drop in easily, whereas a room that is too convenient is a great handicap to a student? I don’t want to delay things by making late suggestions, I shall be away till Sunday, but thought there was no harm in speaking of this question which has impressed me of late.

I don’t see how they can begin digging before August, do you? Can the whole be done in a year? Obviously, if we go ahead on that assumption we must carry it through, we can’t have the students sign up next winter for Houses that are not ready. I have a prospective tenant for this house\(^2\), to enter it in September 1930, it would be awkward to have her come in and find that owing to delays I could not be at the River or rather behind Gore. But that we must risk.

---

\(^1\) Cotuit, Massachusetts, Site of summer home of President & Mrs. Lowell

\(^2\) 27 Fayerweather Street, Cambridge
I have speculated at odd moments about my High Table honoraries. My present choice is Whitehead\(^3\), Clifford Moore*, Davidson [Davison]\(^4\), Blake\(^5\) Ward\(^6\), and a choice of Merriman\(^7\), Abbott\(^8\) or Murdock\(^9\). If Merriman does not get a house of his own, I must ask him, but I don’t care to if he does. I think Abbott would be better than Murdock, but he is a bit old, or rather the average is. On the other hand you spoke of Murdock as a possible Master, a very good choice it seems to me. Blake is very much out of things from an undergraduate point of view, but is interested in the scheme and a wonderful person. I hope you will bear in mind my suggestion that Jim Conant\(^10\) might consider a house, it would add lustre to the scheme to have a man of his scholarship.

Ever yours,

Julian Coolidge

---

\(^3\) Alfred North Whitehead, Professor of Philosophy
\(^4\) Archibald Thompson Davison, Professor of Music
\(^5\) Robert Pierpoint Blake, Professor of History
\(^6\) Robert DeCoury Ward, Tutor and Professor of Climatology
\(^7\) Roger B. Merriman, Gurney Professor of History and Political Science, first Master of Eliot House
\(^8\) Wilbur C. Abbott, Francis L. Higginson Professor of History
\(^9\) Kenneth Murdock, Dean, Faculty of Arts and Sciences
\(^10\) James Bryant Conant, Class of 1914 Professor of Chemistry; President of Harvard University 1933-1953
April 23, 1929

My dear Professor Jackson:-

I am writing to inform you that Mr. Mason Hammond* has accepted the position of Assistant to the Master in Unit 1*. This is a more important and responsible position than that of resident tutor and is so recognised in the fact that the Master’s Assistant receives an honorarium of $500 and all meals free whereas the other tutors have only their dinners and no honorarium. When I was appointed Master of the House, Professor Moore* told me that I should reduce my work for the next year and in future by at least one half course and I feel that Hammond should do the same. Would it not be well for you to have a frank talk with him and settle whether he should give up work at Radcliffe or some of his tutorial pupils or some other duties in order that these new responsibilities shall not interfere with his chance for scholarly advancement. I have pledged myself to him that his work for the House shall not hamper his scholarly future and I feel that he should make some definite arrangement with you to assure this result. On the financial side, I am asking Professor Grandgent* to have the $500 honorarium begin next September to safeguard him from any loss resulting from this suggested reduction.

I may say in conclusion that this nomination has the approval of President Lowell and Professor E. K. Rand*, whom I consulted as an old friend in ignorance that you were the Chairman of the Department. I think you will agree with me that with proper safeguards to Mason’s future as a classical student, there is a great advantage in having his cooperation in this new undertaking.

Sincerely yours,

Julian L. Coolidge

---

1 Carl N. Jackson, Chairman of the Department and Professor of Latin and Greek
Dear Mason [Hammond],

Laus Deo! And that for many reasons. It must have been hard to decide so quickly, I am thankful to you for your promptness.

You must not expect me to say how glad I am that you are coming to work with me at this fascinating task, I think that must be clear from all I have said since the beginning. Years ago I learnt that the best way to know people is to work with them. I have proved it again and again with my colleagues of the Division of Mathematics, the staunchest set of friends I know. Does it surprise you to hear that there are four of them to whom I sign myself “yours affectionately”, and they to me? I like to think there will be a similar relation among the members of our High Table. And I must express my satisfaction that you have had the courage and wisdom to make an unworldly choice, which offers you a splendid chance to live a really worthwhile life. You will sometimes regret what you will think you have lost. That is human. But I do not think you will ever believe the choice was not right.

I am sending you tomorrow a copy of a letter to Professor Jackson*, which I hope you will approve.

Some time before the end of the week, there must be a meeting with Greenough* and his Assistant, Eddie Mason¹, to choose the remaining tutors for the two Houses. Please think of all the good men you can for both resident and non-resident. I will arrange a time with you as soon as I hear from them.

Will you please remember from now on that you are in a special position as far as I am concerned and that your affairs, of right, have an early claim on my time and attention.

With renewed congratulations, and best wishes

Cordially yours, Julian L. Coolidge

¹ Edward S. Mason, Tutor and Professor of Economics
April 29, 1929

Dear Julian:

Laurence Eliot Bunker* (magna cum laude; track team, Fiske Scholarship at Trinity\(^1\) for two years; now in the Law School, etc.) was at my house yesterday; and, discussing whether any students in the graduate schools would be allowed to reside in the new Houses, remarked that such of them as had lived in Oxford or Cambridge might be useful. Evidently he would like to, and might be a valuable element. Of course he did not say so. I pass the suggestion along.

Yours very sincerely,

A. Lawrence Lowell

Professor Julian L. Coolidge
27 Fayerweather Street
Cambridge, Mass.

Copy to Professor Greenough

\(^1\) Trinity, a college at Oxford University founded 1554 AD
President A. Lawrence Lowell
University 5

Dear President Lowell:-

I do not approve the suggestion that graduate students who have been to Oxford or Cambridge should thereby acquire the right to a room in one of the new Houses. Our relation to those two institutions must be handled delicately. Greenough* and I have picked as senior tutors men who have been to Oxford and the first resident tutors will doubtless include a number of former Oxford or Cambridge men. That is unavoidable because such men more frequently combine the necessary qualities, but there is undoubtedly a jealousy of the English Universities on the part of some of our students and it seems to me that it would be foolish to increase that unnecessarily by granting special privileges to graduate students who have been to one of the places named. We shall presently want some graduate students among the House residents, but they should be picked for their record here, not elsewhere.

I feel very strongly that the key men are the present sophomores. Each House should be one third filled with the best possible men from that class. Greenough* spoke at a sophomore smoker but apparently performed in only one act of a general variety show. If you and he could address a mass of sophomores comparable to that large body of Freshmen whom you recently converted, I think it would be a wonderful help in bringing the most desirable sheep into the fold.

Sincerely yours,

Julian L. Coolidge
April 30, 1929

Dear Julian:

I must have expressed myself very badly. I had no idea of suggesting that men who had been to Oxford and Cambridge should acquire any rights to rooms in one of the new Houses: but merely that I thought it might be worth your while to consider Bunker* personally. We have not the slightest intention of doing things because they do them at Oxford and Cambridge. On the contrary, we must be very careful that our plans are our own and suit our own needs.

I agree with you that the key men are the present Sophomores; and if Stearns¹ – who sat between us at Greenough*'s dinner – is right that a considerable number of men in his class are longing to get into the first two units, then we have achieved the popularity of the Houses.

Yours very sincerely,
A. Lawrence Lowell

Professor Julian L. Coolidge
27 Fayerweather Street
Cambridge, Mass.

---
¹ Raymond Phineas Stearns, class of 1931
May 7, 1929

Dear Mr. Lowell,

Last spring, before any of us dreamed that we would be definitely planning for the new Houses, a committee of the Student Council commenced the study of the need for a college commons and the kind of a dining hall that should be established. Among other things, they took a number of meals at the Freshman Halls, the Medical School, and the Business School. Before they had reached any conclusion, the plans for the new Houses were announced and the committee turned its attention in that direction.

Mr. Winslow Carlton, Vice President of the Student Council. President of the Senior Class, and Chairman of the special committee, has given me an outline of the report which will be submitted in complete form as soon as he has finished his general examinations. I am enclosing a copy of this outline. Some of the points are well made, and the recommendations are worthy of careful consideration, although some are impracticable or impossible under the circumstances.

As soon as the complete report is received, I shall see that you have a copy.

Very sincerely yours,

A.C. Hanford (signed)

President A. Lawrence Lowell
BRIEF REPORT OF
STUDENT COUNCIL COMMITTEE
ON DINING HALLS

I. Importance of the dining halls In the House Plan.
   A. Best mediums for establishing the social and intellectual contacts for which the plan was designed.
   B. Afford an opportunity to express the individuality of each dormitory group:
      1. In variety of manners.
      2. In methods of service.
      3. In physical details of the halls.

II. Physical requirements
   A. Design of room:
      1. Large enough so as to avoid crowding of tables*
      2. High enough and constructed of such materials as to minimize noise
      3. Plain but imposing in design, so that it may lead a certain formality to the meal.
      4. Preferably above ground.
      5. Details, such as position of fire-place, etc.

   B. Tables:
      1. Arrangement for 250 men per dormitory group
         a) 25 round tables seating 6 or 8 men.
         b) 12 refectory tables for 12 men each.
      2. Decorations
         a) Some inexpensive plant or fern on each table.
         b) Table-cloths in evening, etc.

*Vote: The Committee considered the Medical School's hall [Vanderbilt Hall] the most satisfactory in appearance and arrangement.
III. Service:
A. Number of waiters: 35 to serve 250 men: i.e. one to every small table; 2 to the refectory tables.
B. Personnel: Student waiters wherever possible.
   1. Where student waiters are used, responsible upper-classmen should be headwaiters.
   2. In the case of waitresses, grey dresses would be preferable to the black now used.

IV. Food:
A. As at present, the best quality of plain, standard food-stuffs should be bought in bulk as the market-price varies and stored in the University's refrigerating plant.
   1. Central purchasing-agent would do all the buying.

B. Preparation should be in the smallest possible quantities i.e. each House should have its own kitchen. This would undoubtedly be more expensive, but because the quality of the meals is so important, it would, in the opinion of the Committee, be well worth the additional expense.
   The system would be as follows:
   1. A woman (acting as maitre d'hôtel) in charge of each hall, making up menus, buying seasonal delicacies (with a small budget for that purpose) and hiring kitchen and dining-room staff.
   2. The purchasing agent would, however, have the ultimate responsibility.
   (The principal advantages derived from this system would be two: (1) it would give each hall a certain individuality which otherwise would be wanting; and (2) it would to some extent eliminate steam tables.)

   (It must nevertheless be admitted that the principal cause of unsatisfactory meals lies not so much in the defectiveness of mechanical devices like steam tables, etc., as in the misdirected zeal of the chefs to get the food out of the kitchen, whatever the means.)
V. Meals:

A. Time of meals should be as short as possible so that the food will not be prepared too far in advance.
1. Breakfast: 7:30-10
2. Luncheon: 1-1:30
3. Dinner: 6:30-7

B. Suggested menus, etc:

   1. Breakfast: self-service, with the serving-room separate from the dining-room. Standard dishes: fruits, cereals, eggs, coffee, etc. The eggs should be prepared to order.
   2. Lunch: rigid table d'hote meal: entree, salad, dessert, breads and beverages.
   3. Dinner: rigid table d'hote with soup and additional vegetable; demi-tasse in Common Room. There should also be a number of specials individually priced and cooked to order.

(The essential is to impress upon the men the necessity of giving up a full hour to luncheon and to dinner. They should not expect very prompt service; if they do, the chefs will be forced to dish the food long before it is ordered and that, more than anything else, makes for unsatisfactory meals.)
President A. Lawrence Lowell
5 University Hall

My dear President Lowell:

Professor Greenough* and I with our two assistants, this is to say Mason Hammond* for Unit #1* and Edward Mason* for Unit #2* had a very satisfactory conference yesterday afternoon to settle upon the names of tutors for our two Houses. It seemed to us desirable to speak to these men this year in order to enlist their interest at an early moment and accustom them from now on to think in terms of the Houses. I send you herewith the agreed on list for my House with slight modifications which have become necessary since the meeting which will not in any way encroach on Greenough’s personnel. Perhaps two or three comments would not be out of place. I have tried to keep the numbers down to fifteen or sixteen and Greenough has done the same, of which five or six are to be Resident (R). Of my six residents Morgan¹ is the youngest and may not be available at the opening of the House, but he is a singularly attractive young man, anxious to try the experiment and well qualified to succeed in it, so what I should like to have him noted, as a future member of the family. The members of the Philosophy Department seem confident that they will want to keep him. It may strike you as curious to have both Brinkmann² and myself the tutors for some ten pupils in Mathematics, but most of the mathematical tutors carry only five pupils, as you may remember, and Brinkmann, in spite of a shy exterior, has a wonderful personality underneath and will be a one hundred and fifty percent a loyal follower whose collaboration I shall greatly value. I have put a question mark against Economics as it would seem to me advisable to have a third tutor in this subject.

¹ George A. Morgan, Tutor in Philosophy
² Heinrich William Brinkmann, Assistant Professor of Mathematics
As I understand the arrangement which you authorized, each head tutor or master’s assistant is to receive free lodging, free meals and a compensation of $500. Each other resident tutor free lodging and free dinners. Greenough and I feel that it would be very desirable if we could offer to non-resident tutors some inducement in the nature of free meals also. Frequently a man will be tutoring until one o’clock with other appointments early in the afternoon and it would be a very convenient thing for him to stay and lunch at the House. On the other hand it would be very advantageous from every point of view to have at least one dinner a week when as many of the tutors as possible, resident or non-resident, were present at the High Table. The inducement of a free meal might encourage some of them to attend this rite. Would we, for instance, offer them three lunches and one dinner a week? I will say in that connection that Endicott* tells me that there is no such thing as a provision for free meals in any college dining-room, so that I suppose the cost of the meals I have indicated will have to be put on specified budget. The same is true of the dinners which the High Table Associates may be willing to take. I don’t like the idea of asking, let us say, Whitehead\(^3\) or Davison\(^4\) to pay for his dinner when he comes to my House.

As indicated above, my right hand man is to be Mason Hammond and I think I have made no mistake in this choice. He has not a double suite but two single suites in Smith Hall at present and it might be well if he could have a similar accommodation in Unit #1. Moreover I would be glad if he could begin next year to receive his honorarium of $500 as he has promised to give up some of his work in Radcliffe for the sake of the House.

Sincerely yours,

Julian L. Coolidge.

---

\(^3\) Alfred North Whitehead, Professor of Philosophy
\(^4\) Archibald Thompson Davison, Professor of Music, consultant to President Lowell regarding Russian bells
May 21, 1929

Dean P. P. Chase
University Hall

Dear Mr. Chase:-

I was glad to get your letter of May 17th with the assurance that you would be one of the tutors in what we at present designate as Unit #1.

With regard to accommodations for yourself and your books and your telephone, I think there will be no difficulty. For instance, there are three double suites on the ground floor of the larger quadrangle under the library facing full south towards the dining hall. It seems to me that one of these would do you admirably.

The second question you raise as to assigning tutors connected with a House to students resident in that House is, I easily see, uncommonly difficult. It is, however, a matter of first importance for I am sure that I am expressing Mr. Lowell’s conviction in saying that this constitutes one of the most important elements in the House plan.

Sincerely yours,

Julian L. Coolidge

1 Philip Chase, Tutor in History
June 4, 1929

Mason Hammond, Esq.
George Smith Hall A 21
Cambridge, Mass

Dear Mason:-

Thank you for your list of books on the Classics. I will hold it until other lists have come in. You have given me another proof of the promptness with which you handle the various matters of business that come your way. It is very cheering to a somewhat worried House Master.

I am up a stump in the matter of Bio-Chemistry. Dr. Fremont-Smith\(^1\) refused on the ground that he was giving up tutoring. I then asked Dr. Ferry\(^2\) and he refused on the ground that Greenough had asked him already. This surprised me because I thought Greenough was going to get along without a Bio-Chemist. None of the others in that line look particularly attractive at least on paper, so I have jumped around and asked Professor Hallowell Davis\(^3\) to be tutor in Biology. I hope the experiment works out well.

Cordially yours,

Julian L. Coolidge

\(^1\) Dr. Frank Fremont-Smith, Bio-Chemist
\(^2\) Ronald Mansfield Ferry, Tutor in Biochemical Sciences
\(^3\) Hallowell Davis, Tutor in Biology
Memo. For Mr. Bulfinch

June 5, 1929,

Re – Harvard new Dormitory Grouping

Mr. Emery has called out attention to the fact that Horace A. Skilton, counsellor at Cambridge, has helped them in their negotiations with the City of Cambridge, and that he would like to estimate on waterproofing work for the “Houses.”

L. B. Abbott*

---

1 Bulfinch, member of architect’s firm chosen to build the new houses.
2 E. S. Emery, Assistant Comptroller of Harvard University
29 Fayerweather St.
Cambridge
8 June [1929]

Dear Mason,

Thank you for your schedule for next year. I think you have done well to cut out the Radcliffe work the first half year, my only criticism is that I think it very tiring to have four hours lectures in succession as you are doing in the second half year. It will give you a fine chance for work on the other days, but I am deeply skeptical as to the wisdom of such continued strain.

After all, next year is only one year. The thing I have on my mind is how you are to play your hand in the years following. I am convinced that you will have to give up a number of things which you will regret. The great danger is to have too many irons in the fire, you will have to get a very clear idea of what things are primary, and what secondary, and sacrifice the latter if you are going to make a big success of your life… I know that you will not sacrifice your contribution to our common venture. I pray that you do not sacrifice your own advancement as a scholar, which has begun so well. You won’t if it is in my power to stop you. But you will have to determine by experiment how much teaching and how much tutoring you ought to carry, and have the strength of mind to refuse to do more, I will back you to the limit and so will Moore* and Rand* I feel sure. The financial sacrifice involved you must meet. You have a great chance ahead of you here, but you must have the courage to play your hand right.

I enclose a letter from Sweezy¹. I wrote to all the five members of the Students Advisory Committee on the House plan for an explicit opinion on the question of letting men apply in groups. I was troubled in spirit by having the President, Greenough, and the Students Committee on one side, you[r] four resident tutors on the other. So I wrote and asked the students again categorically, This [letter] is his answer. I hope the matter can come up again at the lunch next Tuesday (I hope you can be there). I do not want to go against the clearly expressed opinion of my own tutors without a very clear verdict from other people.

¹ Paul M. Sweezy, Class of 1932
I was wondering whether we can not announce that no applications for unit No.1* will be received from men who are not in the five upper groups of scholarship.
Greenough rather believes in this as a practice, but doubts the wisdom of tying ourselves by a statement. I think the statement a good plan, as showing that the Houses have a definite scholarly intent, an all C Record is not a great deal to demand of men who are to set the pace. The non-resident tutors who dined here, Baker², Elliott³, [M]iller⁴ and Glessner⁵ inclined to approve. How about refusing to admit a sophomore or junior on probation? I shall have to have an understanding with the President. A difference in requirement between the two units in this matter might have a very far reaching effect. But I feel pretty strongly that I am in the right. When I feel a thing pretty strongly, I am generally in the wrong.

Laurie Coolidge* has heard a rumor that digging begins Monday, June 10. About your gas stove, “De deux choses, l’une”. If the buildings are to be piped for gas, it will be easy to arrange later, if not, the question is settled, they could hardly pipe for you alone.

Cordially yours,

Julian L. Coolidge

Thanks for your thoughtful offer to be agent on the ground.

² George P. Baker Jr., Instructor in Economics
³ William Y. Elliott, Tutor in Government
⁴ Charles R. D. Miller, Instructor in Romance Languages
⁵ John Jacob Glessner, Instructor in English
June 14, 1929

Dear Mr. Harkness*;

Your suggestion is very kind, and in fact some of my friends here have been urging me to allow my name to be attached to one of the first two Houses; but that means practically my calling one of them after myself, and I feel a delicacy about doing so, with which you will I am sure agree. In any case everyone feels that this cannot be done unless your name is given to the other; Indeed that no name can be placed on the second house without yours on the first of them. The Corporation meets for the last time next Wednesday, and I trust that you will suffer them to do what they desire. You do not care to be commemorated in this way but we do want your name.

Yours very sincerely;

A. Lawrence Lowell*

P.S. The steam shovel is hard at work on the first House, and will soon be on the second.

*(Letter handwritten by President Lowell)*
June 17, 1929

Dear Julian:

I have been talking with Greenough* this morning about the question of round tables, and I wish you would think over it carefully. Large round tables to hold a dozen men tend to prevent any conversation but the monologue, and small ones – holding six or eight – are surely no better than rectangular ones, and have the great disadvantage that they cannot be put together to make a long table when it is necessary to increase the seating capacity of the room.

Yours very sincerely,

A. Lawrence Lowell

Professor Julian Coolidge

27 Fayerweather Street

Cambridge, Mass.

---

1 Honor College; original idea of Coolidge and Lowell to create a single house called Honors College for the best and the brightest. This concept was eventually dropped.
Charles Stewart Davison
Counselor at Law
56 Pine Street
New York

June 28th, 1929

Charles A. Coolidge,* Esq.,
Marion, Massachusetts.

Dear Mr. Coolidge:

While I am on the subject, let me add to my letter of yesterday the following:-

For heaven’s sake, avoid small or smallish tables in Hall with movable chairs. In one aspect they are like pews in churches. They destroy the dignity of the edifice. In another aspect they are abominable. Separate chairs create noise and disorder. Long parallel tables with benches are infinitely better. These lend dignity to the apartment. Noise is diminished, and perhaps most important of all, people do not acquire propriety rights in particular seats. This mixes the undergraduates together instead of sub-dividing them into cliques or “tables”.

The one thing more: if humanly possible, the Hall should have a big fire-place half way down one side. The nearest line of tables of course, having a gap in it opposite the fire-place. I need not tell you, for you appreciate far better than I, how much of dignity a fire-place lends to such an apartment.

Sincerely yours,

Chas Stewart Davison

---

1 Charles Stewart Davison, New York Lawyer, Harvard Graduate
Dear Lawrence, [President Lowell]

Thank you for your letter of July 13. I am glad that you agree with me about names. I have already written to Charles Coolidge*. I hope that there is a solid basis for your optimism about Harkness*.

About the $10,000 which you and Anna [Lowell]* have graciously offered for books. Greenough* told me perhaps two months ago that he had told you he was sending someone to Europe this summer well qualified to make purchases, and you replied that there would be $10,000 available. I assume that this is the same sum. We expected to share it evenly. We have each set our Tutors to work preparing lists (this was Greenough’s suggestion) and mine, at least, have responded splendidly, so that I have excellent lists in most subjects. A relation has, without my asking, offered me $1000 in memory of Archy [Coolidge*]. I mean to give $5000 myself. I feel as if I ought to be able to get $15,000 or $20,000 without much difficulty, I hope so, at any rate. I once raised the equivalent of $200,000 for the American Mathematical Society, that makes this job look easy.

But it is not the job which interests me most. No, the fascinating thing is to choose the right personnel, and make them understand what we are trying to do and in what spirit we are doing it. I told you that the reason why we got 5 Summa cums in mathematics was because we had adopted the tutorial system. The additional reason is that in correspondence we sign ourselves “Affectionately yours, and mean it” as I do now.

JLC
North Haven
23 July [1929]

Dear Mason,

When I wrote you my first letter a fortnight ago I had an instinct that it would be the beginning of a sustained correspondence.

But I will not worry over you personally in this particular letter, I make no promise for the future, but lay before you a new problem.

I wrote to Prof. Burbank\(^1\) a week or so back, asking suggestions about a third Economics tutor. His suggestions were very tentative, and he begged me not to make a final decision until I could talk with him in the Fall. Here are four names he mentioned, have you heard of any of the men, I have written to George Baker* to ask the same question: S. E. Harris\(^2\); Theodore Kreps\(^3\); Felix Shaffner\(^4\); Donald Wallace\(^5\).

But the important matter in the letter was the phrase “Does Opie*’s marriage change your situation?” It does very materially. I have written to Opie to “ask his intentions”. It is queer he made no mention of the possibility in his letter of acceptance. But it is pretty safe to assume that Burbank is right.

From all I hear, we had better keep Opie as a non-resident tutor. But I am feeling a deficit of resident ones. Suppose Matthiessen* refuses, which is always possible, and suppose George Morgan* goes to Europe for 1930-31 as Professor Woods\(^6\) intimated they would advise him to do, we are planning to start with Hammond*, Rollins*, and Brinkmann*, an obviously insufficient staff.

There are two ways of getting another man, by new appointment and by transfer from the non-resident list. Both present difficulties. I have looked through the list of tutors and John Edsall\(^7\) is the only unmarried one giving a subject where we need a man and there is an uncertain element in Edsall  (The Dean [Hanford] is at present in Reno) which gives me pause. If you have \(\text{(illegible)}\) to suggest, let us hear his name.

---

\(^1\) Harold H. Burbank, Professor and Chairman of Economics, chairman of the Board of Tutors
\(^2\) Stanley Earl Harris; Tutor in History, Government and Economics, lecturer in Economics
\(^3\) John Theodore Kreps, tutor in the division of History and Economics
\(^4\) Felix Shaffner, Tutor in History, Government and Economics
\(^5\) Donald Wallace, Instructor in Economics
\(^6\) P. W. Woods, Tutor in Mathematics at Emmanuel College, Cambridge
\(^7\) John Edsall, Instructor in biochemical Sciences
By Transfer. Clifford Moore* wrote to me that he hoped someone would take Glessner* as a resident tutor, perhaps McLane* later.

I doubt whether we could get one without the other, what do you think? Moreover, I am not sure it would be well to try. Suppose Merriman* gets Unit No. 3*, and suppose he asks for McVeagh* to go to that noisy spot there, 52 Brattle is broken up anyway. However, neglecting that possibility, what is the chance we could get Glessner and McLane? I would offer each a double suite, they could be adjoining if they liked, and as an extra inducement, I would give them the Library to play with. If they accepted, I might give Matthiessen* the choice of a resident or non-resident tutorship.

The obvious objection to this plan is that they may refuse. I also attach the following query. Are we not filling up our tutors common room with too many resident men of one particular type, the refined sensitive gently bred sort, who are thereby slightly separated from a good proportion of the young barbarians who will constitute the bulk of the House? If any of the tutors goes in with the idea that he has a holy mission to be the “student’s’ friend”, I’ll fire him, because that kind always come to grief, but I think it would be unfortunate if the students got the idea that the resident tutors were an aristocracy either of breeding or intellect, and so separated from their concerns. Our Common Room can not be a “succoursale” of the foquet.

That leads to a third possibility of leaving Glessner and McLane where they are, and trying to persuade C. R. D. Miller* our romance Languages tutor to become a resident. Do you know him? I started with a slight prejudice because Prof. J. D. M. Ford*, after praising him to me said “The accusation that he is Pro-Boche is nonsense, he is as good an American as anyone.” I felt sorry that anyone had made it. He dined with us and I found him very friendly and cheerful, with a lack of a certain reserve which separates Englanders and to a degree, New Englanders from “100 per cent Americans”. Socially he would be comparable to Rollins, but less mature. He has since shown the greatest readiness to be of use, and took a good deal of trouble over his library list. My question is whether we should not have a more balanced diet with him among the

---

* Clifford Moore
* Glessner
* McLane
* Merriman
* McVeagh
* Matthiessen
* C. R. D. Miller
* J. D. M. Ford
residents, rather than Glessner and McLane. He might refuse to come. He lives with his mother at 122 Mt. Auburn St. Perhaps you could think of an excuse to call on them and size the lad up, get him to help you one day with your duplicates, you could say it was my suggestion!

I dwell on this question now because I feel that the choice of tutors, especially the resident ones is the most vital and most interesting of all of our problems. We have been at it since about May 1, and there are still some outstanding questions as you see. But we must have it all sewed up early in the Fall, barring accidents such as matrimony.

Last Saturday a man came up to me and said, “You said out in St. Louis you would like an endowment for your Library. What sort of a sum had you in mind?”

“Do you mean for books or for equipment?”

“For books.” “About fifteen or twenty thousand dollars” “I see, thank you, I just wondered” “That was the estimate of Mr. Potter*, the head of the Library” “Yes, Yes, I was just wondering in connection with some ideas I had.”

This obviously should not be mentioned. I doubt whether anything comes of it and I do not mean to relax efforts to raise money elsewhere, but it is interesting.

Sincerely yours,

Julian Coolidge

PS. Who shall be Chancellor of the Exchequer failing Opie*? None of us know anything about accounts. I wonder if Brinkmann* and I could do it. We are used to working in double harness. It is a question whether the budget and the music would be too much for his share.
North Haven, Maine,
July 26, 1929

Pres. A. Lawrence Lowell,
Cotuit, Mass.

Dear Lawrence,

It seems to me that as long as Greenough’s* expert, Leaf\(^1\), is now in England it would be very well for him to start buying for the first two new Houses. I am therefore writing to the Treasurer\(^2\) of Harvard University to establish a Library Fund for Unit No. 1, and am telling Harold to send a check for $5000.00 as my contribution to that Fund. If you care to send my share of the $10,000 so generously offered by Anna and yourself to the treasurer, at your convenience, it will be rather a relief, as I am instructing Leaf to purchase up to the amount of $10,000 for me.

Have you thought of John Lowes\(^3\) as Master of one of the new Houses? He might not accept, but he would do admirable, and it would add to the dignity of the proceeding to have such a great scholar in that position. Tucker Murray\(^4\) has many of the qualities, also, though his recent scholarship has not been notable.

If Cotuit is anywhere near as pleasant as this place these days, you must be having a delightful summer. Such is my happy lot, the only out being that you and Anna [Lowell] are not going to pay the visit we counted on.

Affectionately yours,

Julian L. Coolidge

---

1 Leaf, Unidentified
2 Henry Lee Shattuck, Treasurer of Harvard University
3 John Livingston Lowes, Henry Lee Higginson Professor of English Literature
4 John Tucker Murray, Professor of English
North Haven, Maine

10 July [1929]

Dear Lawrence,

I will make this letter as short as I can. Not that I have not plenty to say, but my handwriting is “More blessed to give than to receive”

Theresa* and I were so disappointed to receive Anna*’s note saying that you had decided not to leave Cotuit this summer. We can not and will not interpret that to mean that she is less well. I can understand, however, that it is much more convenient to give her the requisite care there than anywhere else. Give her our love, that is the one really important thing in this letter. You do not know how many times I have wanted to speak to you about her these last months, but my instinct told me that you preferred neither to speak yourself nor to have others speak. But, the sympathy and affection were there in abundance.

I wonder whether we should not do well to settle officially certain questions of nomenclature connected with the new houses, before an undesirable tradition arises. The major question of course is their names, I wonder what Harkness* replied to your letter asking for permission to call one after him. But that is not my business. Don’t you think that before the plans are published we should settle certain minor questions.

Shall we call the public rooms common rooms? That seems to be accepted at Harvard today. But how shall we distinguish them? My preference is for “senior” and “junior”. The alternative is “Dons” and “students” but Don is not an accepted American term, and I think it would sound affected or outlandish to a good many of our men.

If these are to be common rooms then we must eat in a “Hall” or “Dining Hall” not in a “Commons” This latter is a very usual American term, but so is “campus”. Yet Harvard long survived without the latter. I do not see any advantage in the Cambridge term “Combination Room” instead of the Oxford “Common room”

How shall I distinguish the two halves of Unit No. 1 Shall we use the Oxford word “Quad” or “Quadrangle” or the Cambridge equivalent “Court”? My own preference is for the latter, and to call the two “East Court” and “West Court”, but we have the custom already of speaking of the Sever Quadrangle, the Hollis quad” etc. These are not

---

1 North Haven, Maine, Site of summer home of Julian Lowell Coolidge
enclosed like those at Unit 1, and I do think “Court” is more euphonious, but I do not really feel strongly.

I am writing these views to Greenough* by this mail. I do feel that when Charles Coolidge* gives plans to the Press, and when the general public sees them, we should have printed thereon the terms we wish used.

My infant architect son [John Coolidge] writes that the dirt is flying which makes me very happy. What is less amusing is that I have come to the conclusion that I must raise $15,000 for my library as soon as College opens. It would look well to have the books “in situ” when the House opens a year later.

Affectionately yours

Julian Coolidge
Dear Charlie, [Coolidge*]

It occurs to me that you may be publishing the House Plans soon. It seems to me highly desirable that when you do so, you use the nomenclature which we wish to remain current.

The main question, of course, is what they shall be called. You and I predict Harkness* and Lowell* and I know which I want for mine. But after all, that is not my main bent. I am more nearly concerned with questions of the terms used in detail.

I suppose the two public rooms will be “Common Rooms” Oxford and Harvard style, not “Combination Rooms” Cambridge style. How shall we distinguish them? Sometimes we have used “Dons” and “Students”, sometimes “senior” and “junior”. My own preference is for the latter. “Don is not an accepted American slang word and would seem exotic or affected.

If there are “common rooms” we must dine in the “Hall” or “Dining Hall” not the “Commons”, although this is an accepted American word, but so is “campus”.

Shall the two halves of Unit No. 1 be called “Quads” in Oxford style or “Courts” in Cambridge style? I slightly prefer “East Court” and “West Court” but do not feel very strongly.

I have written these two views to Mr. Lowell and to Greenough* and shall be satisfied with whatever is settled, but I repeat, it should be settled before plans are published.

If you ever want to see me, I can easily run up for a day, taking a night boat in each direction.

Sincerely yours, Julian Coolidge
Dear Mason,

I have been planning vaguely to write to you for some time to get your reaction on various matters that have been turning over in my mind. The enclosed minutes from Mr. Lee¹ gives an excuse.

He is chairman of a Committee of the Overseers of the House Plan and takes his responsibilities very seriously though he seems to me far more interested in tiny details as to the character of the tables there. “The weightier matters of the Law”, but he does not quarrel with committees of the overseers. The meeting described seemed to me long and rather a waste of time. With regard to points raised:

1) I think Charles Coolidge* has a good layout for our living room. Lee has tables on the brain.

2) Birds-bathtubs². I don’t like them, but how are you going to have vegetables hot when people come in at different times. You can’t leave them on table, nor can you expect the waiter to make another trip for each vegetable for each man.

3) Platforms. This is just hot-air. We are going to have a permanent High Table, even if we use it only once a week, which is my current idea. Greenough* shall have what he wants.

4) Price. I think the $8.50 and $10.50 suggestion is a very good scheme.

5) Masters. I have a prejudice which you probably share, against student waiters. But I don’t want this matter settled by our Overseer’s Committee. Next autumn we can get an elaborate report as to the comparative success of the two systems in the freshman dormitories, consult out tutors and perhaps the student council or else a committee of our own house if we can put the matter over late enough. I wrote to Lee that they had better put in women’s toilets next to the serving room anyway.

That’s that. I have been thinking a good deal about the library. Potter³ says that we should spend $15,000. The man was presumably in England [and] is authorized

---

¹ Joseph Lee, Chairman of the House Committee, Board of Overseers
² Bains-Marie
³ Potter, Librarian, Lowell House
by the President to spend $5000 but that leaves $10,000 but we should have at least
$5,000 as capital, for $250 a year, none too much for current building so we must get
$15,000 at least. I think that I must get right after that next autumn and dig it up so
that the books will be there in the shelves when the House opens. There are things I
like better than begging but I once raised the equivalent of $200,000 for the American
Mathematical Society, and this is a joke in comparison.

My mind has been a good deal occupied with laying out the duties of several
resident tutors. What do you think of the following?

Hammond*. General utility man, in consultation continually with the Master and
interests into everything. He should also form a liaison with the student’s house
committee or whatever they call it and be the natural person for the students to turn
to.

Opie*. Chancellor of the Exchequer, I imagine that the House like all other
organic divisions of the University will have a budget, even the separate Department
of our faculty has that. The house budget may be quite elaborate. I should want
someone to help me in that.

Matthiessen⁴ (if he accepts) in charge of the library, i.e. of new purchases and
general policy. He would have Ed Whitney⁵

Brinkmann* [in] charge of music. I hope to have Davison* an associate of the
high table. Brinkmann knows him well. They, with no end of members of the house
on the Glee-Club could organize a House-Glee Club or Community singing or
perhaps something instrumental. He was here last week and told me that he would
like to undertake it.

Morgan*, Secretary of the Senior Common Room. The room should be kept
provided with cigars and cigarettes and pipe-tobacco, perhaps some magazines, at any
rate a few newspapers. He should also organize the weekly High-table dinners, invite
the undergraduates and determine which of the tutors, resident or non-resident, and
the associates are to be present, and how many guests they bring so that these dinners
should go easily.

⁴ Francis O. Matthiessen, Instructor of history and literature
⁵ Edward A. Whitney, Assistant Professor of History and Literature, Chairman of the Board of Tutors
Rollins\textsuperscript{6}, I haven’t thought out his job yet. I just want to give him the Secretaryship of the Common Room and he might have to do it for a year if Morgan should be in Europe in 1930-31. I think Rollins will be a pretty useful man, when we know how to use him. But there will be plenty of jobs which we do not foresee.

I am somewhat intrigued by the question of nomenclature. We shall all be glad when we are ? House instead of Unit No. 1. How do you like calling our two divisions East Court and West Court? Court is a “tab” word but seems to me more euphonious than “Quad”. Whatever is decided should go in the printed plans so that it becomes current.

Is it not best to speak of “senior” and “junior” common rooms? Common room is now current at Harvard. “Don” is varsity slang, and very good slang, but I think it sounds a bit exotic and affected in American ears. I am willing to take the substance of whatever is good in Oxford, but to let the shadow go wherever it offends people’s feelings or makes them think, heaven save the remark, that we are aping the English.

Galway\textsuperscript{7} felt that St. Paul’s, St. Marks, Groton etc. would have done better to have “classes” not “forms”

If we have common rooms, then we must eat in the “dining hall”, not in the “commons” though this is the regular American word. But so is campus, ugh!

Enough for now, we are having a good summer though quiet for Jane\textsuperscript{8} and Archie\textsuperscript{9} are still in England, Margaret\textsuperscript{10} at a theatre school in Gloucester and Betsy\textsuperscript{11} in Brittany. Week-end guests are welcome, you in particular, August 23.

Cordially yours,

Julian Coolidge

P.S. Don’t discourage anyone who would like to give to the Library. I have one $1000 offered. The class of ‘95 will do something, books or decorations.

\textsuperscript{6} Lloyd L. Rollins, Tutor in Fine Arts
\textsuperscript{7} Galway, Graduate student
\textsuperscript{8} Jane Revere Coolidge, daughter of Julian Coolidge
\textsuperscript{9} Archibald Carey Coolidge, son of Julian Coolidge
\textsuperscript{10} Margaret Wendell Coolidge, daughter of Julian Coolidge
\textsuperscript{11} Elizabeth Peabody Coolidge, daughter of Julian Coolidge
Dear Mason,

When I wrote you my first letter a fortnight ago I had an instinct that it would be the beginning of a sustained correspondence.

But I will not worry over you personally in this particular letter, I make no promise for the future, but lay before you a new problem.

I wrote to Prof. Burkbank\(^1\) a week or so back, asking suggestions about a third Economics tutor. His suggestions were very tentative, and he begged me not to make a final decision until I could talk with him in the Fall. Here are four names he mentioned, have you heard of any of the men, I have written to George Baker\(^*\) to ask the same question: S. E. Harris\(^2\); Theodore Kreps\(^3\); Felix Shaffner\(^4\); Donald Wallace\(^5\).

But the important matter in the letter was the phrase “Does Opie\(^*\)’s marriage change your situation?” It does very materially. I have written to Opie to “ask his intentions”. It is queer he made no mention of the possibility in his letter of acceptance. But it is pretty safe to assume that Burbank is right.

From all I hear, we had better keep Opie as a non-resident tutor. But I am feeling a deficit of resident ones. Suppose Matthiessen\(^*\) refuses, which is always possible, and suppose George Morgan\(^*\) goes to Europe for 1930-31 as Professor Woods\(^6\) intimated they would advise him to do, we are planning to start with Hammond\(^*\), Rollins\(^*\), and Brinkmann\(^*\), an obviously insufficient staff.

There are two ways of getting another man, by new appointment and by transfer from the non-resident list. Both present difficulties. I have looked through the list of tutors and John Edsall\(^7\) is the only unmarried one giving a subject where we need a man and there is an uncertain element in Edsall (The Dean [Hanford] is at present in Reno) which gives me pause. If you have (illegible) to suggest, let us hear his name.

---

\(^1\) Harold H. Burbank, Professor and Chairman of Economics, chairman of the Board of Tutors

\(^2\) Stanley Earl Harris; Tutor in History, Government and Economics, lecturer in Economics

\(^3\) John Theodore Kreps, tutor in the division of History and Economics

\(^4\) Felix Shaffner, Tutor in History, Government and Economics

\(^5\) Donald Wallace, Instructor in Economics

\(^6\) P. W. Woods, Tutor in Mathematics at Emmanuel College, Cambridge

\(^7\) John Edsall, Instructor in biochemical Sciences
By Transfer. Clifford Moore* wrote to me that he hoped someone would take Glessner* as a resident tutor, perhaps McLane\(^8\) later.

I doubt whether we could get one without the other, what do you think? Moreover, I am not sure it would be well to try. Suppose Merriman* gets Unit No. 3\(^9\), and suppose he asks for McVeagh\(^10\) to go to that noisy spot there, 52 Brattle is broken up anyway. However, neglecting that possibility, what is the chance we could get Glessner and McLane? I would offer each a double suite, they could be adjoining if they liked, and as an extra inducement, I would give them the Library to play with. If they accepted, I might give Matthiessen* the choice of a resident or non-resident tutorship.

The obvious objection to this plan is that they may refuse. I also attach the following query. Are we not filling up our tutors common room with too many resident men of one particular type, the refined sensitive gently bred sort, who are thereby slightly separated from a good proportion of the young barbarians who will constitute the bulk of the House? If any of the tutors goes in with the idea that he has a holy mission to be the “student’s’ friend”, I’ll fire him, because that kind always come to grief, but I think it would be unfortunate if the students got the idea that the resident tutors were an aristocracy either of breeding or intellect, and so separated from their concerns. Our Common Room can not be a “succoursale” of the foquet.

That leads to a third possibility of leaving Glessner and McLane where they are, and trying to persuade C. R. D. Miller* our romance Languages tutor to become a resident. Do you know him? I started with a slight prejudice because Prof. J. D. M. Ford\(^11\), after praising him to me said “The accusation that he is Pro-Boche is nonsense, he is as good an American as anyone.” I felt sorry that anyone had made it. He dined with us and I found him very friendly and cheerful, with a lack of a certain reserve which separates Englishers and to a degree, New Englishers from “100 per cent Americans”. Socially he would be comparable to Rollins, but less mature. He has since shown the greatest readiness to be of use, and took a good deal of trouble over his library list. My question is whether we should not have a more balanced diet with him among the 

---

\(^8\) James L. McLane, Instructor in English
\(^9\) Unit No. 3, Eliot House
\(^10\) Francis McVeagh Instructor in English
\(^11\) Jeremiah D. M. Ford, Smith Professor of French and Spanish
residents, rather than Glessner and McLane. He might refuse to come. He lives with his mother at 122 Mt. Auburn St. Perhaps you could think of an excuse to call on them and size the lad up, get him to help you one day with your duplicates, you could say it was my suggestion!

I dwell on this question now because I feel that the choice of tutors, especially the resident ones is the most vital and most interesting of all of our problems. We have been at it since about May 1, and there are still some outstanding questions as you see. But we must have it all sewed up early in the Fall, barring accidents such as matrimony.

Last Saturday a man came up to me and said, “You said out in St. Louis you would like an endowment for your Library. What sort of a sum had you in mind?”

“Do you mean for books or for equipment?”

“For books.” “About fifteen or twenty thousand dollars” “I see, thank you, I just wondered” “That was the estimate of Mr. Potter*, the head of the Library” “Yes, Yes, I was just wondering in connection with some ideas I had.”

This obviously should not be mentioned. I doubt whether anything comes of it and I do not mean to relax efforts to raise money elsewhere, but it is interesting.

Sincerely yours,

Julian Coolidge

PS. Who shall be Chancellor of the Exchequer failing Opie*? None of us know anything about accounts. I wonder if Brinkmann* and I could do it. We are used to working in double harness. It is a question whether the budget and the music would be too much for his share.
Pres. A. Lawrence Lowell,
Cotuit, Mass.

Dear Lawrence,

It seems to me that as long as Greenough’s* expert, Leaf1, is now in England it would be very well for him to start buying for the first two new Houses. I am therefore writing to the Treasurer2 of Harvard University to establish a Library Fund for Unit No. 1, and am telling Harold to send a check for $5000.00 as my contribution to that Fund. If you care to send my share of the $10,000 so generously offered by Anna and yourself to the treasurer, at your convenience, it will be rather a relief, as I am instructing Leaf to purchase up to the amount of $10,000 for me.

Have you thought of John Lowes3 as Master of one of the new Houses? He might not accept, but he would do admirable, and it would add to the dignity of the proceeding to have such a great scholar in that position. Tucker Murray4 has many of the qualities, also, though his recent scholarship has not been notable.

If Cotuit is anywhere near as pleasant as this place these days, you must be having a delightful summer. Such is my happy lot, the only out being that you and Anna [Lowell] are not going to pay the visit we counted on.

Affectionately yours,

Julian L. Coolidge

---

1 Leaf, Unidentified
2 Henry Lee Shattuck, Treasurer of Harvard University
3 John Livingston Lowes, Henry Lee Higginson Professor of English Literature
4 John Tucker Murray, Professor of English
Dear Lawrence,

Many, many thanks for the $10,000 from Anna and yourself. I am writing to Greenough* that I expect that we would divide (it) evenly and if so, asking how to so inform Shattuck*. I do not think that our estimates are too high. Potter* said to me “you will need at least $15,000”. He meant by that $15,000 to spend right now. But is it not well to have $10,000 as a capital account, I do not think that $500 a year seems excessive. Hence we ought to have $25,000 each at least.

Have you thought of Kirtley Mather1 as a master? Ward2 and Daley3 say he is presentable scientifically, and tremendously interested in his students. Would it not be good to harness his energy and enthusiasm into this direction rather than teaching at Tufts or reconciling Science and Religion? I should like to see at least one scientific Master, I do not so count myself for I look on mathematics as a branch of Fine Arts.

With renewed thanks

Affectionately

Julian Coolidge

---

1 Kirtley Fletcher Mather, Professor of Geology
2 Robert DeCourcy Ward, Tutor, Professor of Climatology
3 Reginald Alworthy Daly, Sturgis-Hooper Professor of Geology
Dear Mason,

When a reply to queries is very prompt and very complete I know it is from you.

There is not much more to be said just now about the questions in my first letter. The most important one is, obviously, that of the sex of the table help. Laurie Coolidge* spent last January here and was very much down on student waiters. He told me that during examination time very serious threats had to be used to keep the waiters from deserting in droves. He also said what surprised me, that there were not really enough good ones. I think the Student Council Preliminary Report was strongly for women waiters. We must take the matter up carefully in the autumn.

With regard to names, everyone believes in Common Room, also in Court rather than Quad for our unit.

The President agrees with me about ”senior” and “junior”. Laurie Coolidge agrees with you in preferring “Students” and “Tutors”. Greenough* has instructed the architect to put “Large” and “Small” on the published drawings. These seem to me a little pallid, but I do not feel strongly. I had not thought of the confusion you mention about the other meaning for Senior and Junior. Perhaps Students and Tutors is better.

As between Hall and Dining Hall, time will show.

R. Opie* wrote very cordially expressing his willingness to help. I am trying to find out just what he is like. Someone said he was charming. Then Archie3 wrote: “I should not worry about Opie. He is a perfect gentleman and a real scholar, whatever his forebears, and very popular as a tutor.” All of which sounds excellent.

You say, “There will have to be someone in charge of admissions.” That is a major problem. My idea was that you and I should make out a list of some 110 of the first applicants: (Class of ’31) and cut them down to about 90 with the help of Hanford*. From these 90 we should choose 5 to be an advisory committee to us for the men of the other two categories. In general this can not be devolved on anyone else, you and I must take the lead with such advise as we choose to ask. Don’t you agree?

3 Archibald Carey Coolidge II, son of Julian L. Coolidge
The President wrote recently: “Mr. Harkness has refused both to Bishop Lawrence* and to me to allow a House to be named after him., but I do not feel so hopeless as to select another name yet (Don’t speak of this). In the matter of books, Anna* and I would like to put $10,000 towards them. I suppose Greenough* ought to have a share of this. (Also not to be mentioned).”

In thanking him [Harkness] I wrote that I supposed that this was the sum which he told Greenough two months ago might be spent at once, and which we agreed to share half and half. Assuming that is so, the outlook is as follows: Needed $15,000 immediate + $5,000 to be kept as capital.

Promised $5,000 to be spent this summer, $5,000 from JLC, $1,000 pledged unasked by a friend. That leaves $9,000 yet to be raised by begging. It can be done. The class of ’95, as I wrote, will give either book money or furnishing.

A. H. Cole\(^2\) refused to be a tutor as he is giving up that sort of work. My next guess is Ushers\(^3\) but I have written to Burbank* for advise.

I send you a list submitted by Moore*. Will you please go to the Service Bureau in Lehman Hall and hunt up the head thereof, a delightful lady named Miss McCafferty. Convey my duty to her and ask her to have this copied alphabetically (she calls it “alphabetizing”) I should like two copies. Will you give one to Mr. Potter* to file with other similar lists of ours, and keep the other for me till Autumn when I can file it with the rest. Mr. Potter, you doubtless know, is the Librarian. If he is away on vacation, you can keep his copy till he returns, unless someone else knows where to put it.

And this leads me around to thanking you very warmly for the work you have done in choosing duplicates, it is most opportune and isn’t it delightful to work with Greenough* who shares everything with us so splendidly?

Prof. Clifford Moore wrote to me that he had heard from you twice and judged you were pleased with the outlook for your work in our Unit. He is a very good friend of mine and I intend

\(^2\) A. H. Cole, Professor and Chairman of the Department of Business and Economics

\(^3\) A. P. Usher, Tutor and Associate Professor of Economics
to keep him reminded that the Classical Department is not to dump too many routine jobs on you. And that brings me around to the part of this letter which is least pleasant to write but which I must write nevertheless.

My dear boy, you are gone stale. How pernicious this is, I do not know, but the fact is very clear, and very important. You should never in the world have taken this summer school job. You probably figured that you would have to be in Cambridge to work up your history course, and might as well get paid for your time by teaching. That would be good reasoning ordinarily, but not in your present case. Do not make this mistake again. Why don’t you run over to Europe as soon as the Summer School is over or out West or somewhere far from Cambridge, Mass?

Several things are necessary to make a worth-while and happy and successful life at Harvard. Scholarship, you have it, at least the beginning; ability to teach, you have it; ability to get on with people, you have it. But there is another essential, the wisdom to play your hand right, and if you haven’t got that, you will fail. It may mean small financial sacrifices like giving up Radcliffe and summer teaching, it is different for different men, but it is vital. You think I am an old fuss-budget. I think I am like an old fellow in Daudet’s Immortel⁴ who used to wag his head and say “J’ai vu ça aussi, moi” which does not prevent my being

Affectionately yours,

Julian Coolidge

⁴ L’immortel, (1888), Alphonse Daudet,
Dear Mason,

I saw the President this afternoon, and got from him some information of a good deal of interest to us.

The case\(^1\) of Unit no. 2* is going to be tried October 5, the President says he will be awfully peeved if the judge does not hand down an opinion in a week. If this is favorable, he means to go ahead and take a chance on any appeal. We may therefore expect to know soon whether the two units will start together, or whether we shall go it alone.

The President approves our having twenty five, or even thirty graduate or law students.

We are going to have a Club room. The President wants this in the tower, you remember his wonderful plans for his fraternity of scholars in that place. This gives him a chance to use his tower, and he is delighted.

He has accepted the plan of a married porter, and accommodations will be provided near the tower entrance. Endicott* endorsed this strongly.

He agrees with me that it would be a good plan to publish the list of tutors in the two Houses at an early date. It will be made clear that such a list is provisional. It must not appear that persons like yourself on a temporary appointment have a more settled status than is really the case.

Glessner* and McLane* are revising their list of English books, and adding thereto some recent fiction. After studying these two I am convinced that the plan of having in another socially unevolved tutor, such as Krebs* is said to be, has merits. But I shall speak to Burbank* as soon as possible.

---

1 Harvard requested that the city of Cambridge abandon Otter Street in order to accommodate the plan for Dunster House and was awaiting a meeting of the finance Committee of the City to take that action which it eventually did.
McLane* gave me a priceless tip that Kenneth Murdock\textsuperscript{2} might well consider taking a few tutorial pupils and join our staff. I am going to put the matter up to him on Monday. I shall also see Matthiessen* on that day. I sat next to him at the Signet\textsuperscript{3}, and told him I might have to press him for an answer earlier that he would like to give it. He replied by saying that he was anxious to talk things over with me, I augur well from this.

Now about the twenty five or thirty older students, my idea is the we should make discrete inquiries and get a slate of men who might care to come in, and show it to Greenough* before finally binding ourselves to any of them. There might be some individuals whom he was particularly anxious to have; on the other hand I think it perfectly legitimate on our part to beat him to it if we can; he has seen a copy of my letter to the President where I suggested our having such men. Now this, mon cher, must be up to you. Will you, as soon as you can, start looking around, making inquiries, asking men tentatively, if you like, whether they would care to live in a House. You must make it clear that they are not to be proctors, and will have to pay board and rooms. Probably you could make a good start at the Signet, though we should want some non-Signet men. At least ten of them should be men who can stay only one year, as we shall want their places for our own graduates a year after. Names that occur to me are Laurie Coolidge*, Charlie Thompson\textsuperscript{4}, Kim Norton\textsuperscript{5}, Harper\textsuperscript{6}, President of the Student council if he is coming back. We might stand a few mere athletes, but not too many, they should be predominantly men of some brains. Phil Rhinelander\textsuperscript{7} would be excellent but I think that Greenough* has a right to him. Consult with your contemporaries.

Ever yours

Julian Coolidge

\textsuperscript{2} Murdock, Kenneth, Dean Faculty of Arts and Sciences, Professor of English. To become the Master of Leverett House.

\textsuperscript{3} Signet, Arts and Letters Society for Undergraduates

\textsuperscript{4} W. Charles Thompson, Harvard Student

\textsuperscript{5} Charles McKim Norton, Graduate Student

\textsuperscript{6} Wallace R Harper, President of the Student Council

\textsuperscript{7} Phil Rhinelander Harvard Student
Dear Lawrence [Lowell] –

This is not the time to interfere with presidents for the sake of information which can be easily sent in writing. I will therefore beg permission to ask one or two questions which have a certain importance.

It looks as though the number of rooms in Unit #1* would be quite as large or larger than originally expected, thanks principally to your skillful planning. You have indicated to me in the past that we might well in the future assign some of these to old members of the House worth staying on in some graduate department of the University. I wonder whether the system of having resident graduates might not be put in force at once. Might I not, to be specific, have as many as twenty-five men of that sort in residence in the first year? My idea would be for Mason Hammond* and myself to pick out, let us say, twenty-five men who had shown certain capacity for leadership in one field or another and ask them whether they would not like to spend next year as members of my Unit while stuck up in some graduate department. At least a third of them would have to be so placed that they could not stay more than one year for it would be a pity to turn out a man who was once let in. On the other hand, room must be found the second year for a certain number of men who had been senior members of the House and would like to continue as graduate students within its sheltering walls. I cannot help feeling that such an arrangement might add to the popularity and also to the morale of the body. I should, of course, work in closest cooperation with Greenough* so that there should be no question of competition for any one individual.

I have practically completed my list of tutors resident and non-resident. The last places will certainly be filled in a week or two. I presume that Greenough* is in the same situation. Should you approve of our publishing the list when it is complete? We should of course have to emphasize the fact that such a list was strictly provisional. The Classics Department, for instance, might well take umbrage if Mason Hammond appeared as a permanent tutor when he only enjoyed a one year appointment. On the other hand, I feel
that it might well strengthen the position of the House if it were seen that the very best
tutors in the University were interested to cooperate.

I assume that the legal woes of Unit #2 [Dunster House] will hold both of us up in
the matter of receiving applications for next year. I cannot see how anyone could be
allowed to apply for Unit #1 before it was definitely settled whether #2 would start next
year or not. If by misfortune Greenough is held up for a year why I must go it alone, but I
do not want to do that before it is absolutely necessary. On the other hand, if both are to
open at the same time, as we all earnestly hope, the applications should also be
considered simultaneously.

I suppose that each of the Houses would have its own budget eventually. I do not
in the least look forward to this feature of the task. Presumably during the course of the
present year some competent persons will settle just what expenditures should be
chargeable to each House account. I shall make one of my resident tutors Chancellor of
the Exchequer to help me wrestle with this troublesome problem.

I have made to Mr. Abbott¹ one or two suggestions of an architectural nature
which doubtless will come to your notice at an early date. The most important of these
are for a resident married porter in which I have very strong backing from Endicott* and
a clubroom for small organizations within the House which has met with approval from
those whom I have consulted.

You will be interested to hear that I have collected all the money that I hoped for
the start and support of my library. You would have been cheered by the cordial
response which has come from those, and they were not many, to whom I applied. Your
own munificent contribution was of double importance for it went a long way towards the
desired sum and gave me heart to approach others.

Theresa [Coolidge]* and I have been discouraged by twice choosing the wrong
time to see Anna [Lowell]*. We shall keep on, if we may.

Yours,
Julian L. Coolidge

¹ Lewis B. Abbott, of the firm Coolidge, Shepley, Bulfinch and Abbott, Architects
Dear Mason,

I saw the President this afternoon, and got from him some information of a good deal of interest to us.

The case\(^1\) of Unit no. 2\(^*\) is going to be tried October 5, the President says he will be awfully peeved if the judge does not hand down an opinion in a week. If this is favorable, he means to go ahead and take a chance on any appeal. We may therefore expect to know soon whether the two units will start together, or whether we shall go it alone.

The President approves our having twenty five, or even thirty graduate or law students.

We are going to have a Club room. The President wants this in the tower, you remember his wonderful plans for his fraternity of scholars in that place. This gives him a chance to use his tower, and he is delighted.

He has accepted the plan of a married porter, and accommodations will be provided near the tower entrance. Endicott\(^*\) endorsed this strongly.

He agrees with me that it would be a good plan to publish the list of tutors in the two Houses at an early date. It will be made clear that such a list is provisional. It must not appear that persons like yourself on a temporary appointment have a more settled status than is really the case.

Glessner\(^*\) and McLane\(^*\) are revising their list of English books, and adding thereto some recent fiction. After studying these two I am convinced that the plan of having in another socially unevolved tutor, such as Krebs\(^*\) is said to be, has merits. But I shall speak to Burbank\(^*\) as soon as possible.

---

\(^1\) Harvard requested that the city of Cambridge abandon Otter Street in order to accommodate the plan for Dunster House and was awaiting a meeting of the finance Committee of the City to take that action which it eventually did.
McLane* gave me a priceless tip that Kenneth Murdock² might well consider taking a few tutorial pupils and join our staff. I am going to put the matter up to him on Monday. I shall also see Matthiessen* on that day. I sat next to him at the Signet³, and told him I might have to press him for an answer earlier that he would like to give it. He replied by saying that he was anxious to talk things over with me, I augur well from this.

Now about the twenty five or thirty older students, my idea is the we should make discrete inquiries and get a slate of men who might care to come in, and show it to Greenough* before finally binding ourselves to any of them. There might be some individuals whom he was particularly anxious to have; on the other hand I think it perfectly legitimate on our part to beat him to it if we can; he has seen a copy of my letter to the President where I suggested our having such men. Now this, mon cher, must be up to you. Will you, as soon as you can, start looking around, making inquiries, asking men tentatively, if you like, whether they would care to live in a House. You must make it clear that they are not to be proctors, and will have to pay board and rooms. Probably you could make a good start at the Signet, though we should want some non-Signet men. At least ten of them should be men who can stay only one year, as we shall want their places for our own graduates a year after. Names that occur to me are Laurie Coolidge*, Charlie Thompson⁴, Kim Norton⁵, Harper⁶, President of the Student council if he is coming back. We might stand a few mere athletes, but not too many, they should be predominantly men of some brains. Phil Rhinelander⁷ would be excellent but I think that Greenough* has a right to him. Consult with your contemporaries.

Ever yours

Julian Coolidge

---

² Murdock, Kenneth, Dean Faculty of Arts and Sciences, Professor of English. To become the Master of Leverett House.
³ Signet, Arts and Letters Society for Undergraduates
⁴ W. Charles Thompson, Harvard Student
⁵ Charles McKim Norton, Graduate Student
⁶ Wallace R Harper, President of the Student Council
⁷ Phil Rhinelander Harvard Student
October 7, 1929

Wilson M. Powell, Esq.
71 Broadway
New York City, N.Y.

Dear Mr. Powell:

I interviewed Mr. Harkness when he was here last week and used the arguments which I made to you. His chief objection was that he had Carnegie in mind and he did not wish to have the reputation that Carnegie had of building libraries broadcast. This seemed to be the principal objection.

The next was that he thought it would be very much better to have all representative Harvard names and not to have his name mixed in with them.

After I talked with him I had a talk with President Lowell, and the President told me that he thought there was some chance of Mr. Harkness’ allowing one of the buildings to be named for him, but up to the present time the President had not heard anything from him at all. I think there is a slight chance of his changing his mind and allowing his name to be used. *Verbum sapientibus.*

With kindest regards,

Very truly yours,

[JLC]

---

1 William M. Powell, Attorney for Edward Harkness
2 A word to the wise (is sufficient)
For Mr. Lowell
(This is in reply to memorandum of Student Council Committee)

October 10, 1929

Professor J.L. Coolidge
Widener 547

Dear Professor Coolidge:--

In response to your request, I am pleased to write my reaction to the report by the Student Council on the College dining rooms with special reference to the House plan.

With the premise of this report I would agree that this is one of the most important problems which the House Plan has raised and in all our suggestions regarding this problem we have had in mind the importance of the whole subject.

The Halls All the points mentioned under this heading have had and are having very careful consideration, and I cannot see that this paragraph has raised any points which have not already had careful consideration.

One point that the Student Council did not consider is that the number of men seated at a table, or group of tables, should correspond with the number of men which one waiter is capable of serving.

The Committee recommends wooden floors. We have advised rubber tiled floors, for the dining rooms.

The question of building the halls above the ground is, I believe, settled.

The question of tablecloths is one that has been considered many times and we believe the added cost is better applied to the food and service. The operating cost for tablecloths, aside from the initial expenditure, would increase the board at least 25 cents per week per student.
Service  

The service at the Freshman Halls, where students are seated at long tables, is more economical than service at smaller, separate tables, but we understand the latter plan is what is expected and needed in the new dining halls.

Thirty-five waiters for 250 men is a larger number than is needed. One waiter for ten seats is ample, provided the hours for meals are not curtailed. On special occasions when all the men are expected at one time, we shall expect to provide ample service.

The student report says that student waiters have proven by experience in efficiency, cleanliness and good manners, to be equal, if not superior, to waitresses. I do not agree with this, and believe that we can give better service and have a more attractive atmosphere in the dining room by using waitresses rather than student waiters. The student waiters are less efficient and less reliable, their hours are shorter, the cost of their food is more, and our estimate is that the cost per week per student is increased from 25 cents to 50 cents by employing student waiters. In my opinion there is only one reason for employing student waiters, and that is the financial benefit to the waiter; and at the same time I have a strong feeling that in many cases a student working in College in a menial position of this kind acquires an inferiority complex which makes it harder, if not impossible, for him to enter as an equal into student activities.

Food  

I am convinced that the standard of food is as high as it is possible to get for the cost of board. The quality of whatever is bought is the best, but of course for the price charged we cannot always buy the most expensive varieties of food. Quite naturally with the price of board charged, chicken, steak, and chops are not served as frequently as would be possible if the price of board were higher.

We made arrangements last spring to engage a dietitian to work under Mr. Westcott, and she will be on the job about the middle of this month. This is an attempt to meet the suggestions that a woman may be able to supply a need in our present organization.
The report states that the staff is smaller than any legitimate restaurant ordinarily maintains, and draws the conclusion that this is solely from the point of view of economy. The staff is entirely adequate for the type of meals we are serving. If every customer had a special a la carte order of course the staff would have to be increased.

The Committee states that the attendance at Freshman Halls has been large when College opens and gradually decreases as the year progresses. This is not a fact. The figures show that the average attendance for May is equal to the average for November and that there is no appreciable decline in attendance which cannot be attributed to perfectly good reasons entirely aside from the students' satisfaction or dissatisfaction with the dining halls.

Subsidizing the Dining Halls. The principal point to this whole report is the fact that the students consider that the University should provide them with something they are not called upon to pay for. Of course in most departments of the College this in done: the students pay for only a very small proportion of what they receive in their instruction, academic facilities, athletic facilities, dormitory rooms, etc. With regard to the dining halls, the students are called upon to pay no rent, taxes, overhead expense - beyond the manager of the dining hall - no profits, and in many other ways benefit at the expense of the University. To go beyond this and subsidize the actual food and service would in my opinion big a mistake, and I do not think the suggestion should have serious consideration. We should not emulate either a poorhouse, jail, or Theological School.

On page 8 the report goes into the organization of the dining hall service and shows plainly that they have no experience whatever in the subject which they are discussing. Whatever success we have had with the dining halls has been due to having one man at the head of the whole organization with a sufficient staff in each house directly responsible to him and to no one else. To break the organization up into smaller units I believe would be fatal to successful and economical operation. The statements in the report regarding the results which might be obtained by smaller kitchens and preparing the food in smaller quantities show no knowledge of the subject which they are discussing.
Their argument that if everybody is served at once in a shorter meal hour the food would necessarily be better is the exact opposite of the fact. As it is now many articles of food are prepared continuously during the meal hours, whereas when everybody is served at once the variety must be cut down, all the food has to be prepared ahead of time, the service becomes less efficient, the noise and hubbub in the dining halls is increased, and all the conditions we are trying to avoid are aggravated. Special orders would be impossible under such conditions.

With regard to special orders, I would like to say a word as to the past history, not regarding what we may desire in the future. There was a time when a large list of special dishes was possible at the Freshman Halls, and we of course kept track of the demand for such dishes, and the amount of charges for special orders at the Freshman Halls has been a small fraction of a cent per meal per man. This includes such items as strawberries, which are on the bill-of-fare a long time before they become cheap enough to be included frequently in the regular menu. When the Business School was started we considered seriously the question of special orders and made all our plans to provide quite an elaborate list of special dishes after we had opportunity to get the halls well started. The result was that there has never been a single request from the students for such special dishes, and we have, therefore, never provided an a la carte list. It is understood that if a student, on account of his health, cannot eat the regular menu, we are glad to provide him with food suitable to his condition without extra cost.

Meals I believe I have already answered the Committee’s suggestion that the hours for dinner and luncheon be reduced to thirty minutes. Both from a social point of view and a point of view of efficiency of operation, a lunch hour of this short space of time makes the conditions for operation the worst possible. Mr. Westcott and I were requested to make a survey of the dining halls at Exeter Academy, and this was the condition which we found was the cause of most of their troubles. The breakfast hour can be varied from our present schedule, but the question of having self-service at breakfast time was investigated very thoroughly at the time the Business School was started, and it was the unanimous decision that such change should not be adopted. It was discussed by the President, the Dean and the Students Committee and everybody interested at that time.
Clubs

To operate the dining halls satisfactorily at a low cost, the load should be as constant as possible, as the help has to be carried the entire day. While we appreciate that the men will not be expected to eat 21 meals at the dining halls, their absence should be staggered as much as possible to make the load fairly even for the three meals. This of course does not apply to special meals when everyone may be expected to be present. I do not believe it will be possible to give satisfaction with anything less than the fixed charge of $8.50 per week for 14 meals. At the Freshman Halls the charge is for 21 meals with no rebate, and on this basis we agree to give the student all he wants to eat at any meal: if he wishes he may do all his eating for the day at one meal; but we could not agree to do this on the basis of requiring students to eat only 14 meals at the dining halls. There would have to be a limited charge for second orders.

On the suggestion that the relations between the Houses and the Clubs be determined by a committee composed of graduates, etc., my belief is that things will go more satisfactorily if you keep the relations with the students as much as possible in your own hands without graduate control.

There are doubtless points in this report which I have not covered and either Mr. Westcott or I will be glad to discuss it further with you at any time.

Sincerely yours,

A.L. Endicott

Comptroller
November 7, 1929

Dear Mr. Harkness,

I had hoped to ask you and your wife to stay with us when you came for the dinner at the Tavern Club on December 13th, but my wife is not well enough, I fear: but we should like to have you both for at least a meal at that time.

We are just getting out the material for the pamphlet to be sent to the applicants for rooms in the two Houses. This consists of a picture and floor plans, with the nature of the rooms and rents thereof. If it comes in time this afternoon I shall send you proof of the elevation and the first floor plan of House Number 2, all that we have so far received. The rest will be ready in a few days.

By the way, I am feeling uncomfortable, because the Masters very much dislike the idea of sending out these plans with the Houses merely numbered; and I do not want to carry sentiment or personal feelings to the point of being thought ungracious, and I wonder whether it is not my duty to let my name be used. After all, we are interested in the object and not in ourselves.

Yours very sincerely,

[ A. Lawrence Lowell]

Mr. Edward S. Harkness
654 Madison Avenue
New York City
Nov 20, 1929

Survey of eating club memberships in the Junior Class (1928):
Number of men in class – 747
Number in any eating club - 317
Percentage in any eating club - 43%
Number of men in two or more clubs—116
Percentage of men in two or more clubs—16%
Number of men in three or more clubs—59
Percentage of men in three or more clubs—8%
Number of men in final clubs—69
Percentage of men in final clubs—9%

The Dean’s Office is making up figures on the number of commuters in the college.

The above census includes membership in the following clubs:
A.D., Alpha Chi Sigma, Alpha Sigma Phi, D.U., Fly, Fox, Hasty Pudding, Falcon, Iroquois, Delphic, Kappa Sigma, Kex, Lambda Chi Alpha, Liberal, S.K., Phoenix, Phi Epsilon Pi, Phi Kappa Epsilon, Owl, Signet, Speakers, Styx, Sigma Alpha Mu.
Porcellian, Tau Epsilon, Trident, Tau Delta Phi, Trident, Pi Eta, Zeta Beta Tau.

1925-1928
UAI.160
November 25, 1929

Mr. Charles A. Coolidge  
c/o Coolidge, Shepley, Bulfinch & Abbott  
1 Court Street, Boston  

Dear Mr. Coolidge:

While I am very reluctant to write to you concerning matters that primarily concern you and your firm and no one else, I am doing so now purely and simply in a spirit of trying to accomplish whatever I can for the benefit of the people of Cambridge generally and Harvard College in particular. While, as you very likely know, I hold no public office at the present time, I am about to be inducted into the Mayor's office of the City of Cambridge. I ran for this office with one object in mind and that is of rendering public service of some value to
the community, and I hope and trust that in doing this I can rely on people such as you in helping me to accomplish this end. It cannot be done by me alone without help.

The immediate object of this letter is to urge you, if it is possible, to give my good friend (Tom Murphy) the opportunity to bid on the plumbing and steam contracts in connection with the new buildings about to be erected by Harvard University in Cambridge. Much as I am indebted to Tom Murphy for all he did for me in the recent campaign, I do not want to ask for any particular favor and if for any reason his work for you in the past has not been satisfactory or if you have any other particular reason for not wanting him to bid on these contracts, I shall accept your judgment without criticism.

If, on the other hand, his work has been satisfactory, I feel that not only would it be of distinct advantage to me personally but to Harvard College to give him the opportunity of bidding on these contracts.

If you think I am in any way presumptuous in writing you as I have, please do not hesitate to let me know. My only object is in an endeavor to consummate the only promise I made in my campaign for Mayor of Cambridge, and that is to do all in my power to give the people of Cambridge a decent and fair administration.

Yours truly,

Richard M. Russell (signed)

P. S. I am advised that Tom Murphy was very influential in securing from the council an order to close the streets\(^1\), which was necessary for the College to proceed with the construction of these buildings. I know from personal experience that Tom Murphy has on many occasions used his influence to procure for Harvard College what the College was after in various matters that came before the city government, and I cannot help feeling that his attitude on these matters alone entitles him to at least equal consideration with other contractors.

\(^1\) Harvard had to get City Council to approve the closing of Otis Street in order to build Dunster House.
REPORT OF COMMITTEE ON HOUSE PLAN
TO THE BOARD OF OVERSEERS OF HARVARD COLLEGE:

The committee’s position is peculiar in that the subject of Houses has been dealt with very fully in speeches and written articles by the President of the University and by several of the house masters. It has, however, some matters to report on that are not entirely covered elsewhere. Its suggestions have been made conditionally upon their being feasible in execution and acceptable to the house masters. It recognizes that only experience can decide whether these suggestions are of any value unless in bringing inevitable errors somewhat nearer to the desired mark.

The conclusions indicated were reached after consultation with the two house masters appointed last year – Professor Coolidge* and Professor Greenough* – both of whom were present at two of the three meetings of the Committee with Dean Hanford*, Lawrence Coolidge, former Assistant Dean, William I. Nichols, former Dean of Freshmen, Mr. Endicott*, Mr. Westcott, Head Steward of Dining Halls, Mr. Morse, Purchasing Agent of the University, Mason Hammond*, Head Proctor at the Freshmen Dormitories, and many others. The memorandum on dining halls in the new houses, made to Dean Hanford by the 1929 Student Council Committee on dining Halls, has also been carefully studied – also a most interesting comment upon it by Mr. Endicott. The architect of the houses, C. A. Coolidge, ’81, has also been consulted in order to make sure which questions have a bearing on the structure of the houses and are therefore of special urgency, and for answers to architectural questions affecting decisions upon certain policies.

DINING HALLS

The attention of the Committee has been largely given to the question of the arrangement and furnishing of the dining halls as being the central feature of each house and the one upon which, so far as physical surroundings are concerned, the success of the whole system will most depend. Each member of the Committee has been provided with a tape measure to take the dimensions of tables of varying degrees of social value. (Some of the questions dealt with by the Committee sound ridiculous, but all of them are important, as any experienced hostess will understand.)
**Noise**

The Committee found from Mr. Westcott that the floors of the dining halls are to be made of rubber tiles, which will render them comparatively noiseless. It suggested that the walls should also be treated, as are those in the dining room of Vanderbilt, so as greatly to diminish the amount of echo.

**Bird Baths**

Partly as bearing on the question of noise but also as affecting the pleasure and dignity of every meal, the Committee suggested that Mr. Westcott should, if possible, abolish small vegetable dishes, or “bird baths.” Mr. Westcott agreed that this could be done by having the vegetables brought in on the plates when first passed round.

**Dais**

Upon the question of a raised platform for the head table at the end of each hall, the Committee suggested:

1. There must in any case be a small platform for a speaker, as in such a large hall he could not otherwise be seen below the chin.
2. The platform should be suitable to support a head table – 18 inches (3 steps) high and long enough to accommodate the desired maximum number of tutors, associates and invited guests.
3. The platform should in each case be fixed to the floor or not, according as the house master prefers, the Committee having learned from Mr. Coolidge that the fixed can be made unfixed and the unfixed fixed without damage to the floor. It has also been suggested by Mr. Straus of the committee that the floor supporting the table may be so constructed as to be capable of being raised so as to form as dais, or lowered to the general level.
4. Each dais should be capable of being made wide enough for putting on small plays.

**Tables**

In deciding upon the size and shape of tables it was felt that these should be made to serve three purposes:

1. To accommodate the shy man, by providing comparatively large groups which he can join without seeming to be butting in. Tables for this purpose should accommodate 10 men each – 4 on each side and 1 at each end. Two or
more of such tables could, if the house master desires, be put end to end, making one long common table. In a room seating 250 men there should be enough such tables to accommodate 60 men in all. (The small 3 by 3 feet, tables for 4 men each (see under 3 below) will make additional provision for the shy man; also for the morning grouch.)

(2) For general conversation, that is to say, accommodating 6 or 8 men each. These should make provision for 110 men altogether.

(3) For the balance there should be from 20 to 30 tables seating 4 men each (unless arranged against the wall, in which case they should accommodate only 2 as nobody wants to face the wall and nobody can sit inside of it).

For rectangular tables other than those 3 feet by 3, there should be a uniform width of 3 feet and a length allowing 2 feet for each man plus 2 feet extra, the latter providing room for the feet of the men at the ends and for an extra man on each side of the table on those rare occasions when all or nearly all are present, thus lessening the need of extra tables and the consequent frequency of empty places.

It is important in considering the whole matter of tables that the economical unit of service is 10 men. With tables accommodating 10, 8, 6, 4 or 2, this economy can be attained.

All tables should be of very solid construction, like those in the Medical School, so as not to wobble or seem as if they were going to wobble when a man put his weight upon them.

All chairs should have arms.

The mixture of sizes and the introduction of some round tables four feet in diameter among those providing for six men each will help in making the room habitable and attractive.

*Waiters*

*The committee has had a great deal of discussion and has obtained the opinions of many people on this subject. Its conclusions are as follows:*

That the first choice is waitresses; the second undergraduates.

That the experiment should be tried in one of the houses of employing very carefully selected negroes, with a capable white man at their head. (A house will require
about 18 waiters.) The Committee believes that these waiters should be in uniform and that the adoption of this plan will lead to more quiet and efficient service, will make more of a ceremony of every meal and will do more to lessen the social disadvantages inherent in the presence of any sort of waiters than any other selection would accomplish. And it would be at least of value as an experiment.

Board

The Committee, especially Mr. Strauss¹, has made some study of the prices which it is contemplated should be charged for board, and of the advantages and disadvantages of a cafeteria breakfast. As to the price of board - $8.50 a week as a minimum charge, entitling a man to 14 meals, and $10.50 for all the 21 meals – it has consulted especially with Mr. Endicott and Mr. Westcott and believes these charges to be reasonable. The suggestion has been made that in the case of a student who gives suitable notice that he will, always or during a considerable period, be present at all the 21 meals in the week, the price of board might be slightly reduced. This, however, has been considered by Mr. Endicott and Mr. Westcott not to be feasible.

The Committee has carefully considered the subject of the exclusion of freshmen from the houses and has been nearly unanimous in believing such exclusion to be wise. It has, however, made no suggestion upon the subject, not merely because it seemed settled for the time, but because a decision either way would not affect the construction of the buildings, although it would affect their number.

The Committee has taken its duty of passing upon the confirmation of nominees for house masters pretty seriously, and believes that in spite of the great difficulty of finding the right sort of men for these positions, representing the desirable variety of scholarship and point of view, the selections have been excellent.

JOSEPH LEE For the Committee

¹ Jesse Isador Strauss, Overseer
The time has come when it will no longer do to speak of the “House Plan”. There is already more than a plan. Two great buildings have for some time been well above the foundations, and will be ready for occupancy next September. And now two Houses have names as well as habitations: their internal arrangements, official personnel, scale of prices for rooms and meals – all these and other details have been determined and made public. Of preliminary steps there remains only one, the all-important one, namely, of selecting the undergraduates who shall be the first beneficiaries of the new system and the first subjects of the experiment.

It is fortunately possible to publish, together with the steps which have been taken towards the creation of the Houses, an authoritative statement of their meaning and policy. They are designed to complete and perfect the series of educational changes which comprises the general examination, the tutorial system, and the reading periods. The central ideas governing these changes are: Self-education, the substitution of a subject or field for the course as the unit of study, informal contact of teacher and student, intra-mural rivalry in scholarship and sport, the association of sophomores and juniors with their elders of the senior class. No less important, though less frequently emphasized, is the provision of more adequate and more comely living quarters for undergraduates.

The principle of selection has been officially defined. Each House is to be a “cross-section” of the student-body, so that every kind shall both give and receive the benefits of contact with every other kind. Such a selection will not result from chance or from order of application – it will have to be made. The recruiting and allotment will take place during the next three months. Next autumn Dunster House and Lowell House will open their doors, fully manned and fully equipped. In September, 1933, there will be no students in Harvard College who can remember the pre-House era.

Some Septembers later the Houses will have absorbed nearly the entire undergraduate body with the exception of freshmen. The Houses, yesterday a plan, will
have become an established and immemorial institution, the ivy well-started, and the
tradition already hollowed. Thus will have occurred in a brief span of years one of the
most revolutionary changes in the history of Harvard College. There are few who do not
believe that it will be a change for the better.

**Dunster House and Lowell House**

The two Harvard residential “Houses” now under construction, which, it is
expected, will be ready for occupancy next fall, have been named, respectively, Dunster
House and Lowell House. Professor Chester N. Greenough, of the Department of
English, will be master of Dunster House, and Professor Julian L. Coolidge, of the
Department of Mathematics, master of Lowell House. The Houses take their names,
respectively, from the first President of Harvard College and the present President.

Dunster House borders on the Metropolitan Parkway of Cambridge and faces the
Charles River immediately east of McKinlock Hall, the easternmost of the Freshman
Dormitories. Lowell House is directly north of Gore Hall, another of the Freshman
Dormitories, and is bounded on the east by Plympton St. on the south by Mill St., which
is on the north side of Gore Hall, on the west by Holyoke St., and on the north in part by
Holyoke Place. Lowell House will have accommodations for 288 men: Dunster house
will hold 234.

In addition to the master, who will live in the House, each of the new buildings
will have a number of resident tutors; several non-resident tutors, who will have studies
in the House, give conferences, frequently eat there, and in other ways take part in the life
of the House; and a body of Associates, distinguished members of the Faculty chosen
from various departments, who will spend as much time as possible in the House.

The organization of the two Houses, as far as completed, along the lines already
set forth will be:

*Dunster House*

Master – Chester N. Greenough, Professor of English,
Associates – John L. Lowes, Professor of English; Charles H. McIlwain, Eaton Professor of Government; Lawrence J. Henderson, Professor of Biological Chemistry; Paul J. Sachs, Professor of Fine Arts and Assistant Director of the Fogg Art Museum; Alfred M. Tozzer, Professor of Anthropology; Edward Ballantine, Assistant Professor of Music James B. Conant, Professor of Chemistry; Edward A Whitney, Assistant Professor of History and Literature.

Senior Tutor – Edward S. Mason, Assistant Professor of Economics.

Other Resident Tutors – Ralph M. Eaton, Assistant Professor of Philosophy; Clarence C. Brinton, Assistant Professor of History; Robert G. Noyes, Instructor in English; Douglas V. Brown, Instructor in Economics

Non-Resident Tutors – Ronald M. Ferry, Assistant Professor of Biochemistry; Carl J. Friedrich, Assistant Professor of Government; Franco H. Crawford, Instructor in Physics; Karl W. Bigelow, Instructor in Economics; Francis Parkman, Instructor in History; Philip W. Sowers, Instructor in English; Frederick G. White, Instructor in English.

Lowell House

Master – Julian L. Coolidge, Professor of Mathematics.

Associates – Alfred N. Whitehead, Professor of Philosophy; Edward K Rand. Professor of Latin, Roger B. Merriman, Professor of History; Archibald T. Davison, Professor of Music; Robert P. Blake, Associate Professor of History and Director of the College Library; Harlow Shapley, Paine Professor of Practical Astronomy and Director of the Harvard Observatory.

Senior Tutor – Mason Hammond, Instructor in Greek and Latin.

Other Resident tutors – Heinrich W. Brinkmann, Assistant Professor of Mathematics; Lloyd LaP. Rollins, Instructor in Fine Arts; George A. Morgan, Instructor in Philosophy; John J. Glessner, Instructor in English; James L. McLane, Instructor in English.

Non-Resident Tutors – Kenneth G. T. Webster, Assistant Professor of English; Philip P. Chase, Lecturer on History and Director of the Summer School; Charles H. Taylor, Assistant Professor of History; William Y. Elliott, Associate Professor of Government; Hallowell Davis, Assistant Professor of Physiology; Francis O. Matthiessen, Instructor in
History and Literature; Charles R. D. Miller, Instructor in French; Redvers Opie, Instructor in Economics; Theodore J. Kreps, Instructor in Economics; George P. Baker, Jr. Instructor in Economics.

The intention is that the students shall become members of a House at the beginning of their sophomore year and continue through their college course, but inasmuch as the operation of the Houses will begin at the opening of the academic year 1930-31, the members of the present junior class who join a House will live in it only a year, and members of the sophomore class only two years. The Class of 1933 will be the first which will be represented in the Houses for three years.

As long as only two Houses are in existence, but 522 men, representing the present junior, sophomore, and freshman classes, respectively, can be accommodated; but it is hoped that practically all of the members of the three upper classes will live in the Houses when the plan is in complete operation. The freshmen will continue to live in their own halls.

The rent of the rooms in the Houses will vary from $125 for a single room to $690 for the most expensive double room. In addition to the studies, bedrooms, and baths, each House will have a dining room, a library, common rooms, and squash courts.

All student members of the Houses will be charged a minimum rate of $8.50 per week for meals; this will entitle them to fourteen meals they choose. Additional meals will cost 30 or 40 cents for breakfast, 60 cents for lunch, and 80 cents for dinner. For students who take twenty-one meals in a House the charge will be $10.50 per week. The University will provide the necessary furniture of the rooms and will rent rugs at a reasonable price. The furniture in various rooms will be diversified.

The houses have been designed in the Georgian style by Coolidge, Shepley, Bulfinch & Abbott, of Boston.

Announcements containing all the information about the Houses and the rooms therein, also sketches and plans of the buildings were sent last Tuesday to members of the Junior Class in College and with the pamphlet was an application blank. Blanks for the classes of 1932 and 1933 will be distributed as soon as the applications from the juniors have been completed. If, as is expected, a larger number of men apply than can be accommodated in the first two Houses it will be necessary to make a selection from them.
As has been said, Dunster House bears the name of the first President of the College, Henry Dunster, who held that position from 1640 to 1654. He was a graduate of Magdalene College, Cambridge, and was appointed President of Harvard immediately after his arrival in Boston, at the age of 31.

Lowell House bears the name of the family which has in the last 145 years, given six members to the Corporation, four members to the Board of Overseers, and two professors, one of whom is the present President. The first member of the family who had an official connection with the College was Judge John Lowell of the class of 1760. He became a Fellow in 1784 and continued in this position until 1802. His father, John Lowell, graduated in 1721.

Abbott Lawrence Lowell, A.B. 1877, has been President of the University since 1909. He had previously been Professor of the Science of Government and Eaton Professor of the Science of Government.
Lowell House bears the name of the family which has, in the last 145 years, given six members to the Corporation, four members to the Board of Overseers, and two professors, one of whom is the present President. The first member of the family who had an official connection with the College was Judge John Lowell of the class of 1760. He became a Fellow in 1784 and continued in this position until 1802. His father, John Lowell, graduated in 1721.

The above passage comes from the Harvard Alumni Bulletin, Volume XXXII. Thursday, November 28, 1929
November 29, 1929

Professor J. L. Coolidge,
Widener 547

Dear Julian

If it is your plan to use china in Lowell House of a different design from that used in our other dining halls, the matter should have immediate attention. It may even now be too late to get a new design in case the china has to be made abroad.

We have access to sufficient china of the pattern used at the Freshman Halls and the Harvard Union to start the new dining halls, so that there is no hurry in reaching your decision if you would be satisfied to open the Halls with the china of the design which we are now using.

Yours very truly,

A. L. Endicott
Comptroller
Dear Mr. Perkins*:

The circulars and application blanks for the Houses have been sent out to the Juniors. The Club men are hesitating, and I think we must make an effort to get them in. With men of that type absent we shall not make a success of the Houses. Do you think you could help us with the Porcellian men? A word of advice from you and Mr. Curtis¹ would, I think, count for much with the men who are wavering. I am writing to the same effect to him. They must decide next week.

Yours very sincerely,

A. Lawrence Lowell

¹ Charles Pelham Curtis, Fellow of Harvard College, 1924-1936, Lecturer on Sociology
December 6. 1929

Dear Mr Curtis*

The circulars and application blanks for the Houses have been sent out to the Juniors. The Club men are hesitating, and I think we must make an effort to get them in. With men of that type absent we shall not make a success of the Houses. Do you think you could help us with the Porcellian men? A word of advice from you and Mr. [Thomas] Perkins* would, I think, count for much with men who are wavering. I am writing to the same effect to him. They must decide next week.

Yours very sincerely,

[ALL]

Mr Charles P. Curtis
December 7, 1929

Dear James¹:

Your son [John²] is one of the Juniors in the Porcellian. I am very anxious to get some of these men into the Houses next year. I think they would hereafter be glad to have been in at the formative period of a great movement, and I think it is important to have some of them there. The strategic point for this purpose at the moment is, I think, the House that bears my name, - not that that is the reason I feel it to be strategic

I write to you because John may be very much influenced by your opinion.

Yours very sincerely,

A. LAWRENCE LOWELL

James Lawrence, Esq.
Brush Hill Road
Hyde Park, Mass.

¹ James Lawrence, class of 1929
² John Endicott Lawrence, Class of 1931
Dear Mr. Lowell:

I received your letter of December 7th last evening, and talked with John [Lawrence*] over the telephone regarding the matter you referred to. We had been discussing the matter of houses over the week-end, and I felt that John would make application for residence in one of the units.

It is important for the men to realize their opportunity of being in on this movement from the beginning, and as I told John, and as I am sure he realizes, once the step had been taken there would be no regrets.

Thanking you for your letter and interest in the matter, I remain

Sincerely yours,

James Lawrence*

JL:E
December 12, 1929

Reverend Raymond Calkins
19 Berkeley St.
Cambridge, Mass.

Dear Mr. Calkins:-

I beg to present herewith my resignation from the Board of Directors of the New England Watch and Ward Society. The reasons you know and approve. You also appreciate better than anyone else my regret in feeling obliged to take this step. It seems like running away under fire to leave the Board when there is a great deal of criticism flying around and that indeed is most of the time. If brick bats are thrown, I feel as if I ought to get my share. I hear them saying, “Hang thee good Crillon, we fought at Acre and thou weren’t not there”\(^3\). It is not easy to leave under the circumstances.

A very wise friend of mine once said to me, “You do not get to know men by dining with them or by the exchange of polite conversation. The only way to really know a man is to work alongside of him.” That is profoundly true. I realize that, as a result of my ten years on the Board, I have come to know and esteem a number of splendid men whose friendship I shall always prize and whom in my narrow life I should not have known otherwise. Will you please convey to them my affectionate greetings and assure them that the Society has always a warm friend and supporter in myself.

With kind thanks to you personally for your unfailing friendliness, I am

Very Sincerely yours,

Julian L. Coolidge

---

1 Rev. Raymond Calkins, Chairman of Board of Directors of the New England Watch and Ward Society
2 The New England Watch and Ward Society (1918-1957) was founded as a citizens' vigilance society; the organization actively investigated crime and moral corruption in New England. See Appendix ______
3 Wm. Shakespeare, Henry IV
President A. Lawrence Lowell  
Harvard University  
Cambridge, Mass.

My dear President Lowell:

Mr. Coolidge has informed me of the difficulties attending his Mastership at Lowell House because of his connection with the Watch and Ward Society. I am hastening to inform you that I unhesitatingly assured him that I felt it to be his duty to resign as a member of our Board of Directors, if by doing so in his judgment and in yours, these difficulties will be removed. His position as head of Lowell House will be very different from his position as professor of mathematics and he should be unembarrassed by his connection with so unpopular a cause as ours.

In justice to Mr. Coolidge I am transmitting to you the enclosed statement of the procedure of the organization in the case of the Dunster House Book Shop\(^1\). I cannot see why this conducting of the case has been in any way unethical. No one likes detective methods; yet in no other way can evidence be obtained against violators of the law that will hold in our courts.

I deeply regret the troubles in which Mr. Coolidge has become involved because of his identification with our Society. He has been a simply invaluable member of our Board. I have depended on his judgment so heavily that his retirement in which I have acquiesced will be an incalculable loss to me.

Sincerely yours,

Raymond Calkins*

President

---

\(^1\) An agent of the New England Watch and Ward Society asked the owner of the Dunster House Book Shop to order a copy of D. H. Lawrence’s Lady Chatterly’s Lover which he did. Informed that the volume had arrived, the agent returned, acted to purchase the volume, whereupon a police authority arrested the owner for disseminating legally proscribed material. Five additional copies disappeared at the same time. Professor Coolidge was on the Board of the New England Watch and Ward Society and because of the unpleasant nature of this incident felt constrained to offer his resignation as Master of Lowell House. President Lowell refused to accept the resignation. See Appendix.
MEMORANDUM
December 14, 1929

Mayor Quinn\(^1\) came in to see me, and said that Murphy\(^2\), the plumber and heater, had a contract for one of the two new units. Murphy had supported Russell at the late election. Mayor Quinn appeared to have no resentment: but said that Cassidy\(^3\), a rival plumber and heater, and one of his supporters, was aggrieved that he had no contract, but would look into the future and hoped he might get a chance in one of the buildings we are about to put up. I told the Mayor that I believed in employing local talent, and that they would get a chance to bid for unit #3.\(^4\)

A. L. Lowell

Mr. Cassidy came in and complained of injustice in giving no contract to him, but one to Murphy, whom he considered a very inferior and not thoroughly reliable contractor. He wanted to know if he couldn’t be given a cost plus job without competition.

\(^1\) Edward W. Quinn, Mayor of Cambridge
\(^2\) David Murphy, Plumber, 244 Huron Avenue. Residence, 1691 Cambridge Street, Camb.
\(^3\) Edward F. Cassidy, Plumber, 942 Massachusetts Avenue. Residence, 84 Ellery Street, Camb.
\(^4\) Unit #3, Eliot House
[Information used by President Lowell in trying to determine fair costs for meals and rooms in the new houses.]

Dec 20, 1929

HARVARD UNIVERSITY

GENERAL UNIVERSITY INFORMATION
A UNIVERSITY HALL

Cambridge, Massachusetts

<table>
<thead>
<tr>
<th>Clubs</th>
<th>Initiation Fee</th>
<th>Annual Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.D. Club</td>
<td>30.00</td>
<td>90.00</td>
</tr>
<tr>
<td>Alpha Chi Sigma Frat</td>
<td>40.00</td>
<td>24.00</td>
</tr>
<tr>
<td>Alpha Mu Sigma Frat</td>
<td>100.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Alpha Sigma Phi Frat</td>
<td>66.00</td>
<td>60.00</td>
</tr>
<tr>
<td>Delphic Club</td>
<td>100.00</td>
<td>180.00</td>
</tr>
<tr>
<td>D.U. Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D.U. Fraternity</td>
<td>75.00</td>
<td>50.00</td>
</tr>
<tr>
<td>Falcon Club</td>
<td>50.00</td>
<td>65.00</td>
</tr>
<tr>
<td>Fly Club</td>
<td>100.00</td>
<td>110.00</td>
</tr>
<tr>
<td>Fox Club</td>
<td>75.00</td>
<td>165.00</td>
</tr>
<tr>
<td>Hasty Pudding Club</td>
<td>65.00</td>
<td>15.00</td>
</tr>
<tr>
<td>Iroquois Club</td>
<td>45.00</td>
<td>99.00</td>
</tr>
<tr>
<td>Kappa Nu Fraternity</td>
<td>125.00</td>
<td>30.00</td>
</tr>
<tr>
<td>Kappa Sigma Fraternity</td>
<td>75.00</td>
<td>73.00</td>
</tr>
<tr>
<td>Kex Club</td>
<td>50.00</td>
<td>70.00</td>
</tr>
<tr>
<td>Lambda Chi Alpha Frat</td>
<td>50.00</td>
<td>15.00</td>
</tr>
<tr>
<td>Liberal Club</td>
<td>None</td>
<td>15.00</td>
</tr>
<tr>
<td>Fraternity/Membership</td>
<td>Initials</td>
<td>Breakfast</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Phi Epsilon Pi Fraternity</td>
<td></td>
<td>150.00</td>
</tr>
<tr>
<td>Owl Club</td>
<td></td>
<td>100.00</td>
</tr>
<tr>
<td>Phike Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phoenix-S.K. Club</td>
<td></td>
<td>50.00</td>
</tr>
<tr>
<td>Pi Eta Club</td>
<td></td>
<td>25-75</td>
</tr>
<tr>
<td>Porcellian Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sigma Alpha Epsilon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signet Society</td>
<td></td>
<td>35.00</td>
</tr>
<tr>
<td>Speakers Club</td>
<td></td>
<td>45.00</td>
</tr>
<tr>
<td>Spee Club</td>
<td></td>
<td>110.00</td>
</tr>
<tr>
<td>Stylus Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tau Epsilon Phi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trident Club</td>
<td></td>
<td>50.00</td>
</tr>
<tr>
<td>Zeta Beta Tau</td>
<td></td>
<td>150.00</td>
</tr>
</tbody>
</table>

Alpha Chi Sigma Frat--$8.50 for 20 meals—breakfast 40¢—Lunch 50¢—Dinner 65¢
D.U. Fraternity--$7.25 for 6 lunches and 6 dinners—Lunch 65¢--Dinner 85¢
Fox Club—No weekly rate—Lunch 85¢--Dinner 95¢
Hasty Pudding—Breakfast 50¢--Lunch 80¢--Dinner 95¢
Fly/Iroquois Club—No weekly rate—Breakfast 50¢--Lunch 85¢--Dinner $1.10
Lambda Chi Alpha Frat--$9.25 for 21 meals—Lunch 50¢--Dinner 85¢
Liberal Club--$6.00 for 11 meals--$3.75 for 6 meals—No breakfasts or weekend meals.
Owl Club—No weekly rate—Breakfast 65¢--Lunch 85¢--Dinner $1.00  No weekends
Phi Epsilon Phi--$12.00 for 21 meals—Lunch 60¢--Dinner 80¢
Phoenix-S.K.—No weekly rate—Breakfast 65¢--Lunch 85¢--Dinner $1.00
Pi Eta Club—no weekly rate—Lunch 50-75¢--Dinner 90¢
Sigma Alpha Epsilon--$8.00 for 6 lunches and 6 dinners—no Sunday meals
Sigma Alpha Mu--$11.00 for 19 meals—no Saturday or Sunday evening meals
Signet Society—No weekly rate—Breakfast 65¢--Lunch 90¢--Dinner $1.00-1.10
Speakers Club—No weekly rate—Breakfast 50¢--Lunch 75¢--Dinner 85¢
A.D.—80¢ lunch--90¢ dinner

Average cost of each meal

Breakfast 60¢--Lunch 75¢--Dinner 95¢

Fly Club—No weekly rate—breakfast 50¢--Lunch 85¢--Dinner $1.10
Kappa Sigma--$8.40 for 12 meals
Kex Club--$8.25 for 13 meals—Lunch 50¢--dinner 70¢
Trident Club—no weekly rate—breakfast 30¢--lunch 55¢--dinner 75¢
Zeta Beta Tau--$12.00 for 21 meals--$9.00 for 14 meals.
Dear Charlie [Coolidge*]:

About round tables, I looked up our report and find we have suggested only nine in each house for six men each, 54 inches in diameter. Can’t you dispose of these without blocking the runway for the waiters? In the Medical School\(^1\) the straight aisle is evidently purposely avoided, and I wonder whether the waiters don’t get round about as well. Of course their way should not be obstructed, but a short cut from one place to another does not necessarily go down in the middle of the room, and the shortest practicable route may in practice include a slight divergence from a straight line. I would like to put a time watch on the waiters in the Medical School and some of the straight line houses and see by how many minutes a week one was superior to the other and which it was.

Yours very truly

Joseph Lee*

P.S. Anyway it’s now up to you practical folks.

---

\(^1\) Vanderbilt Hall
Dear Mason*

Thanks for the list of possible men [tutors] for the “House”. In general I am not much interested in men who have not yet received the Ph.D. as it is quite uncertain how long they will stay. The thing is uncertain enough anyway, what with the cares of this world and the deceitfulness of poverty, which means calls to other places, or matrimony. However, Whatmough\(^1\) sounds interesting, I will inform myself about him. I hear high praises of Brinton\(^2\) except that his judgment has been found at fault once or twice by those in high quarters.

Dear Greenough* pointed out to me the necessity of lining up a number of older Associates\(^3\) or whatever you would call them, distinguished and human members of the Faculty who would take an interest in the house, come to dine occasionally, and give us moral support. I am working at that in consultation with him, and shall get the President’s O.K. as it looks as if the other Masters might be appointed soon.

I do not know which House will be ours, obviously we should be well content in either. Nevertheless, if the President consults me, I shall say that Mrs. Coolidge and I much prefer the situation back of Gore\(^4\), I think a Master’s house right on the traffic of the Riverway would drive me to drink, whither Masters should not be driven. I am sorry if this disappoints you.

It is superfluous to point out that until the situation is regularized, all I say to you is ultra confidential.

Cordially yours,

Julian Coolidge

---

\(^1\) Joshua Whatmough, Assistant Professor of Comparative Philology

\(^2\) Clarence Crane Brinton, Ass’t Professor of History, Tutor of History, Government and Economics

\(^3\) See Appendix

\(^4\) Gore Hall, Freshman Dorm later incorporated into Winthrop House
Dear Mason,

Prof. Greenough* and I have had several long conversations with the President, and got things lined up a bit. Each house will have perhaps eight senior men as honorary members¹ of the High Table. The President more or less approved the lists we submitted. Each of us is also trying to get half a dozen resident tutors or whatever, the position I offered to you, and this is approved in principle. But the President does not want us to speak to these people for the present. Under these circumstances I don’t think I should tell you about whom I have chosen for the honoraries. With regard to the others, I was seriously considering Whatmough* but heard he was a trouble maker as a proctor, and at the Colonial Club so I dropped him from my mind. I have made up my mind to invite Raphael Demos², he will not be back next year, but intends to return the year after, I think, and by all accounts he is a rare man. I have Brinton* down and accounts are good but Greenough is also interested in him, so I can not say which may get him. I am also thinking seriously of my colleague Brinkmann* whom you have never heard of, as he is shy and retiring. But he is a very keen mathematician, excellent musician, has read a lot of English literature, especially eighteenth century, has a knack of winning love from those who really know him, and is as loyal as the Rock of Gibraltar. I have heard good reports of an assistant in English named P. Stackpole³, though he only rates as 1G. There is a fine Arts tutor named Sexton⁴, a southern boy who flies his own airplane about whom I will inform myself further.

With regard to the situation of such people, the President seemed inclined to accept the principle that they should have some Corporation assignment to the particular houses, should be given their rooms, and perhaps dinners, but not complete commutation of rations, (or do we call it battels⁵)

¹ Honorary members, see Appendix
² Raphael Demos, Assistant Professor of Philosophy
³ Pierpont Stackpole, Class of ’31
⁴ Dick Sexton, Fine Arts Student, Class of ’30
⁵ battel, an account to supply kitchen provisions at Oxford University
The only man he approved of our definitely signing up at present are our adjutants, or Master’s Assistants\(^6\) or whatever, the right hand man of the Master in each house may be called. Unfortunately Greenough* and I have picked the same man for this; he is being sounded out by a member of his Department. But the Member is a pessimist and feels that the position, interesting as it may be, will put the man back years in his scholarly work, a thesis which I am not willing to admit. There is, of course, a real danger here, but we are both conscious of it. And I warn you that when you come to my house you will find me an awful fellow to keep after you “not to let your college duties interfere with your more important activities.”

One more personal matter. As I understand it, everything is lined up for your return next year. But that will be, presumably, only a one year appointment, and obviously I can not have you assigned officially to my House without assurance from the Classical Department that you will be around. I anticipate no possible difficulty on this score, merely there is a question of etiquette which must not be ignored.

Please send any opinions you may have of any of the names I have mentioned, and send on any others that may occur to you. You must be officially interested from now on, even if not officially appointed for some time.

Sincerely yours,

Julian Coolidge

Have you heard of a Chemistry man named Solaberg\(^7\)? I hear him highly praised but the Chemists must want a little longer before they decide whether they want to have him.

---

\(^6\) Position that was later dropped
\(^7\) Solaberg, Tutor in Chemistry
Santa Barbara, California
January 22, 1930

Dear Mr. Lowell

Thank you so much for your letter of congratulation on the proposed new unit plan recently adopted by Yale. Thus far, it seems to have met with considerable approval on the part of those connected with the University. I am sure, however, that both the adoption and the approval of the plan were greatly helped by the fact that Harvard first took it.

With kind regards,

Very sincerely yours,

Edward S. Harkness

A. Lawrence Lowell, Esq.
17 Quincy Street
Cambridge, Mass.

I appreciate your kindness in again asking me to permit the use of my name in connection with one of the Harvard units. I feel, however, that I must still adhere to my original intention which will also apply in case Yale should also make a request.
Dear Lawrence*;

I have just returned from a very pleasant dinner which I had the privilege of giving to the Masters at the Harvard Club. If you had picked the crowd from the point of view of getting along well together solely, you could hardly have done better, albeit as you know, there are moments when I feel uncertain as to Roger’s [Merriman*] reaction. The semi-outsiders, Ferry* and Baxter* worked in capitally.

We talked a bit about china, and there was a unanimous feeling it would be well for each House to have something distinctive, also that we had not got the best possible yet-in the way of suggestions. Then someone had the idea that as Kenneth Conant¹ had made such a success of his Harvard plates you might feel like arranging with them to submit a certain number of designs for these new plates. I confess that this idea appeals to me very strongly, and I hope it will commend itself to you also.

I hope you are satisfied with the present progress of Lowell House, it seems to me excellent.

Yours in haste,

Julian Coolidge

¹ Kenneth Conant, Tutor and Assistant Professor of Architecture
LOWELL HOUSE.

March 12, 1930.

Cost of building, including all commissions........$3,311,405.00

Cost of grading, walks, fences, tunnel and all commissions on same…153,099.00

Furniture........100,000.00

<table>
<thead>
<tr>
<th>Total Cost</th>
<th>$3,564,504.00</th>
</tr>
</thead>
</table>

The cost of the seven squash courts, included in the above estimate is $112,000.00

No allowance has been made for installing bells in tower.
Dear Mr. Lowell:

I am enclosing a list of furniture which is needed for studies and bedrooms in Dunster House and Lowell House. You will notice that some of these articles are to be finished in oak and some in birch. The cost of these will amount to somewhere about $65,900.

I understand that Mr. Morse\(^1\) has talked with you and the Masters of these Houses as to design and the amount of oak furniture and birch furniture. Do you wish me to order these articles, and can you tell me out of which fund they are to be paid for?

The furniture for the Common Rooms, libraries, Masters’ Houses, etc. are not included in the above as this, I suppose will depend largely upon what you and the architects decide is necessary.

Very truly yours,

E. S. Emery\(^2\)
Assistant Comptroller

Enc.

President A. Lawrence Lowell
University Hall

ESE-RMF

---

\(^1\) Morse, Purchasing Agent for Harvard
\(^2\) E. S. Emery, Assistant Comptroller for Harvard University
JULIAN COOLIDGE
27 FAYERWEATHER STREET
CAMBRIDGE, MASSACHUSETTS

24 March [1930]

Dear Lawrence [Lowell*]

I referred your letter to Theresa [Coolidge*] who promptly said: "Why of course, we don’t care a straw about paneling" So now nothing more need be said. I am sorry that you feel financially straitened and will be as reasonable as I can in what I ask for personally, but I may be harder to persuade in certain matters concerning the House.

Sincerely,
Julian Coolidge

[below section in hand writing]

Dear Lawrence,

I am simply enchanted with the windows!! Of course no paneling. I wonder if we cannot make some other economies to help out. We want to!

Yours affectionately,

Theresa Coolidge

My tenderest love to Anna [Lowell*] she is in my heart and thoughts and prayers. I hope she knows what an inspiration her quiet peaceful courage is to us all.
March 27, 1930

To the Members of the Lowell House High Table:

The first High Table dinner for the year 1930 will be held at the Harvard club Monday, April 28, at 7:30 o’clock. I hope very much to hear that you will be able to be present that evening as there are a number of interesting questions which we should discuss together.

Looking forward to the pleasure of seeing you, I am

Very sincerely yours,
Julian L. Coolidge

Dean A. C. Hanford*
March 30, 1930.

Dear Mr. Wigglesworth¹,

As I seem to be unable to get you by phone, I will try a letter again. I am sorry to hear that you have been laid up—overwork on changing tutors' rooms, I suppose. Well, I have one minor addition to suggest for my suite before they plaster it—and that is places for coat hooks in the passage on either side (i.e. under the window into the bedroom and between the bathroom and kitchen doors), and in the passage to the bathroom opposite the closet, and in the recess for the fire door—even if I do not need all those hooks, the boards had better be put up before the plaster as the walls do not afford much into which to nail. The hooks in the hall will be convenient for guests, those in the bath passage for dressing gowns and pajamas, those in the fire door recess for almost anything.

I hope that it will not be too much trouble to get this done.

Have you been able to do anything about water in R 11 or whatever it was—on inspecting it again, I do not think my ideas were too good—it looks like a problem. I will call you tomorrow if I remember.

Thirdly, I see that they have painted a room in Dunster—please save us from that particular shade of green—I think that probably Mr. Coolidge and myself would like to see the prospective colors—I certainly want to choose those for my room. And could you send me out some samples of the flooring material? Some of the tutors want to see what it is.

I am sorry to be such a continual nuisance, but Mr. Rollins* is leaving us to go to California so that this has fallen back on me. And the more we do now, the less there will be to change later.

Thanking you in advance, I am,

Sincerely yours,

Mason Hammond

¹ Wigglesworth, Contractor's employee
President A. Lawrence Lowell,
Harvard University
Cambridge, Massachusetts.

Dear President Lowell:

Following the suggestion raised at the dinner last night I have spent the morning in conference with Mr. Hammond* and Mr. Morse* as to the furnishings necessary and suitable for the tutors and visiting professors in Lowell House. Mr. Morse will send you a memorandum representing the result of our deliberations, which I hope will come near to meeting your views.

The furniture for the public room is still in what the French call "The state of project". We shall, of course, do nothing which does not meet with the views of the architects.

I hope you realize that we are far from wishing to waste money. On the other hand, you can hardly imagine the relief of the masters last night when they realized how closely your views coincided with theirs.

Yours very truly,

Julian Coolidge

P.S. I am very anxious to have a Directory at the foot of each staircase showing clearly what men room there. Mr. Morse tells me that he could very easily provide these but does not like to do so without written authorization as he is afraid of creating a precedent. Are you willing to allow this?
April 11, 1930

Dear Harry* [Shepley]:

    It has occurred to me to suggest that, the dining room of Lowell House not being any too light, if the floor is to be black and white and the walls a somewhat pale green with white trimmings, it would be well to introduce red in the tables, - that is, mahogany. I think Julian [Coolidge] prefers oak, but probably would follow your advice.

    Having been brought up with mahogany, and knowing how any attempt to affect the color injures its permanent beauty, I should want it finished simply in oil, with no coloring matter or other "hastener". In that case it would be sorry looking at first, but in three years it would reach nearly its ultimate color.

Yours very sincerely,

A. LAWRENCE. LOWELL

Henry R. Shepley, Esq.

122 Ames Building
    Boston, Mass
April 14, 1930

President A. Lawrence Lowell
Harvard University
Cambridge, Massachusetts,

Dear Mr. Lowell

I think that mahogany tables would look very well in Lowell House dining room, probably better than either of the other woods.

Professor Greenough* has selected mahogany for Dunster House provided the unstained mahogany does not look too raw in its new state.

Mr. Morse* is making a sample of this which will be ready in a day or two, and I will let you know how I feel about it after I have seen it.

Very Truly Yours,

Henry P. Shepley*
HARVARD UNIVERSITY
CAMBRIDGE

PRESIDENT’S OFFICE

APRIL 22, 1930

Dear Harry*:

As you are advising the Masters about furniture, I think I ought to remind you, or remark, that we have a great deal of furniture on hand that is perfectly good and should not be discarded. This is mainly in students rooms, for by far the greater part of the College rooms are now completely furnished with as useful, comfortable, and good looking furniture as we could get. So far as it is not needed elsewhere, this should be used in the new Houses. The reason I mention it now is because I fear that if the first two Houses are wholly newly furnished, the Masters of the other Houses will feel that they are not so well treated, and object to using the existing furniture. The amount of such furniture available now is not very large, and perhaps it would be better to have an understanding that after the end of the year some more of it will be supplied to the first two Houses, and some of the new furniture supplied this autumn, moved to other Houses.

Yours very sincerely,

A. Lawrence Lowell

Henry R. Shepley, Esq.

Ames Building

Boston, Mass.
Dear Lawrence,

The Masters of the seven Houses\(^1\) met yesterday afternoon to consider the uniform letter which you sent to them in regard to exclusion of certain men. Our unanimous opinion is expressed in the enclosed memorandum, which we believe is in line with the policy you outlined. You have, on various occasions, made it abundantly clear that in your opinion the final decision in questions of exclusion and inclusion should rest with the Masters.

We, on our part, are above all anxious that the regulations which are finally adopted and published, shall be entirely conformable to your wishes, and to the general requirements of College discipline.

Very sincerely yours,

Julian L. Coolidge

---

A. No student will ordinarily be admitted (save provisionally) to any House unless his record has entitled him to promotion with his class. The Master, after consultation with the Dean’s office, may, however, make exceptions to this rule in individual cases.

B. The Master may at any time require the withdrawal from the House of any member whose scholarship or conduct becomes seriously unsatisfactory.

C. No rule now adopted shall go into effect prior to the academic year 1931-1932.

---

\(^1\) Julian Lawrence Coolidge (Lowell House)  
Chester Greenough (Dunster House)  
Roger Merriman (Eliot House)  
James Phineas Baxter (Adams House)  
Roger Mansfield Ferry (Winthrop House)  
Edward A. Whitney (Kirkland House)  
Kenneth Murdock (Leverett House)
D. The Master may at any time require the withdrawal from the House of any member whose scholarship or conduct becomes seriously unsatisfactory.
Dear Julian:

The suggestions of the Masters at their conference yesterday seem to me in part, but not wholly, satisfactory. That they are to include, or exclude, individuals in their Houses is certainly right: but admit only from persons eligible by the general rules. Normally persons so eligible are those who have fully won promotion to the Sophomore Class; but the Dean [Hanford*] thinks that a rigid application for the present rules for promotion would work hardship for some men who would be likely to regain their class by the middle of the year and would profit by the tutoring in the Houses. Such men are few, and should be by some process included in the list of eligibles, - in my opinion preferably by being rated as provisional sophomores. The Dean wants to consult the Administrative Board\(^1\) on this subject.

This rule should, I think, apply to the coming year as well as to all later ones. I have taken pains to say on all occasions that dropped freshmen will not be admitted, and I think we had better start as we are going to keep on. From the care in selection this year the number of such men will probably be very few, and most of them might well be included by the Dean in such a list as suggested above.

It is needless to say that I should be very much pleased to talk over this whole matter with the Masters at any time convenient to them.

Yours very sincerely,

A. Lawrence Lowell

Professor J. L. Coolidge

---

\(^1\) Administrative Board, reviews probation
June 15, 1930

Dear Mr. Wood*,

Thank you for your letter about my rooms. I was about to write to Mr. Wigglesworth sending a few last humble requests as I am going off for this week and am sailing for a couple of months in Europe the end of the month so that I will not have much chance to criticize (for which you will probably be grateful). I would be much obliged if you could convey such of the following items as do not fall within your province to the proper authorities.

As regards the colors, I have seen those which you mention and myself prefer the dark and light yellow to the grey but that is between you and him. I presume that the light umber is that which is in the room next the grey. I think that I had better trust your judgement in regard to the colors, only asking that the Rotten Stone be kept light. The other two are admirable as they are in the samples. While I am on the subject, could you check up on the yellows in the ordinary rooms – it seems to me that some of them are getting far yellower than the sample room (e.g. the bedrooms of one of the green rooms in E and a yellow study in the attic storey near the tower.)

To return to my suite, I have a various times suggested the following: Boards for hooks on the side walls of the Fire Door passage so that it can be a closet.

A bar for towels over the sink in front of the radiator, running from one cupboard to the other.

A shelf over the stove.

A long towel rack in the bathroom (I will see Mr. Morse about this.)

One set of drawers (three) with shelves above (about a foot apart) in each of the bedroom closets, on the left in the left hand one and on the right in the right hand one.

In the study, where the radiator is not, I think, enclosed, it would be convenient to have a shelf along over it, forming a window ledge – it will be convenient for the telephone and for books as the desk will go in that corner.
Could you be sure that a shower as well as the tub goes in the bathroom – I presume this is provided for but I have not seen any fixtures put in.

Could you try to get me flat light fixtures against the ceiling rather than those which hang down.

That is all that for the moment I can think of but if there is anything else, I will let you know – and in the meantime, thank you very much for your great interest and unfailing patience with my suggestions. I hope that sometime in the summer you will be able to get away and forget it all for a while.

Sincerely yours,

Mason Hammond
North Haven, Maine
July, 5, 1930

Dear Hanford*

I thank you for your last letter, last in the sense that there has been none since, but not in the sense that it will have no successor; Oh Lord no! I was particularly glad that you were going to help with Des Roches*; Lowell [House] can not afford to lose him, he must come in, and he must get back into the third group.

And now I want a lot of help, or rather advice. I asked Miss Magruder¹ to send me the names of all the Lowell men who were in administrative difficulties of such a nature as to render their residence uncertain. This she had done, but as I am a little uncertain as to the fate of some, or what their situation really means, I am writing to you [as follows].

Class 1 [See Appendix] freshmen, whose probation was closed, and who may not return, and will be ineligible even if the do: Robert Bremer, W.G. Nickerson, [and] I assume that I am free to fill their places from the waiting list.

Class 2 men, whose probation was closed but who will be at least sophomores if they are readmitted: D. C. Forbes, ’31, W. O. Gay, ’32, W.S. Georges ’32, E. R. Muller, ’32, R. H. L. Sexton , ’32, J. B. Stetson, ’32. What does it mean when she writes “if they are readmitted at all?” Who settles that on what basis and when? If they can not possibly come in before Mid-Years, I think I had better fill their places; but if there is a pretty good chance of their being admitted in September, on the strength of I know not what, I am in a quandary what to do. In some ways the soundest plan would be to take a high ground, say that admission to the House was a privilege, and that a man whose probation was closed had forfeited that privilege, but the situation is not quite as simple as that. I hesitate to do anything so drastic without consulting my tutors, the bulk of whom, are in Europe. Then there are personal considerations, Forbes is a nephew of my tutor K.G. T. Webster², and very highly recommended by his uncle. Stetson is of distinguished parentage, and has the strongest backing from one of my tutors, I think George Baker*. Sexton, I know well and like personally, and believe he could be a good boy if life were

¹ Secretary to Julian Coolidge
² Kenneth Grant Tremaine Webster, Tutor, Assistant Professor of English
not made so easy for him at every turn; and finally these boys had no warning that they might lose their rooms through academic disability. Is it necessary to treat them all alike?

In general I should like to establish the tradition that Lowell has a perfectly definite academic standard, a bit above the College minimum, but Ed Whitney*, Elliott Perkins*, and some of the wise ones, feel that it is unwise to spring on these boys something new...[the] existence [of which], they did not suspect in the innocent days when they came in. [President]Lowell, in particular, gave definite encouragement to certain boys and the situation is delicate.

Class 3 men, who have dropped out for one reason or another: W.G. Dooley, ’32. J. P. Leacocos, ’31, C. Leibman, ’31. It seems to me that I am free to fill their places, but wish to be perfectly sure of my facts; the only one I had heard of was Leacocos, with whom I had a long negotiation, as you may remember. Is there... [any] doubt about them? Class 4 [men], [who were... dropped a class]: A. Belmont, to ’32 A. Crocker, to ’33. E. G. Fish to ’33. N.S. Henriquez to ’33, E. Orlandini to ’33, C. N. Prouty to ’32. I think I am pledged to keep there people for the present, Belmont is one of the Porc\(^3\) men for whom we made it easy to come. Is there a distinction between them and [the men in] Class 2? I think not from my point of view. Class 4 [men] are kept on dropped [status], Class 2 [men] presumably will be dropped even it they are readmitted. If they are not readmitted, they do not interest me. If they are, they are the same situation as Class 4. Class 5, placed on probation for various reasons: A. Crimmins, ’32, P.S.Harris, ’32, H.L. Hoguet, ’32, R. C. Wanker, ’32, R.T.Wharton, ’32. Are any of the various reasons such as should give me pause about admitting the man in question?

Such a long letter from \textit{JL. Coolidge}

---

\(^3\) Porcellian, a Harvard final club
Dear Lawrence,

I am spending a week with Harold¹, returning to North Haven Thursday. This morning I received a letter from Theresa* [Coolidge] who has spent a day in Cambridge. She wrote, inter alia “Now I have a bit of bad news for you. Our own house will not be ready until October, or November, or December owing largely to delay on wood work. Please don’t be disappointed. We can be very happy at Fayerweather St.”

Of course we can, I can be happier at Fayerweather St. than anywhere else on Earth, not excepting 50 Holyoke St. But that is not the point. It is far better for the Master and family to be installed when Lowell opens, from every point of view, as I know you agree. Do you care to look into the matter and see what the facts are?

Please don’t think there is any question of personal convenience, in some ways it would be easier to move gradually in the course of the autumn. But I do feel regret at the thought of not beginning my residence when the others begin theirs, a little disappointment.

I shall spend a few hours in Cambridge Thursday P.M. and inquire at your office if you have any message for me. It will be fine to see you August 16.

Yours, Julian Coolidge

¹ Harold Jefferson Coolidge, brother of Julian
Dear Mason

Two letters of yours to answer, and not much time in which to answer them before we go off to Church. Bob Lamb\(^1\) is spending Sunday, it will be the President a week hence, Margaret\(^2\) is back from a marvelous time in Wyoming, Rachel\(^3\) is looking after slum children at a place called Children’s Island off Marblehead, and enjoying it greatly, Betsy\(^4\)’s horse ate a poisoned weed and came in last instead of first at a race, I am just back from my one annual week at Squam Lake, where there were thirty-three Coolidges and near Coolidges of our brand last week, voilá.

Your last letter depressed me a bit, as you seemed to disapprove of everything I had done and everyone I had taken into the House. However there was no use in being depressed, for I can’t untake anybody. Here is the present situation.

Eicholz\(^5\) had not been heard from, I have written a second letter to another address furnished by Miss Magruder*, and told him to speak up quickly. Van Schaack’s\(^6\) letter was sent to a wrong address, I had down Catskill, N.Y., when it should have been Coxsackie [New York], but I have sent a second letter. I am sorry you disapprove having a part-time instructor, we have one already in Frame\(^7\), they only teach freshman sections and of course will not be eligible to the tutors’ Common [Senior] Room. Wheelwright\(^8\) is all signed up. He wrote me a nice letter, as did his mother. I had no previous line on the boy, and the appeal for him was put in a form which was very hard to refuse. My first letter to Kerlin\(^9\) went to Morristown instead of Moorestown, N.J., curious that they should have the two but the second had better luck as it was sent back to him in Cambridge where [he] was in Summer School, getting one course ahead of the game. He accepted enthusiastically, but was very anxious to bring in as a room mate one George dePeyster ’33. So anxious were they that they motored down as far as Rockland

---

\(^1\) Robert K. Lamb, Tutor of Economics
\(^2\) Margaret Wendell Coolidge, Daughter of Julian Coolidge
\(^3\) Rachel Revere Coolidge, Daughter of Julian Coolidge
\(^4\) Elizabeth Peabody Coolidge, Daughter of Julian Coolidge
\(^5\) R. B. Eicholtz, student , class of 1932
\(^6\) George B Van Schaack, Graduate Student
\(^7\) James Sutherland Frame, Tutor and Instructor in Mathematics
\(^8\) Merriam Wheelwright, Class of 1932
\(^9\) G. Kerlin, Class of 1933
[Maine], where they were discouraged by the infrequency of boats, and motored back again. Reports of dePeyster ‘33 are meager, but good and we should be honored to have anyone of such a fine old Knickerbocker\textsuperscript{10} name, but there was no actual vacancy at the moment, so I had to reply guardedly. The most troublesome case had been Sexton* and Fish\textsuperscript{11}. I think I wrote that Sexton was out of it and Fish begged to bring in Minot Weld\textsuperscript{12} in his place. I had granted this request somewhat regretfully for Weld is allowed to stay in by reason of his physical handicap, when his record is of the poorest; but I made the stipulation that we should get definite word from Weld, who was in Europe, that he really wanted to come in. Weeks went by, with no word, and I was beginning to think with some satisfaction for Fish struck me as a weak sister, that we were rid of them, when I got a letter yesterday which I enclose. That gave me a chance to work off a little ill nature, and I took it. The room rents at $670 Sexton is lousy with money, and I don’t believe Weld is poor, never heard of a poor Weld. As for Fish, he lives on Ellery Street\textsuperscript{13}. Which does not suggest style, but he went into society more or less, and I don’t believe he is in want. So I came back like a thousand of brick. I told him that we had, regretfully, accepted the principle that a man who waited on table somewhere for his meals might continue to do so, and be excused from our dining room, but that otherwise we could make no exception. Once men became roomers, not mealers, the House would degenerate into a mere dormitory and defeat its whole object, if a man did not care enough about our community life to eat with us, we were not anxious to have him in the fold; and would he please give me his decision by return mail. I do not know what the outcome will be, but it did me good to write so definitely. I think he will cave, if he doesn’t I shall offer the room to either Draper\textsuperscript{14} and Collins\textsuperscript{15} or Kerlin and dePeyster.

I think I wrote to you that Des Roches was all straight. I have heard no more from Fenelossa and White who objected to green walls. In May I asked Gus Putnam\textsuperscript{16}, the President’s nephew, if he and his brothers and sister did not want to give us a two thousand dollar piano for the Tower room. His first reaction was very encouraging, but two weeks ago he said that they were more interested in other things, and could not give

\textsuperscript{10} Descendants of colonial Dutch settlers in the Hudson River Valley, New York.
\textsuperscript{11} Elliott Fish,, Student Class of 1936
\textsuperscript{12} Francis Minot Weld, Jr. Class of 1931
\textsuperscript{13} Location of a student dormitory
\textsuperscript{14} A. G. Draper, Student
\textsuperscript{15} Morton B. Collins, Graduate student in Business
\textsuperscript{16} Gus (W.E.) Putnam), President Lowell’s nephew, Class of 1933
more than five hundred, did I want that? I replied I certainly did, might I use it for a piano nest egg? Again I got a refusal. Now the problem is first to think of the best use for five hundred dollars, and think of it soon, before they have forgotten their willingness to give, second to find someone to give $2000 for a piano; I am a bit stumped. Davidson [Davison]* tried to solve the latter problem with no success, it is a poor time to beg. Suggestions gratefully received.

I am thinking of people for our opening High Table dinner. I can’t ask many guests, as most of the tutors and associates will come, I shall send them a special notice. My present inclination is towards Chester Greeenough* and Governor Allen17, failing him, Mayor Curley18. I mean to get the Cardinal19 later if I can hold him to his promise. All this may surprise you, but I have a theory that it is very wise for Harvard to show decent courtesy to the Irish Americans; that is why I play in with the American legion.

The meaning of my cable was this. When I was at the House three days ago, on leaving, I said to Mirick20: “Oh, I got a letter from Hammond* the other day, and he wanted to be remembered to you” to which he replied “He wanted me to do a lot of things in his room, book-shelves and things, which I had no authority to do” I might have said that I authorized him to do anything you asked, but he might have asked Who the Hell I was anyway, so I thought I had better put it up to you, and let you arrange it your own way: you leave me hull down astern when it comes to wrangling.

I had a little interview with the charming Mrs. Roper21. She said her husband had made measurements on blue-prints etc. and it would be necessary to put some of our books in the stack room, she did not know just how many. She said that the biggest collections were English, History, and Economics, and proposed keeping them and some of the little ones in the big room, while classics and modern languages were put in the stack room. I saw a very long face on your part, but the arrangement seemed to me good, and I told her to go ahead with it, and send George Morgan’s* Philosophy books into exile also if need be. I saw Mr. Abbott22 who was a great deal perturbed on the book question. They had planned for ten thousand volumes at the outside, now I was quoting Mrs. Roper’s figure of 12,000, what should he do? Should he turn Elliott Perkins'* study

---

17 Governor Frank G Allen, Governor of Massachusetts 1929-1931
18 James Michael Curley, four time Mayor of Boston
19 William Henry, Cardinal O’Connell, Archbishop of Boston
20 Mirick, Representative of the contractor completing the tower and hanging the Russian bells.
21 Mrs. Roper. Unidentified
into a stack room? It seemed to me to me the occasion to take a chance. If I fired out Perk, I had no room for him, I believed Mrs. Roper’s figure of 12,000 was a perfectly vague one, three volumes per title, and his estimate of room for 10,000 was based on the original size of shelves only up to 7 feet, whereas we now had them much higher. So I said to leave Perkins in peace, put in another book shelf all around for which there was plenty of room, and shelves in the cupboards underneath. Then I wrote the whole story to Mrs. Roper, told her to set her husband at once to comparing the number of linear feet of books we had with the number the architects proposed to give us, communicate with Abbott and Mirick if necessary, and telephone me at any hour of the day or night if I could help.

Paul Wood23 threw an awful scare into Mrs. Coolidge the other day by saying that 50 Holyoke St. could not be ready for us before October or November. I lost my head and wrote to the President instead of waiting to check up. When I got to Cambridge last Thursday, Parkhurst24, Abbott* and Mirick all said I could move in Sept. 8 if not Sept 1. I have a brick in my pocket for Paul. We plan to come to Cambridge about the 8[th] and move in during the course of the next week or so. Jim McLane* at 984 Memorial Drive, and Kenneth Morgan25 in the Library will probably be back Sept. 2, if you need to see any of them. Mirick expects to be gone by that time. That as why I cabled to you to hurry.

I am ever so glad you have done no work this summer. The founders of the English Cooperative stores invented the motto “The more you spend, the more you have.” In your case it is “The less you study, the more you learn.”

Yours,

JLC

22 Lewis B. Abbott, Partner in firm building Lowell House
23 Paul Wood, Part of construction team for 50 Holyoke Street, home of the Master of Lowell House
24 Irving B. Parkhurst,, Clerk of the Works in the construction of houses.
25 Kenneth W. Morgan,, FAS Graduate School
Coolidge Shepley Bulfinch & Abbott
122 Ames Building
Boston, Massachusetts

- Attention of Mr. Bulfinch* –

Gentlemen:

For your information, I checked up from a photostat of the original letter written by Mr. Harkness to President Lowell, and find that the original gift amounted to $11,392,000.00. This included an allowance of $1,500,000.00 for endowment.

Very truly yours,

Irving B. Parkhurst
Clerk of Works

IBP:D
Dear Mason,

First of all, welcome back to the “land of the prosperous, and the home of the discontented” since the Stock Market slump.

I have just been casting up figures from the new Rank list, which I sub-join. There are three men not accounted for, but they do not affect the percentage sufficiently to bother about.

<table>
<thead>
<tr>
<th>Group</th>
<th>Percent in College</th>
<th>Percent in Lowell</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1.7</td>
<td>4.4</td>
</tr>
<tr>
<td>II</td>
<td>5.7</td>
<td>11.7</td>
</tr>
<tr>
<td>III</td>
<td>13.7</td>
<td>20.0</td>
</tr>
<tr>
<td>IV</td>
<td>20.0</td>
<td>23.0</td>
</tr>
<tr>
<td>V</td>
<td>30.0</td>
<td>27.5</td>
</tr>
<tr>
<td>VI</td>
<td>10.9</td>
<td>7.7</td>
</tr>
<tr>
<td>All Others</td>
<td>18.0</td>
<td>5.7</td>
</tr>
</tbody>
</table>

Our “All Others” are all men on pro, I assume that the College list is about the same. We have 11 men in group I which is one quarter of all in College. Of our 11, only two have Jew names. One of the 11 is the great Oscar Sutermeister\(^2\), holder of the pole-vault record. I believe you found him silent at the meeting of the House Committee. Let us hope he will wake up in time. I think I shall publish the above table without comment in the printed circular that we leave in each man’s room at the beginning of the year, unless you think that unwise.

\(^1\) See Appendix

\(^2\) Oscar Sutermeister, Class of 1932
Every room in the House is accounted for at this moment except Dooley’s. I offered this first to Van Schaack*, the part-time instructor, but he had already made some other arrangement. They took A. Berzolheimer. There seems a fair chance that Berzolheimer is a Jew, but I had some favorable idea about him in my sub-conscious mind, he is in Group IV, and in ’33 an important consideration. I have not yet received his answer, although I wrote two weeks ago. I am sending to the Office for verification of address. I think I wrote that Kerlin*, a promising man just admitted, is very anxious to get in his friend dePeyster [’33]. This man is group V, but wrote a good letter, and is well spoken of. Then Carleton Parker, a temperamental youth who nearly dropped out before, and whose mother wrote a sentimental book called An American Idyll, this Parker dropped out for some reason. Kerlin heard of it and asked if DePeyster* might have that room. But I had already heard through the Dean and made another arrangement. For Parker had a $175 room, and I offered it by telegraph to McClung who had been most highly recommended, he is, incidentally in Group I I, and whose price limit was $150. He accepted by telegraph from Texas, and I have sent him the necessary blanks. The only likelihood of another vacancy that I see is John B. Stetson. His probation was closed, but he was allowed to take two courses in the Summer School in hopes of readmittance. He got a B in one but overslept the examination in the other, and now no one can say what will happen to him when the [Faculty Probation] Board meets in the middle of September.

Mrs. Coolidge and I leave here Sept. 7 or 8 and go to 27 Fayerweather for about a week, after which we hope to move into 50 Holyoke, and be joined by some of the children. Mrs. Coolidge is full of House warming plans, but they are still “in the state of project”. She will certainly do something for all tutors and their wives, there may also be some reception for the whole Faculty, but that is a delicate question, and involves

---

3 William G. Dooley, Class of 1930
4 E. A. Berzolheimer, Class of 1932
5 Carleton Parker, Class of 1933
6 Hugh Lawson McClung, Class of 1932
cooperation with Greenough. The President has refused an offer of scholarships for Dunster, fearing to create a precedent of inequality. I think he is wrong in this matter, and so do others whose names you can guess.

Library news is good; we have enough books to fill our reading room and half the stack room. I hope the other Houses will keep on nice Mrs. Roper.

Ever yours,

JLC

7 Stetson, John B. III, Class of 1931
North Haven, Maine
27 August, 1930

Dear Hanford*,

Many thanks for your statistics about Lowell House men at, what you describe, as hard labor; the summer school must have changed in recent times if that is an exact description. As you suggest, to take no steps toward filling their places till after September 12. Lowell is therefore full up, if E.A Berzolheimer, ’32, whom I am pursuing with letters comes in.

I am rather proud of our record in scholarship as given by the Rank List. We have approximately one tenth of the college student body but over one quarter of the men in Group 1; one fifth of those in Group 2 and only one thirtyeth of the “all others”.

Greenough* writes to me that you strongly disapprove of the President’s refusal to accept a fund for scholarships for Dunster and I found myself not in agreement. He made, I think, a bitter mistake in taking away the Harkness and Lowell money already given to Dunster when the White¹ money came in. Are we in for a period of collision between the President and masters? The thought saddens me. It is worse for you, poor man, who are the shock absorber.

Sincerely yours,

Julian L. Coolidge

¹ White Fund for Library acquisitions
Cotuit, Massachusetts
August 28, 1930

Dear Julian:

I think you are right about consulting the Masters of the Houses and I intend to call them together as soon as the term begins to talk over some matters of common interest. In regard to the scholarships I believe Hanford* and I are agreed that special scholarships for the Houses would be good, but not exclusively for a particular House. I think the Masters will see the good sense of this.

Of course I shall be glad to talk House-warming with you and Greenough* but I do not want to interfere, or seem to direct the administration of the Houses, except in matters affecting the general interest or the University. This applies to your asking the Governor* to your first High Table dinner. Do as you think best. It would seem to set no precedent, for there will never be a first dinner at the first houses again: and hence there will result no future obligation on anyone. As a matter of personal advice, I should think it wise to write Mr. Harkness* at once and try to have your first High Table dinner when he can be there, if possible. Let me know the date so that I can ask him and his wife to stay with me. You might mention this in your letter to him.

The figures about the groups of your students are excellent, and I see no reason why they should not appear in your printed circular.

I am proposing to send you for hanging whenever you please the portraits of the first Judge Lowell1 and his son the Rebel2, of James Russell Lowell3, and now belonging to the University, and my own. Perhaps those of Percy4 and later of Amy5, and when I die, Anna’s*. Baxter6 is, I think, trying to get all the Adams’ portraits he can.

Yours, affectionately

A. Lawrence Lowell

---

1 Judge John Lowell, Class of 1760, jurist and member of the Continental Congress
2 John Lowell, born 1769 called the ‘Boston rebel’ Harvard overseer; founder, Mass. General Hospital
3 James Russell Lowell, Class of 1838, Poet and major figure in native American humor
4 Percival Lowell, Class of 1876, Brother of President Lowell, astronomer who discovered the planet Pluto
5 Amy Lowell, well known poet and lecturer, Sister of President Lowell
6 James Phiney Baxter, Associate Professor of History; first Master of Adams House
North Haven, Maine
31 August, 1930

Dear Lawrence:

I am sending you herewith my letter to Harkness, as I do not know his address, and do not wish to waste time in sending for it: besides the element of collusion in the two of us asking him together may add to the strength of the appeal. I have not given him a choice of date. If he is signed up for a particular date four weeks hence, he probably is to be in some other part of the Country, and will be unavailable at other times near then. All my tutors were told Monday, September 29 long ago, I have asked Governor Allen* for that date. It seems to me that if these weekly High Table dinners are to become a function which the tutors and Associates are to attend regularly, we have got to have the day of the week definitely set and preserved.

Your letter of August 28 was welcome. I wrote to Harry Francis of the Fogg Museum asking him to communicate with you about such Lowell portraits as you were going to give us, he has promised to have all of our portraits hung before the House opens. I told him which should have the best place.

I confess to feeling poor for the moment. Not only am I in the dark as to where to find a donor of a good piano for our Tower room, but I have just learned that in April you ruled that if a House had $20,000 of outside money for its library, there should be no appropriation from Harkness funds, which means that our library in Lowell is $5000 poorer than I had imagined. I can not quite see why it was not someone’s business to let me know that before, instead of letting me find it out casually. I did hear from one of the Masters that you had taken away the appropriation from Greenough* on the strength of the White gift*. He said that poor Chester [Greenough*] was terribly cut up about it, and expressed his own regrets, in which I entirely agreed. I believe that the Masters were a unit in the matter. I can perfectly see your point, that it is hard on such men as Baxter* and Ferry* that some of us should be so placed that we can solicit money in a way they can’t, but the way to meet that would seem to be for you to hint to prospective donors that those Houses need special help, and to treat them a bit more liberally from Harkness funds. Greenough would have been perfectly satisfied to see the five new Houses get $20,000 apiece if you had not taken away his $5,000. What we fear is a policy of leveling
down. It is a commonplace that one of the causes of Great Britain’s declining commercial position is the rigorous limitation of output enforced by the labor unions, I think you fail to realize how depressing it is to the initiative and enterprise of the Masters to feel that they are to be treated on what Ruskin has called, after Holy Writ the “Unto this last principle”

In the same way I am a little puzzled by your writing “I believe Hanford* and I are agreed that special scholarships for the Houses would be good, but not exclusively for a particular House.” I can not say what Hanford’s view is until I have heard from him direct. I only know that Greenough* wrote to me that Hanford felt very strongly the other way. Nor do I quite understand the point of scholarships for the Houses in general. If we exclude the Price Greenleaf\(^1\) aid, all scholarships are held by men in the three upper classes; now all men in those classes who do not live at home will presently be in the Houses, so that the effect would be to create scholarships for which men who live at home are not eligible. The men who live at home are, in general, the poorest men in College.

Dear me, what a disagreeable letter. I don’t feel disagreeable. But if the Masters feel strongly about something, is it not well that I who am the oldest and most privileged, in that I have known you the longest, should try to explain their point of view to you?

All Coolidges here present send their love, those who were not here at the time of your visit, express their indignation at your coming during their absence.

Affectionately,

Julian Coolidge

---

\(^1\) Price Greenleaf, Unidentified
Dear Julian,

I am writing to Mr. Harkness, asking him to stay with me, and enclosing your letter.

Surely there is some misunderstanding about the sums for the libraries. Each library, if I am right, was to have $20,000 for the purchase of books. When Greenough* got this sum from the Whites*, he suggested himself, as I understood him, that he should give up the money that he was otherwise getting. I am not aware that any $5000 was taken from him except at his own suggestion, which seemed to me absolutely right and wise. Nor do I understand what you mean by saying that the library in Lowell House is poorer than you imagined. I understood each House was to have $20,000, and as at that time this had not been included in the estimates for Mr. Harkness’ gift, there was nothing to give it from; but I said each house should have that sum. Since then Mr. Harkness has said that he would add the amount so needed to his gift, so far as it was not given by others. In short, I do not understand what you mean by saying the $5000 was taken away from the libraries of the first two Houses. Am I mistaken in thinking that $20,000 was the sum they were to have?

In regard to the general principle, it seems to me of the utmost importance that all the Houses should be treated alike. But, again, I am afraid there is some confusion about special scholarships. I wrote that I believed that Hanford* and I agreed that special scholarships for the Houses would be good, although not exclusively for any particular House, because I understood him to tell me so; but I will verify that statement. He did not want me to refuse scholarships for the Houses in addition to those we already possessed for Harvard undergraduates; but he did think, as I understand it, that such scholarships might be used in any House that needed them, and that so used all the Houses would be treated alike. That is what I meant by special scholarships for the Houses in general. They would be entirely additional to the scholarships now in the gift of the College, and so far as they were created, they would be scholarships for which men who lived at home would not be eligible; Hanford’s* idea being, I understand, that to live in the Houses involves some additional expense and that he did not want men cut off from going to the
Houses by reason of the expense. I hope I have made this clear. If not, I can later in conversation.

Yours very sincerely,

A. Lawrence Lowell
Dear Mr. Harkness:

I am enclosing a letter from professor Julian Coolidge, the Master of Lowell House, inviting you to the first High Table dinner. I earnestly hope you can come. I feel sure that you will unless there is some fatal obstacle: and I want to ask you and Mrs. Harkness to stay with me at that time. It would be a very good occasion to see what we are doing and how fast we are approaching the goal of having all seven Houses open next autumn.

Trusting that you and your wife will be able to come, I am

Yours very sincerely,

A. Lawrence Lowell

Edward S. Harkness, Esq.
654 Madison Avenue
New York, N.Y.
Dear Lawrence:

I will tell you all I remember about sums for the libraries.

As originally contemplated, there was no appropriation of Harkness funds for the purchase of books. In May, 1929, I had an interview with Greenough*. He told me that he had taken a walk with you and opened a conversation about library funds. He told you that he was sending a young man to England that summer who was an expert book buyer, that it would be a splendid chance for him to get books very cheaply for the two Houses. He said that you agreed to this and added that this young man, whose name I have unfortunately forgotten, might have $10,000. This money was not given him outright, but he was given a letter of credit for $10,000 guaranteed by the Corporation, and away he went. You can at once verify all this. I was not told at that time the source of this sum. When in July of last year you wrote to me that you and Anna* [Lowell] were going to give $10,000 to the libraries of the two houses, I wrote in a letter¹ of thanks asking if this were the same $10,000 about which you had spoken to Greenough*. If you have kept my letter you can verify this.

When Greenough’s young man returned in the autumn I inquired as to what part of my half of his $10,000 had been spent, and found that he had bought an encyclopedia, or something of that sort, for Lowell House. Consequently I assumed that I had something over $4000 standing to my credit. I therefore asked Potter* whether that sum should be turned over to the Library Fund of Lowell House which had been constituted during the summer, but Potter said it would be simpler not to disturb existing arrangements. I never could get a satisfactory accounting for my share of the sum but thought it better not to fuss. So I went gaily ahead ordering books, assuming that the Treasurer’s office would first spend the remainder of my share of said $10,000 and then draw on my book fund inaugurated by such gifts as the $5000 from Anna and yourself. I cannot remember exactly when it was that I learned that the $10,000 which stood back of the letter of credit, and which I supposed was turned over to the credit of our two Houses,

¹ See letter July 30, 1929
was definitely Harkness money, and not the same as the generous gift from Anna and you.

Sometime in the Spring, one of the Masters told me that as a result of the White gift*, you were taking away from Greenough the Harkness appropriation, which I naturally supposed was his half of the $10,000 I have been speaking of and I added that Chester was sore through and through. You write “When Greenough got this sum from the Whites, he suggested himself, as I understand him, that he should give up the money he was otherwise getting” I make no attempt to reconcile these two statements, I knew that I should have felt discouraged if anything of the sort had happened to me, but Greenough never mentioned it in conversation with me. You will understand that the last thing I should desire would be to initiate a conversation of that sort.

You will notice that so far I have not said a word about the figure $20,000. That is because I never heard that sum mentioned in connection with the House libraries till that dinner at the Harvard Club in May, when you promised that sum to each of the new Houses, and I, naturally rejoiced in their good fortune. I think it is evident that If I had ever thought that I was to receive $20,000 Harkness money, I should not been at such pains to raise $25,000 otherwise. In any case, as I said before, I never heard the sum mentioned till that night, whereas it never occurred to me that my half of the $10,000 frequently spoken of had been wiped out without my hearing a word.

Now about scholarships for the various houses. I cannot see there can be any question of the desirability of additional scholarships under whatever guise, unless it be because men living at home are excluded from them. The only interesting point is the desirability of receiving scholarships limited to specific Houses; I think there seem two opinions there. What Hanford* feels I do not know, you seem to have received a different impression from him from what I did. It seems that Greenough feels that such restricted scholarships are desirable. I mentioned the incident in a letter I wrote to another Master on another topic (this was not Roger [Merriman*], by the way). His reply was:

“What you tell me of Mr. Lowell’s refusal of the Dunster House Scholarships distresses me greatly. I can understand his point of view, but it seems to me a great mistake unless he has changed his mind about what he wants the Houses to be. Do you think that the University intends to provide adequate Scholarship funds for each of the
Houses or was this offer refused solely on the ground that gifts to one house will not be accepted unless similar gifts are available for all the others? That seems to me an unwise policy from any point of view because the President can always prevent wholesale solicitation of funds by the Masters by simply ordering them not to do it. I wonder if the fact that this case involved scholarships, always a delicate business, influenced Mr. Lowell in his decision.

This is enough woe for one bout.

Sincerely yours,

Julian Coolidge

We should be at 27 Fayerweather St.\textsuperscript{2} by Monday noon.

\textsuperscript{2} 27 Fayerweather Street, the Julian Coolidge home in Cambridge
September 8, 1930

Dear Mr. Endicott*:

I find that Professor Coolidge raised the $25,000 for the library in Lowell House with the understanding that he was to have $5000 from the Harkness fund, or otherwise, for his library, making $30,000 in all. This arrangement I therefore support; but he understands that that fund is to cover future accessions to his library, which the University will have to defray in the case of other Houses.

Yours very sincerely,

A. LAWRENCE LOWELL

Mr. Arthur L. Endicott

Lehman Hall
Lowell House I-34
Cambridge, Mass.
Dec. 6, 1930

Dear Professor Burbank*,

I gather from various comments which have reached my ears that the Economics Department has been rather upset by reports of an attempt on the part of Lowell House to add to the already heavy burden of the Tutors and to interfere with the carefully articulated system of specialization and adaptation as practiced in your department.

Nothing was further from the Master’s mind in propounding the scheme or from mine in arguing the matter with the tutors during his absence. And so diverse were the opinions upon our suggestions, and so strong the opposition from certain quarters, that I have been much discouraged and will do nothing more myself in the matter until a demand arises. The House Plan is, of course, in an awkward position. On the one hand, plenty of people say “Oh, how nice for the boys, now they won’t be in mere Dormitories any more but will be with the tutors in friendly intercourse and will have a real center of social life, etc.” On the other hand, once one attempts to introduce anything which will differentiate the House from a dormitory and make it, perhaps, mean more to the men in it, some one says “interference with the traditional Harvard Laissez-faire – let the undergraduate alone, let him go his own gait, etc.” and on the other, some one protests “more work for us, we must have relief and recompense etc. etc.” Then one lets things slide, and some one else turns up and says “what about so-and-so, I heard he isn’t so good a fellow” or “so-and-so wants a job, what about him?” And when you say that no one of the Tutors knows him and that you haven’t had time to look him up, then they say “failure of the House Plan, etc.” Or some one sees in the Dining Hall a table composed of six tutors, who have congregated together because, each having only about three tutees in the House and no contact with any other men, they have not seen a familiar face in Hall – and it is not pleasant to plump down at a table of unknown men, expecting to get to know them by asking for the salt (as has been a boast at times about the Freshman Dining Halls). Then, on the one hand, I get a letter from a parent complaining that his son is not getting the full

1 Coolidge, Julian Lowell, Master of Lowell House
value of the tutorial system because his tutor only talks over his subject of concentration with him and he has no contact “with a mature mind” in something else in which he is not doing well – and on the other hand, I gather that your department specializes its tutors within itself – a practice that I have, before the House Plan came in, strongly but unsuccessfully advocated in the classics, where we are expected to be jacks of all trades with our men – religion, fine arts, history, philosophy, etc.

I have dilated thus at length on the sort of things that one hears to explain why the Master felt that perhaps some effort to get in touch with those of the men who did not have tutors in the House would not be amiss. As only 123 men out of 263 undergraduates are tutored in the House and 53 are in subjects which are not even represented here, the problem has a certain validity, especially after the proud boasts of how the House Plan would link up the men’s life and work through the tutors. All, therefore, that he proposed was to allot to each Tutor a certain number of men in whom he might take an interest so that on the one hand the teaching staff might feel that they knew the men here and on the other the undergraduates might feel that some one on the staff would be glad to see and help, if necessary. The logical system of allotment would seem to have been by subject, though also an alternative of one by entries has been suggested. Of course, it would have been up to the tutor (as it is to Freshman Advisors) to do as much or little as he liked about seeing or entertaining his men. And there would have been no question of interfering in their work or helping them in their studies. But, as you probably know, however much one likes to think of encouraging student initiative and letting him seek out his teachers, in practice, if there is going to be an extra-curricular contact, the teacher must take the first step. Inevitably Professor Coolidge was influenced by the Cambridge practice of having a “moral tutor” (a term which stirred to the depths the truly independent Americans among the tutors) who tends to the man’s official relations with the College – six [seeks] his permissions to go down, etc. – quite apart from his “supervisor” who tends to his studies.

But, as I said at the beginning, I shall do no more in the matter unless the Tutors ask me – as some have asked to know the names of all the men in their subject so as to get acquainted with them. And equally, the situation here is not that of Cambridge – the

2 go down, i.e. go on vacation
men have as yet no official relations with the House other than the material and financial. And finally, this is a transitional year; another year there will be not 287 but perhaps only about 90 new faces to learn. And in the meantime, we will stagger along as best we can.

I am sorry to have bothered you with so long a letter, but it would be unfortunate for any impression such as you seem to have had to get fixed in the minds of the departments – it would be hard enough to persuade many of the need of even such a form of contact as Professor Coolidge had in mind – and I hope that if you have any opinions on the subject which will help us try to reconcile all the conflicting factors, you will not hesitate to express them.

Sincerely yours,

Mason Hammond, Head Tutor
Dear Sprague,

Jerry Whiting tells me that you were rather bothered at the idea that Lowell House was trying to upset your arrangements for tutoring – nothing was farther from the Master’s mind in making the suggestion which I have had to argue before the tutors in his absence – and in any case, it has aroused such opposition that I am rather discouraged and have given it up. The reason for making any move was that fact that only 123 of our 263 undergraduates have tutors in the House and 53 are in subjects not even represented among the tutors. Professor Coolidge and I felt that if the House was to be more than a mere dormitory, if the association of tutors and students was to be encouraged, it was up to the tutors to take the initiative and that since what is anyone’s business is no one’s, each tutor should be asked to make the acquaintance of a certain number of men. In assigning these, it seemed logical to do it by subjects rather than by entries or any other way. Of course, this was not meant to concern the men’s work, but merely to arrange things so that on the one hand, some member of the tutorial staff should be acquainted with each member of the House and on the other, that each member should feel that there was someone on the spot who took an interest in him. Some of the men feel that the House means little to them without some personal contact. And it is difficult for Professor Coolidge or myself to accomplish all of this – of course, it means expecting the tutors to do a little extra on the social side – but the House plan demands a good deal extra at first from a good many people and this did not seem unreasonable to us – a tea or an evening at home or casual contact in Hall would have been plenty. But some of the Tutors are rather dog-in-the-mangery – they expect everything to be nice and comfy for them here without their having to do anything about it – of course they have plenty to do. Strictly between ourselves, I feel rather more keenly about the attitude of some of the younger men when I see how much interest the older tutors and some of the associates, who might be expected to be casual, take in these matters. But that is, of course partly

1 Arthur C. Sprague, Chairman, Board of Tutors
2 Jerry Whiting, Tutor, Instructor in English
because I find so much to do around here and so few who will help bear the burden – were I not in my position, I would probably be equally loath to undertake any extra outside activities.

In any case, the problem will be easier in other years if, as I hope, more of the men are tutored in the House, and when it is a question not of getting to know 287 faces but only 90- new ones. And, as I said at the beginning, I will trust that things will go all right as they are and do nothing further until requests come from the men (in which Professor Coolidge and I will have to handle them ourselves) or from the tutors – as they have in some cases already – to be given a chance to know more men. Hence you need fear no intrusion of the House Fools into the Paradise of the Tutorial Angels. I trust that if you have any ideas on the subject which would help us solve the various problems, you will not hesitate to let us hear them.

Sincerely yours,

[Mason Hammond]
DEPARTMENT OF ECONOMICS

H.H. BURBANK*

Mr. Mason Hammond
Lowell House,
Cambridge, Mass.

Dear Mr. Hammond*:

Thank you very much for your letter. I hesitated to write to you in the fear that I might seem to be trespassing, but now I am quite sure that some misunderstandings might have been avoided had we been able to discuss the Lowell House plan somewhat earlier.

Certainly I have been misinformed regarding the plan, and just as certainly I have been misquoted, probably to you. This morning an excited tutor asked in all seriousness of there were to be “reprisals”, stating that he understood that if any tutor undertook any additional burdens for Lowell House his quota was to be increased by five students. This is amusing enough but it is also irritating. However, I am sure we can work out some method that will meet the more pressing needs although it may not be entirely satisfactory to either of us. I think I understand and appreciate your problem. Very probably it is more insistent this year than it will be in the future. As we become settled in the routine of the House Plan the appointment of students as tutors can be worked out satisfactorily, but always there will be a number – perhaps considerable – of students with outside tutors. The immediate difficulty is so large that to meet it satisfactorily means a definite burden for some one or some group.

Of necessity the tutors in Economics are specialized. Further, we have found it a valuable practice to differentiate among them – some tutors carry only honors candidates, others only the less capable undergraduates. Both the specialization and the differentiation make it extremely difficult to follow the plan proposed for Lowell House.

But I shall not bother you further now. I understand that Greenough* has asked a number of us to meet on Wednesday to discuss the very problems with which our letters are concerned.

Very Sincerely

H. H. Burbank
Dear Hammond*,

Thank you for your note about the Lowell House tutorial problem. As you say, it will grow somewhat easier with time (though McLane’s* resignation is bound to retard the development a bit as far as your House is concerned.) But even two years from now there will be many students still unprovided for at home. I most emphatically don’t like the idea of a student’s having two tutors, even though one of them is merely for social purposes, but I recognize your difficulty, and I think that there are ways out. Of course, the natural one is to attach a few more tutors to each House, either officially or un-officially …

It has been my experience that tutors in my department are not at all afraid of doing extra work, in fact many extra hours are given in committee work that goes on almost unrecognized. Of course, if you have any complaint to make of a Lowell House tutor in our division, you will not hesitate to let me know at once.

No, my attitude is not in the least “House Fools and Tutorial Angels”, I have tried my best to cooperate when I have been given an opportunity, and I shall continue to do so. Tutorial work and the Houses are too intimately connected now to excuse any other attitude. So, for god’s sake, let me have a chance to do anything I can.

Cordially yours,

Arthur C. Sprague*

Mr. Mason Hammond
Lowell House I-34
Dear Mr. Coolidge, (Charles A. Coolidge, architect)

Your interest in the furniture problem in Lowell House emboldens me to submit to you the enclosed copy of some suggestions which I sent to Mr. Morse and Paul Wood with a view to doing something about it. Mr. Morse estimates the cost at from $1500 to $2500 according to quality. And the President says that there is no more money. In accordance with your suggestion of the other night, I have had three of the big chairs removed from the Tutors’ Common Room and replaced by some to the dining Hall chairs – they do not look as well as the black one would, but I did not like to take these from the Students’ C.R. and there are none others around. A nice set of twelve mahogany upholstered seat straight back chairs, with or without arms, would be nice as then, though all were not kept in the room, they could be used for special dinners on occasion. I have furthermore had a man from McKenna & Caldwell, who did the fixtures, out to consider shades. The shades now in the tutors’ Room, Mr. Morse and I had made up by Pettingil and Andrews and (modestly) I consider them a success. McKenna has provided four small sample shades of the fixture in the Students’ Room in a rather too yellow (in my opinion) material. These cost $2.90 as against $2.50 from Pett.[ingil] and And.[rews] for a lighter material. I think it would improve this room very much to have shades to tone down the white glare of the lights – but it will cost around $75. Then I want four large shades for the Tower Room – to cost some large sum. The question further arises as to the library – the Librarians complain that with the centre fixtures going there is a considerable glare from the ceiling. Yet I think that shades in that room will look badly. I am going to try to have toned bulbs put in and see if that helps. Could you suggest anything? Equally, in the dining hall, is there any way of getting a mellower light without making it too dim? I am told that in any case those fixtures are to be changed. I think that in any public room a soft light is preferable.

I hope that with all these suggestions I am not wasting your time or intruding on your designs. There doesn’t seem to be any one on the spot to take an interest in these details except myself – for the College this is only one of a number of buildings and they
think that what is, is good – and I think there is still considerable room for minor improvements – it is tiring work, however, persuading them – and, as I say, the money is said to be short. Of course, the trouble is, that every time I achieve anything, all the others ask for it. When I first discussed the question of putting an outlet in the Janitor’s Office, another janitor was there with ours – and the following morning, I believe that seven janitors asked for Dutch Doors.

Sincerely Yours,

Mason Hammond
President A. Lawrence Lowell
University Hall

Dear President Lowell:

It is becoming abundantly evident that the principal reason for the reluctance of men, especially club men, to enter Lowell House is not the situation, nor the absence of an individual kitchen, but primarily a feeling personal to the Master. It is believed that I should favor drastic discipline, petty restrictions of the students’ liberty and inquisitorial supervision of their lives. It is not my business to discuss the fairness of this impression, but to point out that it is extremely natural. Considering my wife’s connection with the dry movement, and my own membership in the Board of Directors of the Watch and Ward Society, it is hard to see how the average student could reach any other conclusion. On top of all comes this Dunster [House] Bookshop affair.

You will understand perfectly that there is nothing I am ashamed of in all this. I am proud of my wife’s attitude, I make no attempt to conceal my connection with the Watch and Ward Society, nor to escape my share of the responsibility for what it does. If anyone thinks that a pleasant job, he is singularly imaginative. In the matter of the Dunster Bookshop, I did not know what methods were to be employed, and I do not like the thing one little bit. But I am not convinced that the action was unethical, and when Judge Stone says from the bench that we have rendered a public service and no other methods could have been used under the circumstances, I do not feel like dissociating myself from my colleagues in the matter.

However, it is a condition not a theory that confronts us, and the condition is that the views which I hold, and still more those which I am supposed to hold, are seriously injurious to Lowell House at the moment. It would be childish to pretend anything else. It would also be childish to try to hide the fact that this is a very serious matter, for as the House starts, so will it be likely to continue. Is not drastic action necessary? This is the

---

1 Dry Movement, Mrs. Coolidge was a member of the Women’s Christian Temperance Union
2 New England Watch and Ward Society
3 Dunster House Bookshop see letter December 13, 1929 (See Appendix)
first House Unit, the one that bears your name. Is not the success of the unit of more importance than any other consideration? If Merriman* had been Master, the House would have been over subscribed in a week, if Whitney* had been in charge, no such difficulty would have arisen. There are other members of the faculty who would have had a comparable success.

I realize that you can not properly remove me from the Mastership, without due cause, but I see no impropriety in your accepting my resignation if it is placed in your hands. Will you please consider the present letter as a formal tender of resignation. I have had great happiness during the year in which I have been honored with the position. I shall always have a peculiar affection for this particular house and be glad to serve it in any way, and I can find abundant happiness in the position of professor of mathematics which it has been my privilege to hold there many years.

Respectfully yours,

Julian Lowell Coolidge
Mr. Mason Hammond
134 Lowell House
Cambridge, Mass.

Dear Mr. Hammond:

At our Department meeting on Tuesday evening we discussed at length the work of you tutors and the possible incidence of the Houses upon instruction. After various consideration it was declared to be the sentiment of those present that tutors should not be required to undertake supervisory work in addition to their full time instructing duties. This of course makes it possible to have the tutors undertake any tasks you and they may agree upon if the total burden of work is not increased.

I hope you will find it possible not to give this expression of opinion on the part of the Department too great publicity. I find myself in a very difficult position and I referred the question to the Department for instruction.

Please let me go on record for the Department and for myself that there can be no question regarding our favorable attitude. The House Plan is a part of University policy. We will do everything possible to support and further it. This is unanimous – there are no dissenting members.

There are difficulties. The House Plan now occupies a position of unusual importance in University policy. It involves many new duties and on the whole a definitely increased burden for the staff if all of the apparently necessary obligations involved are to be met. The staff – or part of it at least – is now undermanned and heavily overworked. We are about at the point where increased duties mean that requirements in other directions have to give way. In other words, if our junior members have to undertake many new obligations it will be at the expense of some other of their functions.
Here the houses and the departments need the cooperation to the fullest extent to determine how the various demands of the University may be fulfilled.

There is a further consideration, to many the most important of all. The tutorial system of the college is now entering upon a new and distinct phase of development. Many of the tutors appointed five, ten, or fifteen years ago have passed through the usual stages of advancement and are now approaching permanent appointments. They are carrying a considerable part of the work of classroom instruction and only a minimum of tutoring. In the next phase of tutorial development it will be necessary to place much more emphasis on tutorial work as the objective. The career for the tutor must be made as attractive as possible or we will never be able to secure and hold the type of men we want.

As time goes on I hope that all of us who are interested and concerned will be able to consider these problems together.

In so far as I have talked with House Masters I think the majority of them are more or less opposed to the plan initiated in Lowell House.

Sincerely, yours,

H. H. Burbank
December 22, 1930

President A. Lawrence Lowell
5 University Hall

Dear Lawrence:-

Mason Hammond and I have found by questioning all the graduates and law students in Lowell House that there will be ten rooms vacated by them next year. At the same time, sixteen of our seniors expressed themselves as anxious to return and probably others will apply later. There is one graduate whom we admitted for this year but who went to Europe on a Sheldon\(^1\) stating distinctly that he would hope another year to come into the House, and, under these circumstances, I should like your permission to have the same number (twenty-four) of graduate students next year that we have had this year. The tutors have expressed themselves very strongly to the effect that this is important.

I have had a very interesting talk with Mason Hammond* this morning. He is, as you have probably observed, about at the cracking point, and I am going to take over on my own shoulders and those of other tutors as much of his work as he is willing to shed. You know his greatest fault is that he is a glutton for taking on every possible job. The problem of handling Hammond personally concerns myself and the Classics Department, and he raised the very interesting point that he thought a head tutor’s job, to be efficiently done, should take one half a man’s time at least. I begged him to draw up a statement to this effect, for I personally feel very sympathetic with his point of view. I have tried to distribute jobs among various tutors as far as I thought the traffic would bear, but most of them are not only very busy with their present assignments, but have yet to learn the complete possibilities of what a House tutor, resident or non-resident, may do. The older men like Chase* and Elliott* seem to see more clearly than the younger in this matter. Whatever work the other tutors may undertake, I am convinced that a really efficient head tutor, ever if he be less of a glutton than Hammond, should have a position making heavy demands on his time, his care and his thought. I hope, therefore, that you may be sympathetically interested in whatever proposal he may make.

\(^1\) Sheldon. A fellowship awarded by Harvard for one year travel abroad
You probably have heard of a certain amount of misunderstanding caused by the opinion of the Lowell House Tutors that every student in the House should be known to at least one tutor who would feel a certain responsibility for his success. This view was misunderstood by two head tutors who became rather excited in the matter feeling on the one hand that it would mean interference with the work and responsibilities of tutors already assigned and on the other hand an additional care and responsibility for House tutors who were at present loaded to the extent of their capacity. Of course we had no idea of producing either of these results. Our feeling was that the Master and Senior Tutor, if no one else, should have some idea of how each member of the House was getting along. Less than one third of the men in Lowell House are tutored by members of the staff. It did not seem a good plan for the Master to chase all over the University in order to talk with the scattered tutors of the members of his House. A much simpler and less formal way would be to go to some of the House tutors and say, “I am a little concerned about so and so. Have you any idea how he is getting along? Do you know him personally? Could you talk to his tutor?” I am sure that we can all come to an agreement in this matter. I am sure there is an important point involved. I only mention it to you for your information, for it is the sort of problem that I know is of interest to you.

Mason Hammond tells me that there is a strong feeling among our tutors that we should add to the number which at present is seventeen, including myself. We cover such a small proportion of our student body. My own instinct is to move slowly in this matter, for I am more interested in the quality than the quantity of our tutorial family. But until I have heard it discussed, I cannot express a further opinion.

As I foresaw, everything connected with Lowell House has been most efficiently handled during my absence, but it is quite a job to catch up with all that has happened and gather all the threads into my hands once more.

Wishing you a Merry Christmas,

Sincerely yours,

Julian Coolidge
Dec. 26, 1930

Master’s House

Dear Mason,

Yours shall be the first of many notes written this day. And the note shall begin by thanking you for Luke¹, I approve the subject matter, and the printing seems to me about the most beautiful I have and so warmest gratitude to you.

The Christmas card seems to me symbolic of a state of mind I have sometimes observed in you, the great labor of dragging a heavy coach through the snow is enough to discourage even the stoutest hearts at times. But you note that the coach is near the end of its present toil, after a vacation it will go on again taking grateful passengers to their several destinations.

I have your double barrelled letter of this morning. I will communicate with Messrs. Emery and Morse on the matters involved.

The bell ringing question puts me in a very awkward position, from which I must extract myself as best I may. But first of all I think we must be clear about the ownership of the bells. It is my understanding that they were given to the University, and placed in Lowell tower as the most convenient place, and not, in any sense given to Lowell [House]. I think it is for the President to settle when and how they shall be rung, and you had better consult with him as to the propriety of a first ringing on New Years Eve. In the matter of liquor, I think you make a proper distinction between your public and your private capacity. But I think that distinction extends to the rooms in the House. I look upon the Tower Room as a public room for which I am responsible to the University. I do not think I am justified in permitting a party in any public room if liquor is to be served. I feel like the advertisement, “Mr. and Mrs. Isaac Goldstein, having cast off clothing, invite inspection by the public daily from nine to five.” I invite inspection by the public, and the press too, of all that goes on in any part of this House of which I have knowledge. Now it would be easy to write a very ugly story about a wet party in the tower New Year’s Eve. I have not the courage to face that possibility. On the other hand your own rooms are your castle, as long as I retain any confidence in you, and that means as long as we both shall live, I am not going to peep into what you do there. If you have [brought] out your

mother or some such person as chaperone, I feel no sort of responsibility. I think, however, it would not be wise to ask any of us. I leave Mrs. Coolidge out of the count, she shall speak for herself. I don’t refuse to go to weddings where liquor is served, that would cut me off all weddings, and the same is true of dinners public or private. I am not a prohibition missionary. But I would be inwardly uncomfortable. I don’t mind addressing a Harvard Club dinner where half the men are tight, I have no responsibility there. But in this case I should have this much responsibility that you have in the sweetest way listened to my lightest word, I don’t like a situation where it is my lightest word against the opinion of others who are clear [in] what is needful for the success of a party. I have the feeling that I am more respected because I have always run true to form. Perhaps that is an illusion, you will say that consistency is the vice of small minds. But who dares say that I have ever claimed to have more than a small mind? Let us hear the conclusion of the matter. I love to go to bed early.

News, news, news. His Eminence\(^2\) will dine with us on January fifth. I think this had better be kept a State Secret, except from the tutors, but I think we should do our best to work up a good dinner for him. I have drawn up a list of people who should be asked that runs through April and invited through Feb. 2.

Of course I will pay for framing those posters.

The president told me last night that he thought the two pencil sketches were “perfectly beautiful” He was really delighted with them and pleased also that we had sent one to Harkness.

Clifford Moore* is drawing up a scheme whereby a head Tutor shall be expected not to do more than the equivalent of two courses. A proportionate increase will be made in that share of his salary which is assumed by the House. The President is favorable to this view, but is waiting to consult Greenough*.

Yours verbosely,

JLC

---

\(^2\) probably William Henry Cardinal O’Connell, Archbishop of Boston
March 19, 1931

President A. Lawrence Lowell
University Hall
Cambridge, Massachusetts

Dear Lawrence

The Germans have a saying that “All good things are three.” Therefore, I will try to make three headings to this inquiry.

1 You gave me permission to get additional tutors in Science, government, and English, two of these being merely replacements of Hallowell Davis¹ and Jim McLane* who are leaving. The Science question will soon be settled, when the Corporation appoints Ben Jones² next Monday. The English matter must wait until there are some available persons appointed by the Division. Most acute is the question of Government, for William Elliott*, who is still an examiner³, can only take a small proportion of our seventeen or more concentrators and the excellent Government tutor he had in mind has thrown up the job. Now Elliott has another candidate whom he recommends, but it is the same difficulty that occurred in the case of Jones. He is unmarried and should reside. I find that I can carve out an apartment in my guest rooms and this, of course, will deduct nothing from the rent roll. Have I your permission to do this? What shall I do, if the only desirable English tutor is also unmarried? I seem to be at the end of the possibility of gerrymandering.

2 There is a complicated situation arisen about some of the outside lamps in the Court. It is admitted that they shine unpleasantly in some of the rooms. Mr. Johnson⁴ after some poking installed tin reflectors, which did not, apparently, meet the situation or such was the view of the Senior Tutor [Mason Hammond]. The latter came back with the proposal which I have not seen in writing, but which I think I should approve, and which Mr. Morse*, the Purchasing Agent considers reasonable. But Mr. Johnson fears that it

---

¹ Hallowell Davis, Tutor Biology and Instructor in Physiology
² Benjamin F Jones, Instructor in Biochemical Sciences
³ All students had to pass an oral examination in their field of concentration in order to graduate.
⁴ Johnson, Contractor
would not suit the architects\textsuperscript{5}. In the ordinary course of events, I should consult those gentlemen, but hesitate to do so at present, for either they would not reply or Charlie Coolidge* would tell me where I got off for bothering him with reflectors, when he is supervising building operations to the tune of a million dollars a month. May I tell Johnson to go ahead and let the architects kick afterwards, if they want to?

3 At a Tutors’ meeting held yesterday, it was the general opinion that we should be very glad to receive the Reverend [probably Bishop William Lawrence], at the Board of Overseers lunch on May 11\textsuperscript{th} or 12\textsuperscript{th} preferably, the former. It was suggested that they would be glad to shed their divinity and eat on the floor of the Hall, one at the head of each of a number of tables. We should keep the Dining Room closed until the Board [members] were ready to eat, in order to have a sufficient congestion of undergraduates to produce a House affair. If this plan appeals to you, will you kindly have them put it through?

Affectionately yours,

Julian L Coolidge

\textsuperscript{5} Coolidge, Shepley, Bulfinch, & Abbott
Mr. R.B. Johnson
Maintenance Department
Harvard University
Cambridge, Mass.

Dear Mr. Johnson:

I am sending up from my place at Marion six Magnolia Grandiflora trees which I have bought from the South. President Lowell will tell you where he wants them planted, four on the terrace at Lowell House, and the others where he may decide to put them.

There are also six Wanchina Domestica, which are a shrub which is very beautiful in South Carolina, but I am not sure that it will grow in this latitude. They should be planted in a protected place in Full sun in the bed in front of the terrace in Lowell House. All these should be planted as soon as you get them, and thoroughly wet as it is a long time for them to be out of the ground, coming, as they have from South Carolina.

My man will bring them up from Marion in my truck. As he does not know anything about Cambridge, it would be wise, if you are out, to leave word where he is to put them.

Very Truly Yours,

Charles A. Coolidge
Leiber Steinmaurer [Mason Hammond],

Im sech Stunden werden vir im Cherbourg sein, après quoi je peux t’écrire en français. For the moment it had better be in English. You get my first steamer letter because we missed the “goodbye” interview.

I think I must begin with praise of George Charles Sumner Benson¹ and all that he did in those last days. Saturday evening while Mrs. Coolidge and I were lying on Eliot Beach in a futile effort to get cool and watching little boys scoop up sardines with their hands, he was hurrying you to the Lynn Hospital through the incredible traffic of Long Beach. Monday and Tuesday he switched me to the problem of filling two or three vacancies in Lowell House. Wednesday he drove some of us to the boat in our Ford and undertook to put it away for the summer. We have a great find in George.

The vessel was so deep she had to go outside Nantucket Shoals, which made us start 5 hours late, and so deep she had to lie all of the night before last outside of Galway waiting for the tide; otherwise she has been very acceptable. We have met a number of pleasant people. My room mate is or was President Park of Wheaton College, most agreeable. Other friends have been H. L. Sharpe² who comes to study classics at Harvard next year, W. H. Ferber³ in Eliot, and Alden Megrew ’32 of Dunster. After lunch we read Saki (for which please thank your good mother, to whom my duty) and after dinner smoke and have liqueurs in the smoking room. Park wanted to send an item to the N. Y. Times. “The S.S. Cleveland has had her supply of Curacao, Quintreau, and blackberry Cordial exhausted by a party of prominent American prohibitionists.” It is literally true!

The voyage has been perfectly comfortable, if a little cold. I have read mathematics, worked at an intriguing problem in plane geometry that has stuck me for years, read Sally Fields “Grande Bretagne” and played silly games.

My mind has been somewhat occupied with the problem of a more rational organization of the Harvard Faculty and a better adjustment of lecturing and “tooting”. I have no constructive ideas about Lowell House. I wish I saw a way of making sure that

---
¹ George Charles Sumner Benson, Instructor in Government
² H. L. Sharpe, Graduate Student in Classics
³ W. H. Ferber, Tutor in biochemistry
all the undergraduates who come to High Table had a good time without boring
distinguished guests by putting them next to students. Don’t you think we should make a
point of seeing to it that all visiting professors and lecturers are invited to at least one
dinner? I wish I knew whether Gov. Ely⁴ will be with us October 5.

Now I must write to my daughter Betsy* [Coolidge] who is a bronco-buster in
Wyoming (a clerk in the boat writing to my dictation wrote this morning). Our address is
Bremen-Shepley 123 Pall Mall. Two weeks in Paris, then wandering. “I go like night
from land to land. I have strange powers of speech”⁵. They are pretty feeble powers in
some speeches.

Affectionately,

JLC

---

⁴ Joseph Buell Ely, Governor of Massachusetts 1931-1935
⁵ Samuel Taylor Coleridge, The Rime of the Ancient Mariner, Part VII
Hôtel de l’Intendance
Paris
12 July, [1931]

Dear Mason,

I was delighted to get your letter this A.M. for it fortified my expectation that you were getting along well. Don’t be in a hurry do things; George* [Benson] is perfectly competent. I have very little imagination to think of new things to do but sometimes have the wit to take up a suggestion from others. As soon as I got your tip to get some Balliol¹ relic for Lowell, I wrote a note to the Master² pointing out how suitable it would be if the College gave us something. I don’t know what the outcome will be, but I think there is a chance. I prepared a note to the same effect to my friend Wood* of Emmanuel³ Cambridge, but John⁴ [Coolidge] opined that Dunster has already a relic of theirs so I held the matter up. Will you please find out?

You are quite right in thinking that George Bensen is capable of helping in Lowell House affairs. I am ready to believe we made a good investment there.

I have bought some more railway posters, unfortunately those of Mt. St. Michel are all out.

We had a smooth and slow passage over. John left us at Galway for a side trip to Ireland and England, but has returned. Margaret* [Coolidge] left us for Italy, where she means to stay with a friend. Jane and Walter Whitehill⁵ are at a nearby hotel. They are going to stay a month with the Porters. I have charged them to make it perfectly clear that Mr. K.P.(unidentified) is coming to us, not to Leverett.

We go on to Bayreuth via Heidelberg in six days, unless Germany blows up in the mean while, which I do not expect; the wish is father to the doubt.

I wish we were both having a sail at North Haven.

Affectionately,

JLC

¹ Balliol College, Oxford
² Strachan Davidson, Master of Balliol College, Oxford
³ Emmanuel College, Cambridge
⁴ Coolidge, John, son of Julian L. Coolidge
⁵ Walter Muir Whitehill, Class of 1926
Dear Mason,

The enclosed letter from the Master of Balliol* seems to me very promising. I have written thanking him and suggesting that he have the object properly marked.

In the middle of June I wrote asking His Excellency Gov. Ely* and Mr. Harkness* to dine at our first House Dinner (I wish we could use that phrase instead of High Table but usage is against us) Oct. 5. The Governor’s secretary wrote that he would bring the matter to His Excellency’s attention at the earliest moment. Harkness’ secretary wrote that he would be away for a month, but should have received the invitation on his return. Don’t you think you might follow these up if nothing has been heard in the meanwhile? Remember you may give all the invitations you want to Miss Carpenter and charge it to the College.

I make no further suggestions for the present as you have probably thought up much more important ones on your own account. Can you conveniently see me on the morning of Tuesday, Sept. 22, my new secretary Miss Kellogg comes that day, and I shall be ready to learn all the dope.

I enclose a notice from the Clarendon Press which might interest you.

Affectionately,

JLC
Dear Mason,

I found your letter of July 12 waiting for me on my arrival here. We have made very short stops since leaving Paris ten days ago and so have only received mail from time to time. It contains three questions which I will take up in the order of increasing importance.

1) Vacant rooms. I was a good deal distressed to hear from George* [Benson] that we had some twelve or more losses, and only about one half enough decent prospects to fill them. Probably the other houses are quite as badly off, which is small comfort. But I know you and George are just as competent to meet this situation as I am so I make no comments about a graduate vacancy, if it is only for half a year to replace Sherly¹ (whom we must not lose) if it is not possible that Francis Birch² will be around. I don’t think he got his Ph.D. in June? If you are taking a man for a whole year, the quaint but very worthy Jim Gregg³ is coming back to the Law School and would probably be delighted to return. He has taken a room in Claverly⁴ but I think Ganery (unidentified) would not mind. Even if we had 24 instead of 25 there would be no harm. We might take Wernette⁵ on a paying basis, I think he pays for his room in Briant [?Brantford] But I personally doubt the wisdom of that. You might ask the Graduate School people about a good foreigner.

2) George’s room. George must be satisfied, if Lowell House goes into the hands of a receiver. On the other hand we must play fair with the President, for he accorded us George and Ben* [Jones] on the condition of not adding to the rent roll exemptions. One might argue, I think, that it was none of his affair as long as we did not run the House into debt. And I suspect there may be Masters who would like to run their houses on that basis. But that is not the way that we mean to do. Moreover I am convinced that we gain more than we lose by having the President as much in our affairs as he cares to be .

I think your suggestion of giving George a good single, and trying to get 2 tenants for

¹ Sherly, Graduate Student in Education
² Albert Francis Birch, Graduate Student
³ Jim Gregg, Class of 1931
⁴ Claverly, Dormitory built in 1892 by developers. Residence approved by Harvard for students.
C12 is the right one. You had better make the rent zero, though Dupee⁶ and his room mate did not find the place too bad. 5 guest beds (in C11 and 4 in E11) are enough. Phil [Wernette]⁵ is always ready to help out. I am sorry not to have a guest study but should not hesitate to ask Sperry⁷ for help in spite of the adverse decision last year. He appreciates that we are giving him a $480 suite which is very little used. Or if this does not work we could give a distinguished guest the use of Perk’s⁶ [Elliott Perkins] study.

And this reminds me, could you get a list of Lowell lecturers⁸ for next year, and ask which might be glad to stay with us? If we could sign up one or two it would be good (we only got H.W. Russell⁹ of Princeton this year). But the general plan “Lowell House for Lowell lecturers” seems to me a good one. You may go ahead and ask whom you choose, Miss Dwyer will have a list.

To sum up about point 2, George [Benson] must be satisfied, but you should explain the case to the President and get his O.K. on your plans.

3) Your premonitions. It is hard for me to write about this. If I had nothing to go on but my 32 years of observation of how promotions go, I could write perfectly freely but I have a great deal of knowledge, yet no authority to speak. You will understand, dear boy, that I ask nothing better for myself than your collaboration and nothing better for Lowell than to see you remain head tutor through the years. Consequently I kept myself very well informed as to the views of the Division of Ancient Languages. Here are the facts.

a) The classical Department welcomed you back from Oxford with warm enthusiasm, and with high hopes for your rapid advancement.

b) They had no wish to direct you in detail if you were willing to meet their general views of what a Harvard teacher should do, you would be very free as to your particular actions.

c) You have not played the game exactly as they would have preferred. I said to one of your colleagues "It seems to me that Mason has played his cards all wrong," to which he replied “Every card.”

---

⁵ John Philip Wernette, Instructor in Economics
⁶ William A Dupee, Class of 1934
⁷ William L Sperry, Professor of Christian Morals
⁸ Lowell lecturers, lecturers at the annual lecture series for the Lowell Institute established by a bequest of $250,000 in 1836 by John Lowell, Jr.
⁹ Probably Henry Norris Russell, Professor of Astronomy, Princeton
d) They cannot accept the principle that a beginner knows better than they do what a Harvard teacher of classics is for, or that they have no business to tell him what to do. That is why you are not Assistant Professor beginning next September.

e) They still have high hopes of you and ask nothing better than to see you go ahead as planned.

So much for facts. What follows is the result of my observation and cogitation. I think you have got to learn two things:

A. If you are going to make a success of your life either at Harvard or anywhere else you have got to simplify it. You have got to learn that many things which you would like to do must be left to others. You are uncommonly efficient in putting things through; you hate to pass up anything which you see needs doing. Do you remember the princess in the fairy tale who felt a pea through twelve mattresses? You are the princess and any old job is the pea. But even if you can do any old job, you can’t put 25 hours into the day and you can’t overdrive your machine and run short of sleep for a long time without losing efficiency. Why should you, who are very little of a historian, run the Christmas meeting of the Historical Society? Why should you do all the odd jobs of the Classical Department when they don’t ask you to? Last December I said that you and I should take care of refreshments in Lowell House and you replied that you did not see how you could do so, you had to give a new half course the second half year and had not prepared any lectures. Given that statement, given what I know of your chances of promotion, I took over the matter myself and you resented it? Dear boy, was that wise?

I do not go into the question of how much you go out to dinners and dances, that is not my affair. You have often compared George Morgan’s* way of life with your own. George does not seem to me to lead a drab existence, you may feel differently. If George, who hasn’t half your abilities makes good, it will be because he has learnt to say “No” and to put what he, rightly or wrongly, considers first things, first. Some day you will have to learn you can not succeed, either at Harvard or anywhere else, if you butter yourself out too thin.

B. It seems to me that you have got to learn academic humility. I do not think that you are in the least conceited about either scholarship or your teaching ability, on the contrary, I believe that you underestimate your own worth in these matters. But you resent the idea that your Academic Superiors should give directions as to the best use of your time. When I have urged you to do less teaching, to give up Radcliffe etc., you have always replied “But these things have
to be done” Perhaps they do, it does not follow that you are the lad who has to do them. If you were on State St. you would sell your time to your employer and nothing to say about it. Should you not take the same attitude at Harvard. Should you not say to your seniors “You know my capacities, such as they are, in what way do you wish me to use them *ad majorem Dei gloriam*”

Do you doubt that their reply would be in every way kind and considerate? Is it your business to take the ground that you will do those things and all of those things for which you feel the urge and none of those for which you do not? Once more I think we have a life problem, not a Harvard problem.

And so what I should suggest is this. Make a clean breast of the whole thing to Rand*, or Jackson*, or Moore* or whom you choose. Ask if my points a) to e) are really well taken and if they really state the case. If you can not do this without your usual melancholy story that you are tired of scholarship, why go ahead, realizing that you will not be believed; but go in a spirit of asking and taking advice, not of proving your own inadequate ability to the very simple requirements for academic success.

And when you get bored with the prosy talk of the Master of Lowell House, remember that he has set his heart and mind and will to the problem of keeping you and that his hero is an Australian in Charles Reade’s10 “Hard Cash” who called himself “Ben Bolt, that’s hard to beat”

Affectionately,

JLC

---

10 Charles Reade, British author, 1814-1884 published *Hard Cash* in 1863
Riety Hotel
Stockholm
8 August [1931]

Dear Mason,

I will try to make this a nice letter with no chiding or advice, a pleasant contrast to that from Munich ten days ago.

And first I must explain last night’s cable. Two or three weeks back John* [Coolidge] saw some Groton pals who had received their College Board marks. That didn’t trouble him much, but time went on and when there were no marks waiting him here, though I got your letter of July 23, it seemed time to do something. The most efficient thing to do under any circumstances is to communicate with the Head Tutor of Lowell House. Voilà! And many thanks for the trouble you will be put to.

I said I would not scold you, but that is too much to expect. Do not presume too much on the speed of your recovery; don’t do anything until you feel like it, and if, as you say you don’t do anything all summer, don’t worry about it but get all the fun you can from the situation. And when someone as ambitious for your future as the Master of Lowell says “Don’t work”, you can feel safe.

Now for your letter. Your statement that George Bensen* might have a girl is, I fear, very plausible. In McKail’s excellent biography of Strachan Davidson* is a statement that Strachan could not get over the feeling that for a Fellow to worry, was a sort of treachery to the College. That shocked me very much when I read it, but I note sadly that I now understand his point of view perfectly well, single or married, George is an acquisition and shall have the best that Lowell House can give him. Which means, intellectually, that I hope you are going ahead giving him a single suite. If he marries within a twelve months [period], it can go to Wernette*.

I am a good deal perturbed by your suggestion of taking on two Russians from Yale three times a week. In principle, I believe in doing such a thing, the more foreigners we get, the better. But I see two disturbing factors.

We do not wish to ask him to pay for the room all week when he only sleeps there two nights. On the other hand, we want him to feel at home so that he could bring up some stuff and be comfortable. It is awkward to ask him to put his things under the bed when he goes away.
More important, if we are too avaricious in the matter of visitors, there will be a cinch
back from the Higher Powers. Already a rule is passed that no House can sign up a visiting
professor without an OK from Clifford Moore*. Now Karpovich¹, as you say, is connected with
Eliot[House], but he is a “fool furriner” and may not realize that Eliot has spare rooms too. I can
see a possible feeling of irritation on their part if we ask this bird without saying anything to
them. I therefore raise the question. Is not this a case where the shrewd move is to be big-
hearted. Say to Merriman [Roger, master of Eliot House] “Karpovich has made this suggestion,
of course we should like to have the man, but we feel that you have a first claim on someone
who replaces one of your tutors.” How about it?

I do not insist on this view though it seems to me the sound one. Why not consult anyone
handy and go ahead. I do not believe in waiting. Please make up your mind and act.

May I repeat my request that you find out whether Harkness* and Gov. Ely* are dining
Oct. 5. If Harkness does not come, he is irreplaceable. If Ely refuses, someone has suggested
Sen. Walsh² (whom I like not). Please handle the situation. I mean to ask the President of the
Central Labor Union some time this winter.

We left Paris July 18. I entered Germany with some perturbation, but banked on our
being able to get out if things blew up. They didn’t, as you know, but we might have been
squeezed if we had not taken a good bit of money with us. Heidelberg was our first stop. We
found the town a hole. But our hotel above the castle was excellent, and such a situation. I have
seldom seen a better one.

We went from there to Bayreuth, which was our excuse for going to Germany at all. The
girls and John found the operas up to their highest expectations. I revived grateful (?) memories
by long walks in the woods. Bayreuth was followed by Nuremberg which is the most fascinating
place I know in Germany. Then three days in Munich which affords more in the way of cultural
life than any other place of its size I ever saw. Two days are more than enough for Berlin which
seemed even a worse hole than when I was there in 1903, and on to Copenhagen.

This is not a striking art city but nice and friendly. We hopped over to Gothenburg,
Sweden, and yesterday finished a most wonderful three day trip in a little steamer through lakes
and canals to here. The most attractive trip of my life. Our present impression is that Scandinavia

¹Michael Karpovich, Tutor
²Senator David I. Walsh, Massachusetts Senator 1919-1925; 1926-1947
is very clean, the food is excellent. The people friendly and trustworthy, the architecture mostly
dull. (John* [Coolidge] raves over the new Stockholm City Hall). American automobiles have
everything their own way. We shall be in Oslo in a week, starting presently on a ten-day motor
and steamer journey through the Western fjords. It will probably rain all the time! We reach
London August 28 and sail for Montreal Sept 11. Can you come to see me Tuesday morning,
Sept. 22 if you are around.

Please convey my duty to your mother, and pardon the verbosity and calligraphy of --

Your affectionately,

JCL
Dear Mason,

I found your two letters of August 6 and 7 waiting for me in Bergen. We had been without mail for 9 days, so there was quite an accumulation. But what a trip it was! From Munich to that hole of holes Berlin, two days were enough there, the unpleasant impression was washed out by two more in friendly Copenhagen. Three pleasant restful days in the largest ship I know along the Gotha Canal. Stockholm is clean and charming. Oslo has no appreciable virtues save its situation which is superb. And it was the starting point for a wonderful trip by train, motor and steamer along the Norwegian fjords, surely the finest country on the Foot stool (?) bar Switzerland, perhaps. Now we are on an admirable ship for Newcastle and expect to spend two restful weeks in London and elsewhere till the Duchess of Richmond sails Sept. 11. I can’t find out when she reaches Montreal. We ought to be in 50 Holyoke\(^1\) Sunday the 20 or Monday the 21, so, as I wrote before I shall be glad to see you Tuesday the 22nd or any time thereafter that suits you.

Yes, the trip has been wonderful. All are enthusiastic for Scandinavia and Scandinavians. Personally I welcome returning to a country where I can read the newspaper, and can expect blankets not puffs on my bed. Otherwise I have nothing but praise for our journey.

Now I will answer your two letters in the order in which they were written. I wish for your sake I had my typewriter.

I do not see why you should be bothered to O.K. bills for ledgers as long as I shall appear a couple of weeks after this letter does. I will go in to see him [?]soon after my arrival. If he make[s] a fuss before then, tell him you have received a cable from me to the effect that I am dead, and let him find another solution for himself.

Loggia. You are at liberty to get anything you can out of Charles Coolidge*, and put in a glass roof. My own belief is that you will get nothing at least for the present. But with the President’s approval I got Parkhurst* to figure on putting in heat. He did that and the sum

\(^1\) Address of home of Master of Lowell House
seemed very small. I think about $150. I told him to go ahead and have that done this summer. He should be stirred up at once; I regret that I did not write of this before. I think with skill you can keep him from charging this against Morse’s* $300.

From Morse* we want a rug or (undecipherable) and, even more important, some sort of loose wall hanging. The greatest fault about that place is resonance, it is going to be unlivable till that is cured. Charles Coolidge* knows that, he took tea with us there one day and could not hear himself think. It might be well to take the matter up with him. We do not care about a double door to protect our dining room from the loggia noise on Monday evening so forget that.

I don’t know whether Coolidge will ever give us those chairs, it is a delicate matter.

I do feel very strongly we should have a silver cabinet. A cabinet in the wall in place of the fake door behind the high table seems to me on the whole the best and if it had glass doors with a grating behind it would be sufficiently safe. I feel the absurdity of keeping the “salt” and squash bowl\(^2\) in my safe. I will write to Coolidge [Charles] about this but if you see him before then you might take it up.

On hearing from you that there was no Emmanuel\(^3\) trophy at Dunster, I wrote to my friend P.W. Wood*, mathematical tutor in that college and asked if they would not give us something. I said we should be equally content with anything from a silver bath-tub to an old stone but that it should bear a proper inscription

It would be an excellent plan to have a pay telephone next to the Tutor’s common room. I am glad you thought of it, I have often felt the need.

You could not do the House a greater service than to simplify the system of filling vacancies in summer. It seems to me a heart-breaking job, but I never supposed there was anything to do but grin and bear it. Of course, I approve all you have done in filling vacancies, if we have vacancies. I’ll bet that other Houses are worse off. We must work Sherly* in somehow when he returns. I dare say John Stetson* may flunk out by mid-year if he be without Sherly’s steadying influence. I am sorry for various reasons if my pupil Charlie Stockton\(^4\) is going to miss.

Did you hear that Dick Sexton* returned his lease card unsigned? He wrote to me that

---

\(^2\) “Salt” and Squash, Lowell House silver, gift of Emmanuel College, Oxford

\(^3\) College at Oxford University

\(^4\) Charlie H. Stockton., Class of 1932
there was some uncertainty as to his return, and he did not feel it was fair to hold the room and throw it up at the last minute; very decent of him. I got his letter with yours. I replied that I was sorry. If he decides to return he should cable to Elliott Fish* or to you and should name his highest figure. I felt sure we could do something for him. He can afford to pay for any room in the house.

Professor Elliott* has been at Duxbury all summer. Sandy⁵ has been staying with him and I hear good reports of his behavior.

Once more please get after the Governor* [Ely] and Harkness* for October 5. I got a promise from the Secy. of each that our invitation should receive early attention.

I agree with you on not caring much whether the “High Table” goes or stays. I feel that we are winning out on that. I always believed that we should, so why worry about the name. I ponder this feature of our life a good deal and have evolved an idea about which I should like your early opinion, for it calls for early attention, if any.

I suggest letting my Secretary, Miss Kellogg, prepare from our card catalogue (my dearest treasure, I hope you guard it well) a list of all the fathers of members of the House who live near Boston. I should give one copy to George Morgan* and keep the other myself. When George was inviting to High Table any boy whose father was on this list, I should write and ask the father to dine that same night.

This sounds pretty formidable, but only a minority of our members have available fathers, and a good proportion of these would not care to come. But I think there must be a strong minority who would appreciate it very much and be very grateful. I have wondered also whether it would not be a good custom on nights when we had no guest deserving special honor if I had one of the boys next to me on the other side. They might likely enjoy someone else more but sometimes they got left out in the cold. It is not fair to expect some guests to help us with our boys; the junior tutors have plenty of it, and I like the symbolism of having a boy on each side of the Master. We can put this last question up at the first tutors meeting; the earliest one will need immediate attention on my return.

And now I will take up your long and sad letter of August 6. I felt a bit choky for you when I had finished it and gladly accepted Mrs. Coolidge’s suggestion of cabling to the effect

---

⁵ Sandy, Airedale Terrier belonging to Julian Coolidge
that I was not in the least hurt or cross. One of the few things I have retained from taking Latin in
1891-92 is a vague memory that Terence 6 (or was it Plautus) wrote a comedy which we didn’t
read called the Heonton Timoroumenos or something of the sort, and that it meant self-
tormentor and I am very sorry for people when they fall into playing that part as I think perhaps
you are doing (illegible) And it is not pleasant to be in the position of one who increases the
irritation. But if you expect me not to be fervently interested in your problem, you have got to be
completely different from anything you have shown so far.

I will not argue the main parts any further as that would serve no useful purpose. In
particular I can not go into the financial question which you stress except to remind you that the
College has a pension fund to which it contributes regularly and the rest is deducted from your
salary, so that at retirement you might get anything up to $4000 a year, you doubtless know all
that as well as I, and when you feel you should lay aside $1000 a year. I suppose you could
expect to save a good lot more if you went into some business where there was no pension
element. But all that is no more my concern than the amount of time you spend on going out. As
you point out, it is yours to look after the minutiae, I look at the whole tendency.

How often have I explained the grounds on which I should grieve at your leaving
Harvard. Three stand out at once:
1) My personal feeling. I would mean much to me if we continued to labor shoulder to shoulder
year in year out at that work we have started in such intimate companionship.
2) The good of Lowell House. No one realizes as I do the extent of your contribution to that, and
your beastly habit of giving me credit for that which you conceived or accomplished. If I have
put all the heart I have into that concern, I can not lightly face the disastrous result of your
leaving.
3) Your own good. Here you probably will quarrel with me, but I feel that Harvard, not State St.,
is your spiritual and intellectual home, and if you go to Rome you will inevitably tend to do as
the Romans do. You won’t put tiles on the roof of your spiritual temple.

Your letter suggests the possibility that you might stay on at Harvard giving up the Head
Tutorship. That is a new idea and not one welcome either. Presumably you would remain one of
our tutors, resident or non-resident as you wished. But the idea likes me not. My objections 1)

---

6 Terence, Roman Dramatist, 185-159 B.C
and 2) hold almost as much as before. Moreover there is another consideration. I feel the House Plan will not be completely worked out till the Masters and Head Tutors have a position and scale of duties that do not make productive scholarship impossible. With that in mind, I am bringing out in September a book I have been working at for 9 years and a year ago I started another that may take equally long. Neither will be a monument of learning, but they will be as good as I could have done with more teaching and less “Mastering”. Now you know that Professor Moore* stood ready last winter to reduce the Head Tutor’s schedule to the equivalent of two courses with, of course, no diminution of pay, and that would have gone through only it was misunderstood. Can I hesitate to feel that you would be infinitely wiser to accept such a basis as that, than to give up a head-tutorship for which your qualifications are exceptional and your performance ahead of your qualifications?

_ Dixi, I can argue no more. You must know that it is a basic rule in that Harvard which you accuse of a commercial spirit, of jealousy and rivalry, never to interfere with a man’s advancement. And if so it be that your line of real advancement leads you away from Lowell House, I needs must acquiesce. If I am a hen that has hatched a duckling, I must stay squawking while the young thing goes ahead and swims. But no one has yet claimed that the hen liked it.

Affectionately,

JLC
Dear Mason,

You are a very subtle man playing on my vanity with an uncanny skill. Yesterday within half of an hour of my arrival at this most restful and delightful spot (I mean the hotel, not London) I went around to the Earl’s Court P.O. and posted the letter which I wrote on the Bergenshe M.S. Venus, which was equivalent to twenty pages like this, and thought I had done my bit. But I hate to be in anyone’s debt either in money or books or letters, and when at 9 P.M. I got your most cheery letter of August 19 which said among other cheerful things, “You have no reason to apologize for your letters, their verbosity is never enough to slake my thirst”, why then there was nothing for it but to seize the first opportunity to write again. And, of course, the plain fact is that I enjoy doing it.

“Line upon line, and precept upon precept”¹, let me look through yours to see what calls for comment or reply.

I have received two letters from Dean Moore*. Cheery they were, under the circumstances, and he reported having received a cheery note from you, tactful man. But I do not like the look of his illness one little bit, and I shall miss him sore, for he was always kind and reassuring. Gay² is a white man and capable, but broken by life and lacking Moore’s sympathetic quality. Also I wanted to discuss with Moore a scheme for reorganizing the Faculty which I outlined in a letter to him and in which he expressed some interest.

I have written to Holden³ about his father’s death; it was thoughtful of you to let me know.

I am filled with awe and a sense of shirking when I reflect on all your troubles with vacant rooms. And I see no reason why it should be any easier another year. Perhaps we could systematize this waiting list business.

P.S. I seem to have written another letter as long as the last. Gosh!!

1 Isaiah, XXVIII, 10, 13: For precept must be upon precept, precept upon precept; line upon line, line upon line; …

2 Gay, unidentified

3 E. N Holden, Student, Class of 1933
I think when a man first applies he should give a good summer address. What I see clearly is more and more blanks and cards and paperwork.

I am glad that you have got after the Governor* and Harkness*, and hope that you land at least one. If you fail both, why not try either Bishop Sherrill⁴ (who wants to come, though he refused twice last year) or Senator Walsh*. I suppose I must ask him sometime though I do not yearn to because Marcus⁵ can wait, as I think I wrote before.

We got Miss Carpenter’s* cable about John* [Coolidge], thanks to both of you, but the only word ever arriving from the authorities was a form letter from Leighton⁶ asking for a confidential letter about his character, an indecent request, I think. I suspect we have lost other mail, I never got Peabody’s⁷ letter, I regret it.

The name Leighton reminds me that I was ruminating about his job the other day, and it seemed to have great possibilities. He should live in George Palmer’s⁸ house. (Palmer can move if an old lady of 96 moved to let us build Lowell). His position might be quite analogous to that of a Master but much harder and lacking many of the best features of the latter. I don’t think that Leighton is the (unintelligible) to make it that, but the possibility is there.

On the other hand, Wilbur Abbott⁹ may be right in his idea that University Hall should be largely suppressed and questions of discipline passed over to the individual Houses. Who should do it, Master, ugh!!, Head Tutor, (right say you). I am not ready to say that I should welcome that, but I think we should face the possibility that that is the way things will work out. The new President¹⁰ may have a guess in the matter. It is my guess that the new President [James Bryant Conant] will be like Mr. Eliot*, interested in the graduate departments and only mildly concerned with the Houses. I suspect that at least one Master is counting on that. London in summer!! This is the first real summer weather they have had, heretofore it has been cold and rainy and miserable. But now it is pleasant. I think I will take some of my family to Richmond and go rowing, it must be up to the Public Garden Pond. We are all happy and a bit tired.

Bennetts’ Travel bureau developed my suggestions into a very well organized trip, I can rarely

---

⁴ Bishop Henry Knox Sherrill, Harvard Preacher 1929-1933
⁵ Marcus, Unidentified
⁶ Delmar Leighton, Dean of Freshmen Students
⁷ Francis G. Peabody, Plummer professor of Christian Morals
⁸ George H. Palmer, Professor emeritus of Natural Religion, Moral Philosophy and Civil Polity
⁹ Wilbur C. Abbott, Francis L. Higginson Professor of History
find a thing to criticise. But there is a certain responsibility on the old man. Six people and 11 pieces of luggage must be on that steamer or that automobile at that town. There is someone in each hotel who speaks a little English, but little more than a little. You must plan where the family wash shall be done, where shall letters be sent on which day, and when to telegraph to Brown Shepley to lift the baggage. There must be enough sights to satisfy Margaret’s* omnivorous craving for such things and enough architecture for John*, and a chance for hill-climbing or lonely country walks to keep the old man sweet and plenty of rest for Ray, etc. And you have to be a bit of an autocrat, for when the Family forms a Soviet and considers what to do in any particular afternoon, they spend half of it arguing. You remember the old German story of the old couple with three wishes? But every thing went very well. Denmark is smiling and so are the people, Sweden a really pretty country, and Norway magnificent beyond compare. The people did not seem very good looking, though an improvement on Germans. Perhaps too much war prejudice lingers with me but I did find the Boche most unattractive. Simple Nordic goodness did not seem to characterize them the way it used to when I was more innocent.

But they are a very great people for intelligence and strength of character. They do not worship the golden calf, it is the human frame and physical health. I can’t see that their worship has helped them much more than the calf helped the Israelites; but in Munich the boys dress in leather shorts like Tyrolese peasants, even at lectures. In Berlin I saw on a news stand I think seven different magazines devoted to the nude movement which had covers leaving naught to the imagination.

They are in a bad way between the communists and the fascists and all like this, defiant, who are opposed to both, do well to show them sympathy. Lord knows Germany is not alone in trouble. Hungary seems to be floundering, now that Jeremiah Smutts is not there to show them how. Norway had a serious strike in the wood and wool trades and was threatened with a general strike. And poor old England! (Also dear old England, say we).

I can’t believe they are “done”. The best race in Europe (bar the Scots) can not be done. But it is pitiful to see them rejoice over a small loan from France and the U.S. I think Ramsey McDonald11 is a great and noble man, the best in English public life but I think he has committed political suicide. They are a lazy people, and that is part of the trouble but we energetic ones have succeeded in over-producing, which does not seem much worse. A pretty
sick world; one of the least sick places is Lowell House where I expect to arrive on the morning of Sunday, Sept. 27. Laus Deo.

Affectionately,

JLC
December 12, 1931

President A. Lawrence Lowell
University Hall
Cambridge, Mass.

Dear Lawrence,

Mason and I are unwilling to take a licking in the matter of the watchman. That is exactly what we shall do if you sustain Mr. Emery* in his recent arrangements. We both feel that there are important principles involved. We both feel that there are facts which he ignores. Let me try to set them before you.

The inmost core of the principles seems to be this. The Master of a House is responsible for the discipline therein. He cannot shift this responsibility on anyone else, and if the Master, acting on the advice of his Head Tutor who knows local conditions as no one else can, asks for any particular arrangement which he deems necessary to maintain discipline, he should have that, subject only to Presidential veto. If the President feels that what he has asked for is unreasonable, that settles the matter. And if Lehman Hall1 feels that a request is unreasonable, it may refer the matter to the President for action, notifying the Master of the fact; but I think it is an absolutely intolerable situation for Lehman Hall to settle what protection a particular House shall need. If Lehman Hall contemplates a change in the mechanics protecting a House, it should first consult the Master involved and obtain his assent, or in case of dead-lock refer to the President. It should not present the Master with a “fait accompli”, and let him find out whether he likes it or not. This is wrong in principle. It is also, I think, essentially discourteous.

Here is another aspect of the matter. The (people in the) Comptroller’s office are and should be responsible for hiring and discharging help, and of course they must mobilize all their forces in such a way as to serve best the broader interests of the University. On the other hand, it is highly important for the success of the House Plan that the help allotted to any House should feel a certain local attachment. It has seemed to me that I had no higher duty as Master of Lowell House that to inspire all who were definitely connected with the place with a feeling of a loyalty and devotion. That has

---

1 Lehman Hall, location of business office for Harvard University
been my constant aim with the tutors, and in a different fashion with the more important employees. You know as well as I do what a vital part is played in the life of an English College by an old College servant, but how can that end be possibly attained if the Comptroller’s office feels free at any time to move employees from place to place as mere pawns in the game. I do not think that any important employee should be removed without consultation with the Master. That is my second principle, and I know that the body of Lowell House tutors whom I have consulted feel that these two principles are fundamentally sound.

Now let us come down out of the clouds and deal with facts. A week ago when Mr. Emery decided that an additional patrolling watchman was necessary for this region, he removed Thomas Callahan who had watched the gate of Lowell House since its opening. This reduced the House staff by one man, as the janitor was compelled to shift one of his subordinates from day to night duty. I have no competence to judge the number of men needful to keep up Lowell House. I think I have a right to express an opinion about the removal of Callahan who had shown remarkable skill and wisdom in the watchman’s duties, earning the respect of the members of the House, and creating for it an enviable reputation for quiet and good order. I do not say a word against his successor – I merely mention that the night after Callahan left, two suspicious subscription collectors were found in the House. Not only was the watchman changed, but in order to preserve the morals of his successor, Mr. Emery arranged that, in his words, “he should do some cleaning near the office or entry ways where he could keep watch of the persons entering …. the real charge only amounted to the fact that he should do some work rather than stand around and possibly sleep in the office” Now I never saw Callahan asleep in the office, and have seldom seen him in the office anyway, though I have entered that gate at all sorts of hours, and fundamentally I am more interested in the morals of Lowell House than of its watchman. What the “cleaning near the office or entry ways where he could keep watch of persons entering” amounts to, is that the watchman is now instructed to mop up and tidy the Common room, an operation that he tells me takes one-half to three-quarters of an hour, and doing which he and I both agree he could not possibly be aware of any disturbance at the gate or of the entrance of undesirable persons. I am told, also, that beginning Monday he is expected to tidy the Library in similar
fashion, and a child can see that from our Library no sort of watch can be kept on the
gate. It comes down to this, that Lehman Hall has removed an efficient and universally
liked watchman, and replaced him by a less efficient man, and given this man duties
which make it impossible for him to watch the gate for two periods of one-half to three-
quarters of an hour each. I think that this is fundamentally wrong in principle and in
effect.

Enough sob stuff. The tutors all felt that there would be far more sentimental
interest in pieces of bookcase than anything else which Emmanuel* could offer. If we
cannot set them up as a bookcase we can set them up as something else. A University
which can use Randall Hall\(^2\) as a dining hall, a library and a press, and Holden Chapel\(^3\)
for untold diverse purposes, can easily find a use for this tactful gift. In acknowledging it
I will point out that legally the gift is to Harvard University, but it might be a little
untactful to announce that as a postscript now.

I have given orders to keep reporters and other candidates for the penitentiary
away from the birthday party\(^4\). I think the boys are going to give us a good time.

Affectionately yours,

[JLC]

\(^2\) Randall Hall built as a dining hall in 1898 for economy minded students.
\(^3\) Holden Chapel, built 1742 as a new chapel, later used as a classroom
\(^4\) Birthday party for President Lowell
December 29, 1931

Mason Hammond, Esq.
Lowell House, I-34
Cambridge Mass.

Dear Mason:

Thank you for your long letter of December 28th. It contains much food for thought.

The first question involved, and the most important, is that of the successor. I have written again to Professor Abbott1 and to George Baker*, and hope the will reply. If I think of anybody else whose opinion would be really valuable, I will consult him also. I think you are perfectly right that in view of the complication of salary, the actual appointment should run from September 1st. I am not convinced as to the wisdom of withholding the announcement unless it effect you in a personal way. I have consulted Professor Ferry*, and he tells me that Ben Jones’* appointment as head tutor would not prejudice his position as a tutor of Bio-Chemical Sciences. I am writing to Professor Holcombe* and asking his views as to the fitness of George Benson* and his assurance that his prospects would not be dimmed either. That makes a number of people more or less in the secret, and the danger of a leak is, as you say, great. But there is a more important consideration. The undergraduates should certainly know who is to be head tutor in a House before making their final choice. I think that last year the final choices were made after the April vacation, but the literature was sent out long before then, and the name of the new head tutor should appear in the announcement. Moreover, the Department or division must know, as there is an important point involved in planning courses for tutorial work. The division of Mathematics are going to make up their plans on the 11th of January, after a preliminary discussion of the “Elder Statesman” on the 4th.

---

1 Wilbur C. Abbott, Professor of History
I think that this practice is natural, and it is best to follow it. Consequently, I still favor an early announcement. I do not see why the President should be consulted, for I do not think any of the Masters consulted him about their first appointment, and I do not think a head tutorship is a Corporation appointment.

I incline to think that you are right, and that a temporary appointment as tutor in a House is not feasible. On the other hand, I incline to think that it may be wise to look men over a little more carefully than we have in the past before finally asking them to join up.

I was a little upset this morning to receive word from the President, “I am not prepared to speak about your having twenty-five graduates in Lowell House next year. I want first to compare the numbers in the other Houses and the number of undergraduates to be provided for”. This is very discouraging indeed, but I hope for the best. I am trying hard not to become despondent at the thought that I am not allowed to so much as spit out of the window without finding out from University Hall what the effect will be on the policy of the University as a whole.

If the President discouraged me, Dean Murdock* gave me a pleasant surprise with the statement that only $63.50 had so far been spent out of the $300 fund at the disposal of the Master. I shall mention this casually to the tutors, without insisting too much thereon, for I do not want them to blow it forthwith. Some of that sum may be uncommonly useful to make over the Emmanuel* bookcase into a silver cabinet or something of the sort. The President has vetoed the architect’s plan of such an enclosure in place of the fake door in the Hall, but has approved a plan of doubling our stack capacity by taking over the two bed rooms immediately above our present stack[s] and using the corresponding sitting room for a non-resident tutor. This is good enough news, but does not offer any chance of sliding in a silver cabinet in place of book shelves, as the present reading room will be untouched.

As for the new tutor’s room, I thought of sending Bill Ham2 up there, and using his suite for a single student. George Benson would take yours, and Phil Wernette* George’s, or some other. You could have Hal Davis’* old room, now occupied by

---

2 Ham, William T., Instructor in Economics
Professor Verdansky\(^3\), or whatever his name is. Jim McLane* could go back to his old room, now occupied by Phil Wernette for a study, and Eliot [Elliott] Perkins return to his apartment, now functioning as Phil’s “bedder”. I should appreciate your reaction to this redistribution.

Yours,

Julian L. Coolidge

P.S. Have just seen Hanford* he feels that literature on the Houses should go out early in March and contain list of personnel. Also that Divisions will make plans right after Christmas. Also that George B. looks very good as a Head Tutor, and his promotion need not be risked thereby.

\(^3\) Verdansky, Professor, Lecturer in History
A. H. Crimins, Esq.
Lowell House, H-23,
Cambridge, Mass.

Dear Mr. Crimins:

I was a little disturbed to hear last night that Potter Palmer, in his generosity, had given you permission to put such friends as you chose in his vacant room. It was kindly meant, and I assume has been tactfully used, but I had considerable qualms as to the principle involved. I consulted the Bursar who also had qualms, but I wanted something more than a qualm, so I put the matter up to the President, who replied in no uncertain terms that Palmer should allow no one to use the room but himself.

This may seem to you a hard saying, but I think I understand the President’s point of view. You remember that in the preamble to the Constitution of the State of Massachusetts, there is a statement that “this shall be a government of laws and not of men”. We cannot treat Palmer and yourself differently in this matter from what we should treat anyone else under the same circumstances. I think you will realize that abuses might creep in if such a practice should become general.

President Eliot was once asked what was the most important characteristic for a College President, to which he replied, “the capacity to give pain”. In the same way one of the inevitable duties of the Master of a House is to be disagreeable.

Sincerely yours,

Julian L. Coolidge

---

1 Artemas Holmes Crimins, Harvard Student
2 Potter Palmer. Student, Harvard ‘32
March 22, 1932

O. P. Sherbowitz-Wetzor, Esq.
Lowell House, N-34
Cambridge, Mass.

Dear Mr. Sherbowitz-Wetzor,

It has been reported to me that your protegee, Prince Tourmanoff, has fallen into a pleasant habit of spending the night on your sofa. I can readily understand his wanting to do this, and it is not a performance that we object to on occasions, but it is quite against University regulations for anybody to sleep habitually in the room of any student, and I think you will see that unfortunate consequences might arise if we allowed this generally. I do not suppose that Weld\textsuperscript{1} is as pleasant a place to sleep as Lowell N-34, but it is not far away, and you would not be asking anything unreasonable of your protegee in suggesting that he usually take advantage of the bed which is properly his.

While I am on this subject I will take my courage in both hands and tell you that the reports which come to me about this young man are not altogether re-assuring. That he is intelligent and charming all seem to admit, but there is a general impression that he is so conscious of his blood as to hold himself somewhat aloof from those of us who have not the same advantages of inheritance. Now it is none of my business to force democratic views on any young man who does not wish to assimilate them, but it is sheer folly for such a person to think he will get any good out of Harvard or any other community unless he is willing to establish friendly relations with some of those around him. I will not argue the question of whether or not there are any young men who, by intelligence and breeding, are perfectly suitable friends for such a boy as Tourmanoff; I merely insist that in taking the attitude that there are no such, he is voluntarily foregoing a large proportion of the benefit that might come from attendance at this particular sort of learning. The difficulty might appear, for instance, quite acutely in the near future. Suppose that Tourmanoff applied for admission to one of the Houses. Those in charge of admissions might make inquiries as to what sort of a fellow he was. What would be their reaction if they heard that he held himself aloof from the other students? They might say,

\textsuperscript{1} Weld Hall, Freshman Dormitory in the Yard
“This is evidently a man of genius, let us admit him at once for the glory of helping the development of anything so precious”. The chances are, however, that they would say. “This superior mortal is very unlikely to contribute anything to the common good of the House, we will let him pass on to some other place where His Excellence will be better appreciated”.

It is none of my business to tell you this. I don’t know if it is your business to pass it on to him, but I am sure you will understand the spirit in which it is written.

Sincerely yours,

Julian L. Coolidge
Dear Lawrence,

This note asks for no answer, but it occurred to me that perhaps you w’d not be unwilling to let me express my feeling about the House plan, as we draw to the close of the second year.

I wanted to try it, & to come here to live but now that I have tried it, I am infinitely more enthusiastic about it & its possibilities, than I c’d have believed possible.

Of course this does not mean that we do not wish, hourly, that we were accomplishing more, & amounting to more in each & every direction. But it does mean that we keep touching undergraduates, & graduate students every day, in new, & worth while ways; & that we feel that we owe you a debt of gratitude for the rare opportunity to serve God & our fellow man. We hope that you can come to us at North Haven, this summer.

Yrs. Affectionately,

Theresa Coolidge*
March 31, 1933

President A. Lawrence Lowell
University Hall
Cambridge, Massachusetts

Dear Lawrence:

I have not had a chance to consult many people on the question of the portrait and no two of those have had the same view, but I think on the whole I will stand pat and say that I had a little rather not have my old school-mate Amy in the hall.

I hope that the Masters and the authorities have not suddenly succumbed to an attack of nerves in making changes in the plan for admission to the Houses. I could not speak much personally, because my House had most applications last year. Consequently, it would be ungracious for me to seem satisfied. We have talked so much about freedom of choice and now we throw over a large proportion of it in a great hurry with little discussion. Another of the Masters whose house is by no means one of the most popular, told me afterwards how much he regretted this step because he was doing well on second choices and hoped to build up in future. I don't see how any House could have had a worse handicap than was ours when we first started, but we have managed to survive, thanks in good part, of course, to the powerful backing of University Hall. It is always pleasanter to think that boys are in the House because they wanted to come rather than because they were assigned by a committee, but that argument cannot appeal, I suppose, very strongly to a House filled up from the late choices. I have tried very hard not to be selfish in this whole business, though it has been a little difficult at times when I have been forced to accept a price scale that suited the Houses as a whole and not our individual needs. Therefore I am really getting off a little ill-temper because I know you will bear with me
and I mean to go on playing the game as well as I can, no matter what system of admission is adopted.

One thing more which I will mention to Hanford*. Your committee will have to divide Jews as fairly as it can. I find that in Lowell House next year we shall have twenty-eight Hebrews anyway not counting freshmen, and therefore, hope you will be as lenient as possible in the number of additional Jews you assign to us. You remember the story of the man who suddenly seeing a bear fell down on his knees and prayed, "Oh, Lord, I don't ask Thee to help me, because I am competent to handle this job myself, but, oh, please, Lord, don't help the bear."

Affectionately yours,

Julian L. Coolidge (signed)
WHO’S WHO

In general, titles and position as well as building names and other types of identifications pertain to the year 1930. The reasons for exceptions are usually self-evident. In some cases identifications were not found. When a text names a student by class, (i.e. H’33) he is not listed.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott, Lewis B.</td>
<td>Partner in Architectural Firm, Coolidge, Shepley, Bulfinch &amp; Abbott</td>
</tr>
<tr>
<td>Abbott, Wilbur C</td>
<td>Francis L. Higginson Professor Of History</td>
</tr>
<tr>
<td>Adams</td>
<td>Treasurer of Harvard University</td>
</tr>
<tr>
<td>Agassiz, George</td>
<td>Member of Faculty, Museum of Comparative Zoology; President of Board of Overseers, 1929-1930</td>
</tr>
<tr>
<td>Allen, Governor Frank G.</td>
<td>Governor of Massassachusetts 1929-1931</td>
</tr>
<tr>
<td>Aswell, Edward C.</td>
<td>H '26 Chairman of the Committee on Education of the Student Council</td>
</tr>
<tr>
<td>Ayer, Nathaniel</td>
<td>Unidentified</td>
</tr>
<tr>
<td>Baker, George P., Jr.</td>
<td>H '25 Instructor in Economics; son of donor of the whole Business School</td>
</tr>
<tr>
<td>Babbitt, Professor Irving</td>
<td>H '89 Professor of French Literature</td>
</tr>
<tr>
<td>Balliol College</td>
<td>College at Oxford University, England</td>
</tr>
<tr>
<td>Baxter, James Phiney</td>
<td>H '23 Associate Professor of History; First Master of Adams House, 1930</td>
</tr>
<tr>
<td>Benson, Geo. Chas. Sumner</td>
<td>H '29 Instructor in Government</td>
</tr>
<tr>
<td>Berzolheimer, E. A.</td>
<td>H '32 Student</td>
</tr>
<tr>
<td>Birch, Albert Francis</td>
<td>H '24 Graduate student</td>
</tr>
<tr>
<td>Blake, Robert Pierpont</td>
<td>H '12 Associate Professor of History</td>
</tr>
<tr>
<td>Bremer, Robert</td>
<td>H '32 Student</td>
</tr>
<tr>
<td>Briggs, Le Baron Russell</td>
<td>H '75 Dean Harvard College, 1891-1902; Boylston Professor of Rhetoric and Oratory; 1904-1925, Dean FAS 1902-1925; Overseer 1926-1932</td>
</tr>
<tr>
<td>Briggs, Leland Lawrence</td>
<td>Overseer, Lectured on Accounting</td>
</tr>
<tr>
<td>Brinkmann, Heinrich Wilhelm</td>
<td>H '24 Assistant Professor of Mathematics</td>
</tr>
<tr>
<td>Brinton, Clarence Crane</td>
<td>H '19 Tutor and Assistant Professor of History, Government &amp; Economics</td>
</tr>
<tr>
<td>Bulfinch, Francis V.</td>
<td>Principal in Architects firm, Coolidge, Shepley, Bulfinch &amp; Abbott</td>
</tr>
<tr>
<td>Bunker, Laurence Eliot</td>
<td>H '26 Law School Class of 1929</td>
</tr>
<tr>
<td>Burbank, Harold H.</td>
<td>H '15 Professor and Chairman of the Dept. of Economics; Chairman of the Board of Tutors</td>
</tr>
<tr>
<td>Cabot, Frederick Pickering</td>
<td>H '90 LLB 1893; Overseer 1924-1930</td>
</tr>
<tr>
<td>Cabot, Philip</td>
<td>Tutor and Professor of Business Administration</td>
</tr>
<tr>
<td>Calkins, Rev. Raymond</td>
<td>H '90 President of the Watch and Ward Society</td>
</tr>
<tr>
<td>Callahan, Thomas</td>
<td>Watchman at Lowell House</td>
</tr>
<tr>
<td>Carnegie, Andrew</td>
<td>American philanthropist.</td>
</tr>
<tr>
<td>Cassedy, Edward F.</td>
<td>Plumber</td>
</tr>
<tr>
<td>Chandler, Porter Ralph</td>
<td>H '21 Student</td>
</tr>
<tr>
<td>Chase, Philip</td>
<td>H '00 Tutor and Instructor in History</td>
</tr>
<tr>
<td>Cole, Arthur H.</td>
<td>Professor of Business and Economics</td>
</tr>
<tr>
<td>Collins, Morton B.</td>
<td>Graduate student, Business School</td>
</tr>
<tr>
<td>Conant, James Bryant</td>
<td>H '14 Shelden Emery Professor of Chemistry; President of Harvard University 1933-1953</td>
</tr>
<tr>
<td>Conant, Kenneth John</td>
<td>H '15 Tutor and Assistant Professor of Architecture</td>
</tr>
<tr>
<td>Coolidge, Archibald Cary, II</td>
<td>H '27 Son of Julian L. Coolidge</td>
</tr>
<tr>
<td>Coolidge, Archibald Cary</td>
<td>H '87 Brother of Julian L. Coolidge; Professor of History</td>
</tr>
<tr>
<td>Coolidge, Charles Allerton</td>
<td>H '81 Architect of Lowell House; Overseer, Lecturer on Architectural Design</td>
</tr>
<tr>
<td>Coolidge, Elizabeth Peabody</td>
<td>Daughter of Julian L. Coolidge</td>
</tr>
<tr>
<td>Coolidge, Harold Jefferson</td>
<td>H '92 Brother of Julian L. Coolidge, assembled land for Edmund Forbes' Riverside Associates; Assistant Curator of Mammals</td>
</tr>
<tr>
<td>Coolidge, Jane Revere</td>
<td>Daughter of Julian L. Coolidge</td>
</tr>
<tr>
<td>Coolidge, John Phillips</td>
<td>H '35 Son of Julian L. Coolidge</td>
</tr>
<tr>
<td>Coolidge, Julian Lowell</td>
<td>H '95 Professor and Chairman of the Dept.of Mathematics; first cousin of President Lowell; First Master of Lowell House</td>
</tr>
<tr>
<td>Name</td>
<td>Class</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Coolidge, Laurence</td>
<td>H '27</td>
</tr>
<tr>
<td>Coolidge, Margaret Wendell</td>
<td></td>
</tr>
<tr>
<td>Coolidge, Rachel Revere</td>
<td></td>
</tr>
<tr>
<td>Coolidge Shepley, Buffinch &amp; Abbott</td>
<td></td>
</tr>
<tr>
<td>Coolidge, Theresa Reynolds</td>
<td></td>
</tr>
<tr>
<td>Cram, George W.</td>
<td></td>
</tr>
<tr>
<td>Crimins, Artemas Holmes</td>
<td>H '32</td>
</tr>
<tr>
<td>Curley, James Michael</td>
<td></td>
</tr>
<tr>
<td>Curtis, Charles Pelham</td>
<td>H '14</td>
</tr>
<tr>
<td>Daley, Reginald Aldworth</td>
<td>H '95</td>
</tr>
<tr>
<td>Darrach, Dean William</td>
<td></td>
</tr>
<tr>
<td>Davidson, Strachan</td>
<td></td>
</tr>
<tr>
<td>Davis, Hallowell</td>
<td>H '18</td>
</tr>
<tr>
<td>Davison, Archibald Thompson</td>
<td>H '06</td>
</tr>
<tr>
<td>Davison, Charles Stewart</td>
<td>H '72</td>
</tr>
<tr>
<td>Demos, Raphael</td>
<td>H '19</td>
</tr>
<tr>
<td>dePeyster, George</td>
<td>H '33</td>
</tr>
<tr>
<td>Des Roches</td>
<td></td>
</tr>
<tr>
<td>Dooley, William G.</td>
<td>H '30</td>
</tr>
<tr>
<td>Draper, A. G.</td>
<td>H '32</td>
</tr>
<tr>
<td>Dunster House Book Store</td>
<td></td>
</tr>
<tr>
<td>Dupee, William A.</td>
<td>H '34</td>
</tr>
<tr>
<td>Dwyer, Miss</td>
<td></td>
</tr>
<tr>
<td>Edsall, John</td>
<td>H '23</td>
</tr>
<tr>
<td>Eicholz, R. B.</td>
<td>H '32</td>
</tr>
<tr>
<td>Eliot, Charles William</td>
<td>H '53</td>
</tr>
<tr>
<td>Elliott, William Yandell</td>
<td></td>
</tr>
<tr>
<td>Ely, Joseph Buell</td>
<td>H '05</td>
</tr>
<tr>
<td>Emery, E.S.</td>
<td>H '16</td>
</tr>
<tr>
<td>Emmanuel College</td>
<td></td>
</tr>
<tr>
<td>Endicott, Arthur Lovett</td>
<td>H '94</td>
</tr>
<tr>
<td>Ferber, W. H.</td>
<td></td>
</tr>
<tr>
<td>Ferguson, William Scott</td>
<td></td>
</tr>
<tr>
<td>Ferry, Ronald Mansfield</td>
<td>H '12</td>
</tr>
<tr>
<td>Fish, Elliott</td>
<td>H '36</td>
</tr>
<tr>
<td>Flitchner</td>
<td></td>
</tr>
<tr>
<td>Forbes, Edmund Waldo</td>
<td>H '95</td>
</tr>
<tr>
<td>Ford, Jeremiah D.M.</td>
<td>H '94</td>
</tr>
<tr>
<td>Frame, James Sutherland</td>
<td>H '29</td>
</tr>
<tr>
<td>Francis, Harry</td>
<td>H '24</td>
</tr>
<tr>
<td>Fremont-Smith, Frank</td>
<td>H '15</td>
</tr>
<tr>
<td>Furber, Holden</td>
<td>H '24</td>
</tr>
<tr>
<td>Galway</td>
<td></td>
</tr>
<tr>
<td>Gay, William O.</td>
<td>H '32</td>
</tr>
<tr>
<td>Glessner, John Jacob</td>
<td>H '25</td>
</tr>
<tr>
<td>Gore Hall</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title/Role</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Grandgent, Charles H.</td>
<td>H'83 Professor and Chairman of Modern Languages</td>
</tr>
<tr>
<td>Greene, William Chase,</td>
<td>H'11 Tutor Latin and Associate Professor of Greek and Latin</td>
</tr>
<tr>
<td>Greenleaf, Price</td>
<td>unidentified</td>
</tr>
<tr>
<td>Greenough, Chester Noyes</td>
<td>H'98 Tutor Modern Languages; Professor of English; First master of Dunster House</td>
</tr>
<tr>
<td>Gregg, James</td>
<td>H'31 Harvard Student</td>
</tr>
<tr>
<td>Ham, William T.</td>
<td>H'26 Tutor History and Economics; Instructor in Economics</td>
</tr>
<tr>
<td>Hammond, Mason</td>
<td>H'25 Tutor and Instructor in Greek and Latin; First Head Tutor of Lowell House</td>
</tr>
<tr>
<td>Hanford, Arthur C.</td>
<td>Professor of Government and Dean of Harvard College</td>
</tr>
<tr>
<td>Harkness, Edward S.</td>
<td>Philanthropist, 1874-1940; Gave Harvard money to build first seven Harvard Houses.</td>
</tr>
<tr>
<td>Harper, Wallace R.</td>
<td>H'30 President of Student Council</td>
</tr>
<tr>
<td>Harris, Stanley Earl</td>
<td>H'20 Tutor History, Government &amp; Economics; Lecturer in Economics</td>
</tr>
<tr>
<td>Hillyer, Robert Silliman</td>
<td>Tutor and Assistant Professor of English</td>
</tr>
<tr>
<td>His Eminence</td>
<td>William Henry Cardinal O’Connell, Archbishop of Boston</td>
</tr>
<tr>
<td>Holcombe, Arthur N.</td>
<td>H'20 Professor and Chairman of The Department of Government</td>
</tr>
<tr>
<td>Holden Chapel</td>
<td>built 1742 as a new chapel, later used as a classroom</td>
</tr>
<tr>
<td>Holden, E. M.</td>
<td>H'33 Harvard Student</td>
</tr>
<tr>
<td>Holmes, Henry Wyman</td>
<td>H'03 Professor of Education; Dean of the Graduate School of Education</td>
</tr>
<tr>
<td>Honor College</td>
<td>Original idea of Coolidge and Lowell to create a single house for the best and the brightest. This concept was eventually dropped</td>
</tr>
<tr>
<td>Howe, Mark A. DeWolfe</td>
<td>H'87 Overseer, 1925 -; Biographer of Harvard dead in WW I</td>
</tr>
<tr>
<td>Huntington, Edward Vermilye</td>
<td>Tutor and Professor of Mechanics</td>
</tr>
<tr>
<td>Inge, William Ralph</td>
<td>Prelate and author</td>
</tr>
<tr>
<td>Jackson, James M.</td>
<td>H'33 Harvard Student</td>
</tr>
<tr>
<td>Jackson, Carl N.</td>
<td>H'98 Professor of Greek and Latin</td>
</tr>
<tr>
<td>James, Henry</td>
<td>H'99 LLb, '04; Overseer 1922-29, Member of Corporation 1936</td>
</tr>
<tr>
<td>Johnson</td>
<td>Contractor working on Lowell House</td>
</tr>
<tr>
<td>Jones, Benjamin F.</td>
<td>H'22 Instructor in Biochemical Sciences</td>
</tr>
<tr>
<td>Karpovich, Michael</td>
<td>Tutor</td>
</tr>
<tr>
<td>Keppel, J.P.</td>
<td>President of the Carnegie Corporation in 1928</td>
</tr>
<tr>
<td>Kerlin, G.</td>
<td>H'33 Harvard Student</td>
</tr>
<tr>
<td>Knickerbocker</td>
<td>adjective referring to descendants of Dutch Colonial settlers in the Hudson River valley</td>
</tr>
<tr>
<td>Kohler, Elmer Peter</td>
<td>Chairman of the Department of Arts and Science; Sheldon Emery Prof. of Organic Chemistry</td>
</tr>
<tr>
<td>Kreps, Theodore John</td>
<td>H'28 LLB '87; Chair, Overseers Committee on House Planning</td>
</tr>
<tr>
<td>Lamb, Robert K.</td>
<td>H'28 Tutor and Instructor in Economics</td>
</tr>
<tr>
<td>Lawrence, James, Jr.</td>
<td>H'29 Harvard Student, Member of Porcellian Club</td>
</tr>
<tr>
<td>Lawrence, John Endicott</td>
<td>H'31 Harvard student, brother of James Lawrence, Member of Porcellian</td>
</tr>
<tr>
<td>Lawrence, William</td>
<td>H'71 Episcopal Bishop of Massachusetts; Harvard Overseer</td>
</tr>
<tr>
<td>Leaf…</td>
<td>Harvard agent for buying books abroad in 1929 for Lowell House</td>
</tr>
<tr>
<td>Lee, Joseph</td>
<td>H'83 LLB '87; Lecturer on Education; Chairman, Overseers</td>
</tr>
<tr>
<td>Lehman Hall</td>
<td>Location of business office for Harvard University</td>
</tr>
<tr>
<td>Leighton, Delmar</td>
<td>H'19 Dean of Freshmen Students</td>
</tr>
<tr>
<td>Lowell, Abbott Lawrence</td>
<td>H'77 Eton Professor of Science and Government; President of Harvard University, 1909-1933</td>
</tr>
<tr>
<td>Lowell, Amy</td>
<td>Well known poet and lecturer; sister of President Lowell</td>
</tr>
<tr>
<td>Lowell, Anna Parker</td>
<td>Wife of President Lowell</td>
</tr>
<tr>
<td>Name</td>
<td>Position/Title</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lowell, James Russell</td>
<td>Class of 1838; Poet and major figure in native American humor</td>
</tr>
<tr>
<td>Lowell, Judge John</td>
<td>Class of 1760; Jurist and member of the Continental Congress</td>
</tr>
<tr>
<td>Lowell Lecturers</td>
<td>Lecturers paid for by the Lowell Institute</td>
</tr>
<tr>
<td>Lowell, Percival</td>
<td>Class of 1876, Brother of President Lowell; Astronomer and discoverer of the planet Pluto</td>
</tr>
<tr>
<td>Lowes, John Livingston</td>
<td>Francis Lee Higginson Professor of English Literature</td>
</tr>
<tr>
<td>Mackail, John W.</td>
<td>Writer of biography of Strachan Davidson, Master of Balliol, Oxford</td>
</tr>
<tr>
<td>MacVeagh, Francis</td>
<td>H '21 Instructor in English</td>
</tr>
<tr>
<td>Magruder, Miss</td>
<td>Secretary to Julian Coolidge</td>
</tr>
<tr>
<td>Mason, Edward S.</td>
<td>H '20 Tutor and Professor of Economics</td>
</tr>
<tr>
<td>Mather, Kirtley Fletcher</td>
<td>Professor and Chairman of the Department of Geology</td>
</tr>
<tr>
<td>Matthiessen, Francis Otto</td>
<td>H '27 Instructor in History and Literature</td>
</tr>
<tr>
<td>McClung, Hugh Lawson</td>
<td>H '32 Harvard Student</td>
</tr>
<tr>
<td>McKinlock Hall</td>
<td>One of the Riverside Freshman Dormitories</td>
</tr>
<tr>
<td></td>
<td>( later part of Leverett House)</td>
</tr>
<tr>
<td>McLane, James L.</td>
<td>H '22 Instructor in English</td>
</tr>
<tr>
<td>Megrew, Alden</td>
<td>H '32 Harvard Student</td>
</tr>
<tr>
<td>Merick (Mirick?)</td>
<td>Representative of the contractor completing the bell tower and hanging the Russian bells</td>
</tr>
<tr>
<td>Merriman, Roger B.</td>
<td>H '96 Gurney Professor of History and Political Science; First Master of Eliot House</td>
</tr>
<tr>
<td>Miller, Charles Roger Donahue</td>
<td>H '23 Instructor in Romance Languages</td>
</tr>
<tr>
<td>Moore, Clifford H.</td>
<td>H '89 Pope Professor of Latin; Dean of the Faculty of Arts &amp; Sciences, 1925-1931</td>
</tr>
<tr>
<td>Morgan, George A</td>
<td>H '26 Tutor and Instructor in Philosophy</td>
</tr>
<tr>
<td>Morgan, Kenneth W.</td>
<td>Graduate Student</td>
</tr>
<tr>
<td>Morgan, Samuel H.</td>
<td>H '33 Harvard Student</td>
</tr>
<tr>
<td>Morse</td>
<td>A Purchasing Agent for Harvard</td>
</tr>
<tr>
<td>Morse, David Hunnewell</td>
<td>H '33 Harvard Student</td>
</tr>
<tr>
<td>Murdock, Kenneth</td>
<td>H '16 Professor of English; Dean of the Faculty of Arts &amp; Sciences, 1931-</td>
</tr>
<tr>
<td></td>
<td>First Master of Leverett House</td>
</tr>
<tr>
<td>Murphy, David</td>
<td>Plumber</td>
</tr>
<tr>
<td>Murray, John Tucker</td>
<td>Professor and Chairman of the Department of English</td>
</tr>
<tr>
<td>New Eng. Watch &amp; Ward Soc.</td>
<td>Society that oversaw moral behavior in New England</td>
</tr>
<tr>
<td>Nicholson, Howard Graves</td>
<td>H '31 Student</td>
</tr>
<tr>
<td>Norton, Charles McKim</td>
<td>Graduate Student</td>
</tr>
<tr>
<td>O'Connell, William Henry</td>
<td>Roman Catholic Archbishop of Boston</td>
</tr>
<tr>
<td>Opie, Redvers</td>
<td>H '28 Tutor and Instructor in Economics</td>
</tr>
<tr>
<td>Palmer, George H.</td>
<td>H '64 Professor Emeritus of Natural Religion, Moral Philosophy, Civil Polity</td>
</tr>
<tr>
<td>Palmer, Potter</td>
<td>Unknown</td>
</tr>
<tr>
<td>Park</td>
<td>President of Wheaton College</td>
</tr>
<tr>
<td>Parker, Carleton</td>
<td>H '33 Harvard Student</td>
</tr>
<tr>
<td>Parkhurst, Irving B.</td>
<td>Assistant Business Manager, Clerk of the Works for Lowell House</td>
</tr>
<tr>
<td>Pavenstedt, Adolph Fritz</td>
<td>H '30 Harvard Student, Head Proctor in McKinlock Hall</td>
</tr>
<tr>
<td>Peabody, Endicott</td>
<td>H '82 Headmaster of Groton School, Groton, Massachusetts</td>
</tr>
<tr>
<td>Peabody, Francis G.</td>
<td>H '69 Plummer Professor of Christian Morals</td>
</tr>
<tr>
<td>Peck, F. L</td>
<td>Graduate Student</td>
</tr>
<tr>
<td>Perkins, Elliott</td>
<td>H '23 Tutor and Instructor in History and Literature; Second Master of Lowell House</td>
</tr>
<tr>
<td>Perkins, Thomas Nelson</td>
<td>H '91 Member of the Corporation, 1926</td>
</tr>
<tr>
<td>Perry, R. Bliss</td>
<td>Francis Lee Higginson Professor of English Literature</td>
</tr>
<tr>
<td>Name</td>
<td>Position/Title</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Porcellian Club</strong></td>
<td>One of eight Harvard final clubs</td>
</tr>
<tr>
<td>Porter, Arthur Kingsley</td>
<td>William Dorr Boardman Professor of Economics</td>
</tr>
<tr>
<td>Porter, Kenneth Wiggins</td>
<td>Graduate student, 1933</td>
</tr>
<tr>
<td>Potter, Alfred Claghorn</td>
<td>H '89 Tutor History, Government &amp; Economics, Head Librarian</td>
</tr>
<tr>
<td>Powell, Wilson Marcy</td>
<td>H '26 Instructor in Physics</td>
</tr>
<tr>
<td>Putnam, W.E.</td>
<td>H '33 President Lowell's nephew</td>
</tr>
<tr>
<td>Putnam, Mrs.</td>
<td>Benefactor of Harvard University</td>
</tr>
<tr>
<td>Quinn, Edward W.</td>
<td>Mayor of Cambridge, 1918-1929</td>
</tr>
<tr>
<td>Rand, Edward K.</td>
<td>H '94 Pope Professor of Latin</td>
</tr>
<tr>
<td>Randall Hall</td>
<td>Built as a dining hall in 1898 for economy minded students</td>
</tr>
<tr>
<td>Rhinelander, Phil</td>
<td>H '31 Harvard Student</td>
</tr>
<tr>
<td>Riverside Trustees</td>
<td>Name of fund established in 1908 by Edmond Forbes to purchase land</td>
</tr>
<tr>
<td>Rollins, Lloyd LaPage</td>
<td>Instructor in Fine Arts</td>
</tr>
<tr>
<td>Rowland, Benjamin Jr</td>
<td>H '28 Tutor Fine Arts</td>
</tr>
<tr>
<td>Russell, H. W.</td>
<td>Lecturer from Princeton</td>
</tr>
<tr>
<td>Sandy</td>
<td>Airedale dog belonging to Julian Coolidge</td>
</tr>
<tr>
<td>Sexton, Richard</td>
<td>H '30 Harvard Student</td>
</tr>
<tr>
<td>Shaffner, Felix Ira</td>
<td>H '25 Tutor History, Government, and Economics</td>
</tr>
<tr>
<td>Shapley, Harlow</td>
<td>Paine Professor of Practical Astronomy</td>
</tr>
<tr>
<td>Sharpe, Henry Ross</td>
<td>H '21 Graduate Student in Classics</td>
</tr>
<tr>
<td>Shaftuck, Henry Lee</td>
<td>H '01 Treasurer of Harvard University</td>
</tr>
<tr>
<td>Sheldon Award</td>
<td>Travel fellowship for one year given by Harvard</td>
</tr>
<tr>
<td>Shepley, Henry Richard</td>
<td>H '09 Architect of firm Coolidge, Shepley, Bulfinch &amp; Abbott</td>
</tr>
<tr>
<td>Sherbowitz-Wetzor, O.P.</td>
<td>Student</td>
</tr>
<tr>
<td>Sherly</td>
<td>Graduate Student in Education</td>
</tr>
<tr>
<td>Sherill, Bishop Henry Knox</td>
<td>H '12 Harvard Preacher 1927 to 1933</td>
</tr>
<tr>
<td>Signet Club</td>
<td>Oldest Literary Society for undergraduates at Harvard.</td>
</tr>
<tr>
<td>Smith Hall</td>
<td>One of the Riverside Freshman Dormitories</td>
</tr>
<tr>
<td></td>
<td>(later part of Kirkland House)</td>
</tr>
<tr>
<td>Solaberg</td>
<td>Tutor Chemistry</td>
</tr>
<tr>
<td>Sperry, William L.</td>
<td>Dean of the Divinity School; Plummer Prof. of Christian Morals</td>
</tr>
<tr>
<td>Sprague, Arthur C.</td>
<td>H '19 Assistant Professor of English; Chairman of the Board of Tutors</td>
</tr>
<tr>
<td>Stackpole, Pierpont</td>
<td>H '31 Harvard Student</td>
</tr>
<tr>
<td>Standish Hall</td>
<td>One of the Riverside Freshman dormitories</td>
</tr>
<tr>
<td></td>
<td>(later part of Winthrop House)</td>
</tr>
<tr>
<td>Stearns, Raymond Phineas</td>
<td>H '31 Harvard Student</td>
</tr>
<tr>
<td>Stetson, John B. III</td>
<td>H '31 Harvard Student</td>
</tr>
<tr>
<td>Stockton, Charlie H.</td>
<td>H '32 Harvard Student</td>
</tr>
<tr>
<td>Stockton, Philip</td>
<td>H '96 Overseer 1928-1932</td>
</tr>
<tr>
<td>Strauss Hall</td>
<td>Dormitory built in 1926</td>
</tr>
<tr>
<td>Strauss, Jesse Isador</td>
<td>Overseer 1930-1934</td>
</tr>
<tr>
<td>Sutermeister, Oscar</td>
<td>H '32 Harvard Student and Holder of Pole Vault Record</td>
</tr>
<tr>
<td>Sweezy, Paul M.</td>
<td>H '32 Harvard Student</td>
</tr>
<tr>
<td>Taussig, Frank William</td>
<td>H '79 Henry Lee Professor of Economics</td>
</tr>
<tr>
<td>Taylor, Charles Holt</td>
<td>H '27 Tutor and Professor of History</td>
</tr>
<tr>
<td>Thayer, William Greenough</td>
<td>Headmaster of St. Mark's School, Southborough, Massachusetts</td>
</tr>
<tr>
<td>Thompson, W. Charles</td>
<td>H '32 Harvard Student</td>
</tr>
<tr>
<td>Tourmanoff, Prince</td>
<td></td>
</tr>
<tr>
<td>Unit #1</td>
<td>Early name for Lowell Houses</td>
</tr>
<tr>
<td>Unit #2</td>
<td>Early name for Dunster House</td>
</tr>
<tr>
<td>Name</td>
<td>Position/Role</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Usher, Abbott P.</td>
<td>H ’04 Tutor and Associate Professor of Economics</td>
</tr>
<tr>
<td>Van Schaack, George B.</td>
<td>H ’29 Graduate Student</td>
</tr>
<tr>
<td>Voss</td>
<td>Architect with Coolidge, Shepley, Bulfinch &amp; Abbott</td>
</tr>
<tr>
<td>Voss</td>
<td>Architect with Coolidge, Shepley, Bulfinch &amp; Abbott</td>
</tr>
<tr>
<td>Voss</td>
<td>Architect with Coolidge, Shepley, Bulfinch &amp; Abbott</td>
</tr>
<tr>
<td>Vanderbilt Hall</td>
<td>Medical School Dormitory</td>
</tr>
<tr>
<td>Ward, Robert DeCourcy</td>
<td>H ’89 Tutor Climatology</td>
</tr>
<tr>
<td>Weld, Francis Minot, Jr.</td>
<td>H ’31 Harvard Student</td>
</tr>
<tr>
<td>Weld Hall</td>
<td>Freshman Dormitory in the yard, built in 1870</td>
</tr>
<tr>
<td>Weld, Barrett</td>
<td>H ’02 Overseer 1925-1931</td>
</tr>
<tr>
<td>Wendell, Barrett</td>
<td>H ’02 Overseer 1925-1931</td>
</tr>
<tr>
<td>Wendell</td>
<td>H ’02 Overseer 1925-1931</td>
</tr>
<tr>
<td>Wernecke, John Philip</td>
<td>H ’32 Instructor in Economics</td>
</tr>
<tr>
<td>Westcott</td>
<td>Head Steward, Harvard Dining Halls</td>
</tr>
<tr>
<td>Whatmough, Joshua</td>
<td>Assistant Professor of Comparative Philology</td>
</tr>
<tr>
<td>Wheelwright, Merriam</td>
<td>H ’32 Harvard Student</td>
</tr>
<tr>
<td>White, William</td>
<td>Major donor of books and monies</td>
</tr>
<tr>
<td>Whitehead, Alfred North</td>
<td>Professor of Philosophy</td>
</tr>
<tr>
<td>Whitehill, Walter Muir</td>
<td>H ’26 Historian of American History</td>
</tr>
<tr>
<td>Whiting, Bartlett Jere</td>
<td>H ’25 Tutor and Instructor in English</td>
</tr>
<tr>
<td>Whitney, Edward A.</td>
<td>H ’17 Assistant Professor of History &amp; Literature; Chairman, Board Tutors;</td>
</tr>
<tr>
<td>Widows, The</td>
<td>Tutoring school in Harvard Square (possibly Wolff Tutoring School)</td>
</tr>
<tr>
<td>Wood, Paul</td>
<td>Part of Construction Team for 50 Holyoke Street,</td>
</tr>
<tr>
<td></td>
<td>residence of the master of Lowell House.</td>
</tr>
<tr>
<td>Woods, James Houghton</td>
<td>H ’87 Professor of Philosophy</td>
</tr>
<tr>
<td>Woods, P.W.</td>
<td>Tutor in Mathematics at Emmanuel College, Cambridge</td>
</tr>
<tr>
<td>Worcester, Alfred</td>
<td>H ’78 Henry K. Oliver Professor of Hygiene</td>
</tr>
</tbody>
</table>
Appendix

Three Essays on the History of Lowell House


Report of the Harvard Student Council Committee on Education
Section III, Subdivision into Colleges
The Harvard Advocate, April 1926

The House Plan and the Student Report 1926
Harvard Alumni Bulletin, April, 1932
A Footnote to Harvard History, Edward C. Aswell, ‘26

The Harvard College Rank List

How Lowell House Selected Students,
Harvard Crimson, September 30, 1930, Mason Hammond

“Dividing Harvard College into Separate Groups”
Letter from A. Lawrence Lowell to Henry James, Overseer
November 3, 1925

Lowell House 1929-1930 Master, Honorary Associates, Associates, Resident and Non-Resident Tutors

First Lowell House High Table
Harvard Crimson, September 30, 1930

Outline of Case against the Clerk of the Dunster House Book Shop for selling 5 copies of Lady Chatterley’s Lover by D. H. Lawrence.
Charles S. Boswell (Undated)

Gift of a paneled trophy case from Emanuel College to Lowell House
Harvard University News, Thursday. October 20, 1932

Hizzoner, the Master of Lowell House - Essay about Julian Coolidge on the occasion of his retirement in 1948

Eulogy for Julian L. Coolidge, Elliott Perkins, March 8, 1954

Photographs
The Forbes Story of the Harvard Riverside Associates:
How Harvard Acquired the Land on which Lowell House Was Built

Charles U. Lowe, M.D.

Introduction

Because of the foresight shown by Edward Emerson Forbes, grand son of Ralph Waldo Emerson, and Class of 1895 at Harvard, the University eventually owned all the land between Mt. Auburn Street and the Charles River. [See Sidebars 1-6 at right.]

Even before entering Harvard as a student Forbes had shown a keen interest in land conservation in the environs of Boston and was a founding member of Trustees of Public Reservations in 1902. After college he spent two years at Oxford, traveled in Europe and began collecting fine arts. Upon returning to the United States, he formed, in 1903, the Harvard Riverside Associates later to become the Harvard Riverside Trustees. These were his vehicles for land acquisition. He assembled all the land not already owned by Harvard or private clubs between Mount Auburn Street and the River north to south and Bow Street and Boylston Street [now Kennedy Street] east to west. He gave part of the assembled land to Harvard in 1912 and the remainder in 1918. Lowell House stands on land conveyed partly in 1912 and partly in 1918. In 1909 President Eliot appointed Forbes Director of the Fogg Museum, a title he retained until 1944. [Sidebar 7]

Forbes wrote this memoir in 1960, at the time, 87 years of age.
I remember fairly distinctly that about the year 1945-6-or 7, ... I happened to be asked about it [the history of the Harvard Riverside Associates either] by Charles Coolidge of the Corporation ....[or by] Bill Claflin, Treasurer of Harvard.

I told them the story, I think; and I have thought that at that time I wrote a careful account of what happened. ----The facts were pretty well burnt into my mind. So I think that even now nearly sixty years later I think I can give a fairly accurate account of the main facts.... Of course I have forgotten a great many details.

[This is] my story -----of the Harvard River[s]ide Associates.

I will begin by two facts that really did not have much to do with the story. One year Mr. [.Dudly Pickman ] ---- happened to tell me that when he was an undergraduate, Longfellow, the poet, entered the room in which he and his companions were sitting and said to these college boys that Harvard and its land ought to extend down to the river. This was told to me, I am pretty sure, after I had begun my work [assembling the land], but it has stuck in my mind that Longfellow was the first, so far as I know, to have this idea.

When I was an undergraduate at Harvard, I used to belong ... to a group of 12 who had all their meals together at a boarding house. The mass of students had their meals in Memorial Hall, as I remember it, for about $4.50 a week. ... We, more fortunate fellows, had our meals in these boarding houses. In my freshman year the house where we had our meals was on Mt. Auburn
The Forbes Story of the Harvard Riverside Associates

Street near Boylston St. [JFK Street] In the sophomore and junior years we ate at a house on Brattle Street near where Longfellow's "Spreading Chestnut Tree" where the blacksmith worked that was near Church St [Site now marked by a plaque and a tree at # 40 Brattle Street] In the senior year we had our meals on Mt. Auburn St. ... It was a superior place; I think the best of them all, it only took seniors and was a little more expensive, I think $7 instead of $6 [a week].

It was in one of those years when I daily walked towards the river that Cam [Cameron Forbes, brother of Edward Forbes], who was a graduate, said to me ... "Harvard ought to own all the land toward the river."

.... while I was still an Oxford student in the years 1900-1902, my brother wrote to me ....That a group of Harvard men thought that Harvard ought to have a dignified boulevard as [an] approach to the college. So this group had banded together and started to buy a strip of land beside DeWolf St. to make a dignified boulevard as an entrance to Harvard. He asked me to join and give some money; and I think that I promised something between $1,000 ad $5,000, probably not more than $1,000. [Sidebars 8,9]

When a year or so later I started the [Harvard] Riverside Associates [H.R. A.] as I remember it, this "approach plan", was abandoned in favor of my large plan, and gave the H.RA. the money that they had raised. I am not sure of this---[The funds were in fact transferred at a later date] I think that Mr. George Dorr, [treasurer of Harvard] and Cam were the leaders in this movement.

[When] I was an Oxford student ... from 1900 -1902 I enjoyed greatly...
The Forbes Story of the Harvard Riverside Associates

The river, and the little canals running off the river, where occasionally we students used to get a boat and pole along through these shallow little canals. Once I remember hiring a small sailboat, and taking her up the Thames for a mile or two and then sailing back before the wind. I know also of the use that Cambridge University made of its river. I think that my friend, Harry Fletcher, took me up to spend one Sunday at Cambridge.

I had studied in Oxford-English literature. I was at that time more interested in literature than in art and I wanted to begin as a school teacher of English. However, in the autumn of 1901 while playing full back on the New College rugby football against the Bristol School—-I received a serious concussion---. That had greatly injured my second year studies.----I was put into a nursing home for six weeks ---and was unable to return to Oxford for the last few weeks of the college year. [After recuperating in Florence, Forbes returned to the United States.]

After a summer at Naushon [Where the Forbes family compound was located] I came up [to Milton] but it was too late to get a job in school. .....I became convinced that it was an important and valuable thing to buy up that land and have it available for Harvard.

...... I felt keenly the difference between the splendid use that the English universities made of their rivers and the pitiful use that Harvard made of the Charles River.

Of course at that time the Charles River had tidal water. [Sidebar 10]

I believe that the drainage in those days of Waltham and Watertown went into the Charles River and was

now I want these same men who held that land + who are now released of that obligation to do the same thing at Cambridge and hold it until some one comes along with five million for an architectural school. The Harvard Library is in a bad way now + they need an even million or more for that. I see by the paper that Cecil Rhodes has left [a] provision for two scholarships at Oxford for every state in the United States. This strikes me as a very noble + enlightened philanthropy as it should promote harmony + fuller understanding between two nations.

Well old chap, farewell + get well +remember I am yours always.

The Plan of Cameron Forbes [9]

Old Mill Pier [10]
carried down to Cambridge--[L]et us say at low tide when the narrow stream came down between ugly mud banks which I well remember. Then the tide would come running in and bring this undesirable cargo refuse including typhoid, scarlet fever, and diphtheria germs up over the mud banks and over the marshes on the south side of the river.

[Sidebars 11-15]

When the tide would recede and the southwest wind, I suppose, would blow those undesirable disease germs up into [the] Mt Auburn St. region. I remember that my older brother, Ralph, who had delicate health as a freshman, started to live in boarding house near Mt. Auburn St. so I was told, and [he] became sick. He was moved up to Thayer Hall, No.34, where he lived through his college and law school course. His brother, Cameron, joined him as a freshman, and three years later, after Ralph had graduated, I joined Cam when he was a senior and I was freshman.

So in those days the Mt. Auburn St. region was thought to be a very undesirable part of Cambridge. Now I think it was rather a slum like place yet the land in that part of Cambridge nearer Somerville was cheaper and more healthy and the Corporation of those days was definitely spreading out there. The Divinity school, the Agassiz Museums and the Hemenway and the Law School and other buildings were examples.

I think my memory is correct in saying that when I began to think of getting the land near the River---I was told that a dam was to be built and that the whole River basin could be improved. I believe the actual dam was not built till a few years later . [Planning for the dam was begun in 1902 and construction,
starting soon there after, was completed in 1910.

[President Eliot had written about the River in 1892] "In the first place the so called "River" was not a river. It was a tidal estuary, shallow and muddy trough, broad in its seaward part, narrow and torturous in its inward extension and filled and almost emptied by the tide twice a day. Except at the extreme inland part of its course the natural rim of this tidal trough is the ragged edge of a salt marsh. The marshes are planes of mud overlying gravel or clay covered with salt grasses and penetrated by numerous crooked and narrow creeks" [Sidebar 16]

[It is clear that Edward knew about the scheme Cam had developed for he wrote to Cam while still at Oxford, on May 6, 1902] "I am much interested in the Harvard approach scheme. If I were at home I believe I would try to push it through. But I hardly like to come early for it as I have such a futile winter's work .... here." [And again he wrote on May 9.] "I have just written to
Here begins the real story. I knew nothing about business affairs I went either to my brother, Cam, or to Mr. Augustus Hemenway for help and advice. I think it was Mr. Hemenway who told me that I ought to form a company with a title and trustees. He told me that the firm of Loring and Coolidge had done an excellent job in buying land for the South Station a few years before. They had hired several different real estate men separately and privately to buy the houses one after the so that the owners of those houses would not know or suspect other that [it] was all one concern and jump the prices way up.

So I went to Messers Loring and Coolidge and asked if they would do the same for us. I do not remember in exactly what order the events took place, but we formed ourselves into the Harvard Riverside Associates.

[It is not clear when the Harvard Riverside Associates was formed, but in the fall]
of 1902 Forbes began to raise money and acquire land. Formal incorporation did not take place until July, 1903.]

I do not know at what stage I approached the Corporation but I did write to President Eliot and asked if he would join us. In any case I remember well that he sent a courteous reply saying, "No."

[In 1943 Cameron, recalling the events of 1902-03 wrote as follows:] He [Edward] presented his plan of doing this to the members of the Corporation and then included President Eliot and Mr. Henry Walcott, secretary of the Corporation, among others. All Edward got was a rebuff. He was told to forget it and that the Corporation had enough difficulties with the City of Cambridge due to removing areas from regions capable of paying taxes.

Thereupon I wrote him [President Eliot] another letter asking if he minded having us go and do it on our own. To that he replied "yes." [Sidebar 17]

[Forbes also wrote to LeBaron Briggs, Dean of Harvard College, who replied on November 26, 1902.] "I have been talking to the President this morning about your suggestion in regard
to the land between
the University
property and the river.
The President knows
of no one who has had
in mind forming such
a syndicate...... but he
does know that there
are persons or sets of
persons, who have
their eyes on the
land....."

[By early December
of 1902 Forbes had
recruited the
assistance of Thomas
Perkins, H'91 & L'94 a
senior partner in the
Boston law firm of
Ropes Gray and
Gorham, and soon to
become a member of
the Corporation.]

So we started in and I think that Mr.
Hemenway and Cameron and I and
other members of our family
subscribed. I forget what we raised
at the start, perhaps $30,000 or less.
We set [the real estate firm of]
Loring and Coolidge to work
[probably early in December--
Coolidge H '92 ,L '96] to begin to
buy the land but I understood that
the neighborhood were all so near to
each other that the word got around
quickly that Harvard was at the
bottom of this, and the prices began
to rise quickly which increased our
difficulties but we kept on and I
started going around to other people
to give or to join us.

[Inquiries about the
availability of land
must have started as
early as December of
1902, for Perkins
wrote to Forbes on
December 18, 1902]
that two lots, the Bocher estate and the Harris estates, roughly the area comprising of the present day Lowell House, were available only by purchase and cautioned Forbes against buying them until) "you have made sure that the whole scheme is going through."

[On January 17, 1903, Loring and Coolidge provided the first specific details of the project. The land between Mt. Auburn Street and the River not owned by Harvard or Harvard Clubs amounted to 468,114 sq. ft., had an assessed value of $413,100 and could probably be purchased for $655,050,] "provided all the owners were willing to sell" [Some time later it developed that there were 81 individual owners of 93 parcels in the section of Cambridge under consideration.]

[On March 3d Forbes wrote again to his brother, now in the Philippines, where he was Governor General:] "Things are moving slowly in the right direction with me. I am getting letters from Pres. Eliot +Prof. Norton. Nelson [Perkins] has got a good letter from Mr. Higginson. The prospectus is written, but one or two
changes may be made. I will send you word of the progress when things get definite. We talked the plan matter out to a finish in Nelson's office (he, J. Burden, Wetmore and I). We fixed it as necessary to show Wetmore's plan. He is having it made, and I have just had a large new plan of the region as it now is and sent to him."

[Wetmore was a real estate speculator and builder from New York. Forbes had met with him in New York and got the feeling that Wetmore wanted to take over the project. Wetmore owned two dormitory buildings on Cambridge and had drawn up plans to develop the area between Massachusetts Avenue and the River. Perkins tried to reassure Forbes on the matter and had written to him as early as February 12:] "If you get Frank Appleton and some other men in New York who are leaders both socially and financially, they can make Wetmore come into camp without any possible doubt. Wetmore would not at all care to put himself in the position of working against the wishes of such men, especially when they are working for the
best interests of the College."

[Forbes letter to Cameron of March 3, continues:] "It seems that Wetmore for some reason told --the whole story. I suppose because he [Perkins] trusts him. You know (he] is a skunk. I find that he has been spreading the report among.... people that boundless millions are behind the scheme and that another Yard is to be put there to make the place like Oxford. W--F. E's-land lady told him this. We are looking about for the best metaphorical axe to hit [Wetmore] --- over the head with----- He has been getting our options at 3+ [or] four time the assessed value.---In spite of [Wetmore] every thing is going pretty well. We have got options on about 270,000 sq. ft. Several more pieces are in line. It is just a matter of bargaining."

[Wetmore succeeded in publishing his development plan in the Atlantic Monthly, January 15, 1910.]

[On March 12, 1903 he wrote again to Cameron,] ..."All goes well. I have got about $100,00....I have only been at it since Monday actively. President Eliot you know has written a strong letter
expressing the views of the Corporation. He told me today that the reason the Corporation threw it down at first was that they thought it impossible.....We have got a large part of the Cambridge land now; and hope for more soon.”

I remember that I asked Mr. Henry Higginson [an overseer, donor of $100,000 toward the purchase of Soldiers' Field and major patron of the Boston Symphony Orchestra] of the Corporation, and I think President Eliot himself if they would write short letters of approval for our pamphlet which I think that they did. [Sidebars 17-18]

[On March 30 Forbes wrote to Eliot thanking him for his strong letter of support. He went on to say:] "I sent you a prospectus and a plan of the region which I have colored roughly. The red represents what is owned by the College and Clubs. The blue represents what we have secured options on or bought.....We are practically assured of getting many of the pieces of land that are not colored in blue. In some cases it is merely a question of price. ...I have made no progress lately in raising money for I have been obliged to stay home with a cold."[Sidebar 19]
At times things went smoothly...[but] in the winter, February-March I had a bad case of the grippe that the doctors thought that my lungs might have been infected.

In the meanwhile. I have just found a letter which I wrote to my brother, Cameron, I think about the year 1945. That has a number of facts which I have forgotten and tells the story on the whole well. I read it several days ago and now cannot remember all the exact statements in it. But I will continue my story as I remember it now putting some facts that I have relearned from that letter, and adding a few stories that were not recorded in that letter.

In early February, Perkins had advised Forbes to appoint trustees of The Harvard Riverside Associates Trust which he did in early April. In addition to himself and Perkins, his board included Robert Bacon of New York (H '80 and the Secretary of State in the administration of Theodore Roosevelt), James Abercrombie Burden (H '93 and a man with access to the capital markets of New York), and Agustus Hemenway (H '75, an Overseer, and donor of the Gymnasium in 1875). Although formed early in the year, the Declaration of Trust was filed only on June 30, 1903. The trust was designed to secure $400,000 from subscriber and authorized to secure mortgages up to $600,000. The plan for the subscription was to raise $200,000 from New York and a similar sum from Boston. The trust was to buy land, hold it for five years at which time further plans for the land would be developed. When plans developed, the College could buy the land from the Trust at cost plus interest.

By publishing a memorial volume in 1971 the Fogg Art Museum chose to celebrate the contribution Edward Forbes had made to fine arts, to Harvard and to city planning. This volume made clear that in the years 1903-04, Forbes, though consumed by fund raising, was also concerned with the utilization of the land that might be acquired by the Harvard Riverside Associates. Forbes had obtained "a large detailed map of Oxford, England showing the layout of the buildings, parks and fields in relation to the river as they existed in 1902..... Forbes... had obtained it from his friend Apthorp Fuller of Christ Church College, Oxford. His motivation... (Forbes' was> that someday Harvard would enjoy a new yard which would be at least reminiscent of the charms of Oxford and Cambridge. Forbes had (also) requested information about the population of the different colleges at Oxford as well as the acreage of the meadows, fields, and parks associated with these colleges".]

I remember well Jay Burden of New York, (H '93) who had once been Nelson Perkins' room mate in college, joined us and became a trustee. He made two important successes which went a long way towards making the plan succeed. As I remember it He had raised some $200,000 or $300,000 largely in small gifts of $5,000, $10,000 or so as I remember it. Jay boldly went to ten rich New Yorkers and got one of them [each of them] to put in $20,000 making $200,000 an enormous addition. For this money they each had shares of the H.R.Association.

I have always remembered ......one morning in New York while Jay Burden was rounding up the 10-$20,000 men, that there was a meeting...in the office of Mr.(I have forgotten the name). Cam and I were both invited to be present. I was so amused at seeing 12 accomplished magnates and my poor little country boy self seated among them that I was very nervous. My nervousness on some occasions caused me to have "the giggling" as my brothers called it. But though I was nervous as a witch at finding my self sitting is such company yet, fortunately I did not disgrace myself and wreck my plans by a fit of the giggles.

[Forbes had asked Perkins to develop the Prospectus for the fund raising and draft the Deed of Trust. Probably unbeknownst to Forbes, Perkins was in correspondence with President Eliot as regards statements in both documents. On February 28, he wrote to Eliot, "I hand you a new draft of the prospectus..... I have changed [it] to meet your views," and on March 5th, said in another letter to Eliot: "I note the suggestion you made on the second page [of the draft Prospectus] and will incorporate it."

[In the meanwhile, Forbes was experiencing difficulties in raising his portion of the subscription. He was asking
The Forbes Story of the Harvard Riverside Associates

Perkins wrote to him at the end of March, "You can get the money from Boston in small amounts. I must confess it seems to me necessary that we shall get some big subscriptions." Perkins at the same time wrote to Eliot: "Mr. Loring spoke to me on Friday.... He has succeeded in getting options on nearly all the really important land and now the question of getting money has become immediately pressing. It has become evident that someone with more experience than Edward Forbes is needed. Men who should be subscribing at least $10,000 are giving only $1,000." He then suggested that Lawrence Lowell should not only subscribe but get money as well and wrote, "what is needed is a man of property and sufficient age to be on intimate terms with other rich men." It is ironic that Eliot rejected the idea of engaging Lowell to assist in raising funds in the Boston area. Lowell, as President of Harvard was eventually the principal beneficiary of the land acquired by the Riverside Associates.

[Perkins, still concerned, wrote again to Eliot: "I think Edward Forbes can be a great deal of use as he has time and is very zealous, but with $500,000 to raise at a time when money is so hard to get as it is now we have to get men who will give more than $1,000."]

[The plan was to raise money by selling shares in the Harvard Riverside Associates to subscribers. The largest subscribers were the ten men "on Wall Street" each of whom came in for $20,000. Forbes considered shares in H.R. A. an investment paying 3% per year. Eventually the capitol was to be returned to subscribers when the land was sold to Harvard at the original cost to H.R.A. A number of the New York subscribers did not really expect repayment on their $20,000, and many waived their interest payments. On the other hand, J.P.Morgan, among others, writing in 1908 felt that the Associates had been rather high handed in this matter and caused both Forbes and Perkins to scramble.]

[Jay Burden took charge of fund raising in New York and since he needed only ten subscribers, action moved with expedition and was probably complete by the end of March. Before he left to assume his responsibilities in the Philippines, Cameron Forbes had collected $40,000, to implement his proposal to build a park and boulevard along De Wolf Street from Quincy Square to the River. The plan had been held in abeyance in favor of the more extensive proposal of the Harvard Riverside Associates. Edward succeeded in getting the trustees of the De Wolf funds to divert them to his plan through the intervention of Dorr, Concomitantly, Dorr obtained a release for Harvard from the obligation to construct the boulevard which had previously been approved by the Cambridge City Council. Though negotiations for the transfer of these funds to the H.R.A had begun early on, but the actual transfer, now $50,000 was not executed until 1908. At the same time, Eliot promised the City of Cambridge that the land assembled by the Associates would not be takes off the tax roles. This proved to be true only during his presidency since no land title was transferred to Harvard until 1912 when Lowell was in charge.]

We had to borrow a large sum of money from some banks.

[To assemble the parcels, Loring and Coolidge had used both purchase and options with considerable success. On March 16, Loring was able to tell Forbes that he had already bought 322,709 sq. ft leaving only 135,405 more to be secured.]

[Arrangements were made to obtain additional cash. The Mutual Life Insurance Company of New York agreed to mortgage at four and a half percent the parcels as acquired for three fifths of the purchase price. Eventually, when land acquisition was reasonably complete these small mortgages would be combined under a single financial umbrella. This point was not reached until the summer of 1906.]

[It became obvious by April that expenses were mounting; cash was needed]
to buy or renew short-term (three month) options, interest on the mortgages for taxes, as well as for maintenance of property. Malignly, as the Associates improved their property, the City of Cambridge increased the assessed valuation and hence the taxes. The original plan had been to service the mortgages from rental income from the parcels that contained rentable housing. In the event, the income from rents failed to cover expenses.

We had to find money to pay interest.... on these loans. Jay Burden suggested that I should find a large number of guarantors, some promised 100 a year for 10 years, some 100 a year for 5 years and some 50 a year for ten years and some fifty a year 5 years. I spent a great deal of time principally in Boston and New York in finding a large number of guarantors.

[On May 3, 1903 the Trustees initiated what was called the "Guarentee Fund" to be managed by the City Trust Company of Boston. The subscribers, eventually 100 in number, committed their sums as a maximum amount which could be called up annually by the Trustees to meet any deficiencies in the accounts of the H.R.A.. Apparently the guarantor program was successful. Account books of the H.R.A show substantial income from the guarantors.]

[On the 29th of June, 1903, George Baker in a letter to Forbes, acknowledged that the subscription of $400,000 was complete. By the time that the Trustees registered the Harvard Riverside Associates Deed of Trust on July 17, 1903, the trustees had spent $865,000: $400,000 collected from subscribers in Boston and New York, and $465,000 from mortgages and acquired 78 parcels. While in letters and some documents Forbes speaks of stock to be issued to subscribers, neither the Forbes files nor the Harvard Archived contain any paper that could be considered a stock certificate. It is questionable that such ever existed.]

At times things would move along smoothly. I was able to get a job of school teacher at Middlesex School in the winter of 1903-04. During those lonely weeks I thought of my interests and decided that I did not like school teaching.....However, ......in the spring of 1904 I decided to ......go from literature to art. I had for nine years or so felt that English literature would be my field and I had gone to Oxford to study that. However during the lonely years of the spring of 1904 I decided to change and go from literature to art. I went abroad that summer with my mother and aunt and [then] spent November again at Naushon on account of my health. In the next two years I went abroad to study art from February to June, all that my health would stand. And worked on Harvard R.A. while at home.

In the summer of 1908 [it was actually 1906] my mother invited me to go with her and four girls to visit my brother in the Philippines. Before setting out, I got engaged to one of them, Margaret [Laighton of Boston] We were all to start in November but a crisis came in the affairs of the H.R.A. so I could not go with them, and stayed and begged money until well into September. [It turned out that he continued fund raising until December 7]

We were all to start [on our trip to the Philippines] in November, but a crisis came in the affairs of the H.R.A., so I could not go with them, and stayed and begged money until well into December when I had got enough to make Nelson Perkins and Harold Coolidge allow me to go to join the others and get married in my brother's house in Manila.
The record here is not clear and several versions of the events are available. In 1990 the Cambridge Historical Commission contracted with Sharon Cooney to write a detailed history of the Harvard Riverside Associates. Her excellent rendering when read in conjunction with details found in the Forbes Memorial published by the Fogg Museum in 1971 are helpful in gaining a useful picture of a very complex series of events. Both documents agree that in the fall of 1906 there was what Forbes saw as a crisis in the affairs of the H. R.A. demanding immediate and protracted fund raising. Income was insufficient to carry the large mortgage. Forbes' letters to Cameron and to his fiance written during the fall of 1906 give a perspective of events that no historian has been able to capture.

I have told in the 1945 version of my story how dismayed I was that J. Burden disregarded our appeals to notify the ten New Yorkers that we were about to give away their shares to Harvard. I begged Nelson and Harold to let me go down to tell the New York helpers what was happening as Jay did not do it. But for some reason they would not let me do it. [His letters indicate that he did finally go to New York.]

Records of that period indicate that the concern of Forbes was that there were insufficient resources to service the mortgage. The danger was that and the Mutual Life Insurance Company which held a mortgage of $485,000 might foreclose. The solution was to pay off the mortgage. Coolidge had paid $865,000 for the property. New York and Boston had given a total of $400,000. If Harvard could be persuaded to provide a $300,000 mortgage, execution of this plan meant that the H.R.A. had to raise $185,000. That was where Forbes came in.

This letter appears to have been written in late summer, 1906, to Cameron, who presumably was awaiting his boat to carry him to Manila to take up his post as Governor General of the Philippians. "I am trying to get the DeWolf money. All the committee [men] that I have seen so far are in favor of the idea; but there is a complication in as much as Pres. Eliot has told the city authorities that the sum was ready and he will have to tell them that the plan is being withdrawn. We are not quite ready yet to have them know so much. But I think there will be no trouble eventually. I have been trying to get the University Associates to help us..... The best I have been able to get out of them at the present is that they will buy, if we like, such land as we cannot afford and verbally agree to let us have it at a reasonable price. An agreement that would not bind their successor. If that is the best they can do I think that we can only use them as a last resort,....Give my love to any San Francisco investor who want to come in on the ground floor of a hot stuff four percent investment."

To Cameron, now in the Philippines, September 3, 1906..."But the Harvard Riverside Associates will probably keep me hard at work for the next three months or so this winter and I ought to have a good long spell in Germany working on their language and their galleries. The H.R.A. thing is a thing that has got to be done; and I may be kept at it till the time when I must dash straight to Europe. Then there is the art museums, and my work in general. So, I do not yet see much chance of a loop hole."

To Cameron. "Boston, Oct. 25th 1906 ..... I do not remember just how much I told you. I have since sent you a telegram telling of my engagement to Margaret Laighton. I asked you not to reply by cable because I do not want it known for some weeks. Margaret goes off with Mama and I have got to take of my coat and work for some weeks on the Harvard Riverside matter. Also, I am going to beg for the Art Museum [presumably the Fogg Museum]. I hope I can catch one of these boats Nov. 20 Nov.30 or Dec 7th or at worst Dec.14 or 21"

[Forbes had written this note: "Letters from E.W.F. to Margaret Laighton who had gone to Manila with his mother]
who was waiting for him to come so that they could be married."

[Pride's Crossing Nov., 1906 "Yesterday afternoon I came down here and spent an hour or two with your mother at Mrs. Swift's. Then she drove over with me to Harold Coolidge's where I spent the night"]

[ "I started in to beg day before yesterday. I made a bad beginning by getting 4 refusals. But one of them telephoned that he had changed his mind after Harold Coolidge had got after him. So that I got $10,000 the first day.... The second day I got 12,000 but 9000 came from our family...... I had rather an amusing time in the evening. I asked Harold and his wife whether there any people along the North shore who might give me money. Mrs. C. took to it like a duck to water and canvassed the whole shore in their minds telling me who had money."]

["As a result of my evening's entertainment I decided not to go to Boston in the morning... and went to Topsfield...... So I planned a novel day of dashing about among these swell houses. It proved to be a delicious clear cold northwest day. I took the train to West Manchester and walked up to the house of Cam's friend...... I ought to have phoned first. But it worked out well.... Wasn't home; but his mother came down. She offered me the automobile to take me to two other places which was just what I wanted. So, I gaily set forth talking French with the chauffeur. At one of the places I got 3,000 from a Philadelphian who would have been hard to catch elsewhere. At the other place I got nothing....... I telephoned Mrs. Proctor to tell her I planned to hired an automobile at Beverly Farms She said, "Oh no, I will send mine over" Of course I was duly surprised and humble, but again it was just what I wanted !!! You did not know what a horrible schemer you had accepted. So, I lightly leapt into the "bubble" and sped off through Wenham and Hamilton which I had never seen before, and stopped at two houses; alas- to find the victims out.."]

[ "He [Peter Proctor] took me out for a drive to the village of Topsfield and had just showed me the house of his great grand father, Emerson, the brother of my great great grandfather, Emerson, when the pair of horses took fright at something and got the jump on P and ran into the sidewalk throwing him out of the wagon. The horses started to run across an open common. I leaned way out forward over the dasher to try to catch the reins from the horses' backs; but just as I was almost touching them the horses wheeled at right angles, and of course I was off my balance so I was thrown out too. I landed on my hands and knees and bruised one knee..... I ran to Peter who was lying on the ground semiconscious and dazed. But he was not badly hurt. A kindly man took us into his wagon and drove us towards the house and presently the automobile came out flying to the rescue."]

[ "So, I did not have a very successful day as I missed several of the people I was trying for...... It must seem to you as if money was my only interest. I am thinking and talking money so much.... But I am like the person who is determined to get to a place and whose horse baulks and bucks and kicks and so perforce pay attention to the horse rather than to the distant city he sees ahead and longs to reach".

[Milton, November 2, 1906 "I wrote yesterday about my expedition in automobiles etc. and my well deserved retribution for my sins. My knee is very much better today. It was lucky that I did not hurt my tongue, n'est-ce pas? I can get along without my knee much better than by tongue just now. Think what a sad plight I would be in if I had dislocated my tongue and sprained my outstretched hand with the hat in it I had a record day and got $19,000 which brings me to $44,000, 4 ahead of time (time consists of ten a day).... I have now got up to $57,000 at the end of 5 day's work. It looks now as if I really might get off on the Dec 7th boat I go to New York on Wednesday night, and hope to have $100,000 before I start and to get $100,000 in three days there !!! Nothing like having modest expectations. "]

[New York, November 8th, 1906. "I have just arrived in here in New York + waiting for J. Burden our New York trustee to come and talk with me. I hope pretty definitely in a few days how things are going. I have got about $70,000 so far in Boston and several are undecided, I have not seen. So, I expect to get $100,000 out of the guarantors with some foundation. If so, all should go well"]

["New York, November 9th My first day in New York was not a great success. I found only a few and only got one to accept. So, $1500 was my pitiful little day's work I hope for better things today." ]
November 10, .....I have only got $2,500 definitely as the result of three days work. But many are thinking it over and I think my three days work is really more $20,000 when they all decide I shall have to stay here at least two or three days longer. I have got only about $75,000 definitely promised, but I think I know where about $40,000 more is coming from among the people I have seen and others who are pretty sure to say "yes". And I want at least $200,000. When shall I be able to come ? I still hope for Dec. 7th."

"November 13th I am doggedly working away and getting tired of my job"

[Also on November 13 to "Cam: I am at Mary Amorey's struggling away with my Harvard R.A. proposition. You know we are trying to put the thing on a sound basis. We have a $485,000 mortgage out, and if they foreclose we are likely to lose everything." "Milton, Nov.20th, I am disgusted tonight. Nelson Perkins and Harold Coolidge say it will be out of the question for me to go on the seventh...... About $110,000 raised---$140 more to raise. Desperation. Where is it all going to come from ? How can I do it even before the 14th ?? I am beginning to feel blue about it."

The money is coming in steadily and I am pretty sure I can succeed. But that is just the trouble. I foresee that by the 1st (when I should have to leave to sail on he 7th). I shall probably have about 130,000 or 150,000. On the 7th I shall probably have 180 or 200,000"

"And then I fear it will drag on very slowly and if it proves that I must stay up to 250,000 it may take two or three weeks more to get that"

"Concord, Nov. 20th, Despair? I don't think I can escape till the 14th."

"Nov 30th, When will this end ? How long must I be sacrificed to this wretched great white elephant of a land ? It rides me like Sinbad's old man of the sea. If I could only meet it on a dark night ! But what is the use of bemoaning ? The only thing to do is to achieve, to accomplish, to arrive..."

"The situation is very complex now,+ big interests are involved. I am so tired of talking and thinking about it that I will not say much; but you and Cam may like to know the outlines. I will give you the more technical part of the facts for Cam's benefit."

[I had expected great things from J. Burden in New York about 10 days ago; perhaps 50,000 in two or three days. At last, word came that Mr. Twombly, and some of the original subscribers objected to our profound [? proposed ] organization. Thereupon Nelson said he would force J. to bring them into line when he saw them at the Yale game. But he didn't. J. Made a proposition for the Harvard corporation to help us.]

[Nelson on the following day brought that to the Corporation and they refused and made another which we could not accept.. Then I went to New York to try to make J. Burden work. He said the situation was rather serious, that the rich men of Wall St. were rather hot with the Corporation. They have given very generously to the Teacher Endowment Fund and to this scheme, and they feel that the Corporation is small petty and narrow. They say that the Corporation must come forward and help us, and J. Burden says the Corporation must at least give us a mortgage of 300,000 at 3 1/2% to satisfy the New Yorkers."

"He talked over the phone to Nelson and said Nelson seemed to understand and favor his point of view. So, I returned + then came thanksgiving. To day I have seen Nelson + he got Charlie Adams, the treasurer to come in and I point[ed] out to them the danger they were in from a row with Wall St."

"Charlie is so very conservative that he saw all sorts of objections to the plan that didn't seem to me to have much force. Oh, if only they would brace up and do something or if the Wall St. people would not be insistent just at this point on small matters what a blessing it would be for me."
"But here is a matter of some importance; in a way brought about by me and I have got to see it through. The principal thing that worries me and makes me mad about it is that it takes so much time. I am going to see the President (Eliot) to morrow and try to convince him and to make him hurry up."

"The next Corporation meeting is not till Monday Dec. 10th so unless I can force them to have a special meeting before, I can not sail on the 14th. Damnation- And if the Corporation decides the wrong way I don't know when I can come. Hell Please excuse the above."

"Of all pieces of miserable luck Nelson has just gone off an a vacation till Tuesday night. He says he will probably have to see the New Yorkers before the Corporation meeting. So, I don't see how we can have that meeting before Thursday in any case."

"If the Corporation accepts the proposition however, I can go off flying for I have raised about 125,000 and can soon get some 20,000 more I think and J. Burden can easily get the remaining 20,000 or 30,000 that will be necessary."

"Milton, Dec. 2nd I saw President Eliot yesterday + had an interesting talk. I hope I had some effect on him. I had the nerve to ask him to call a special Corporation meeting about this matter. He gave me leave to ask Charlie Adams to do it. If all goes well I may yet sail on the 14th..... I am now a little cheered up. I see by looking at the sailing list that even if I don't get off till Dec. 23 I can still get to Manila by Jan.26."

[ At the end of this letter Forbes made the following notation
"December 6: Corporation Meeting
7: $130,000 promised
8: RR train
14: Sailed in the S.S. China"
]

[On the 6th of December 1906, the Corporation did indeed convene a special meeting and voted that the "the treasurer was at liberty to take a three and a half percent mortgage of $300,000 on the real estate held by the Harvard Riverside Associates" There is no record to indicate whether or not Forbes was privy to this information before he left for Manila. Certainly Perkins must have known. Two years had to pass before Harvard executed the mortgage and the Associated had to soldier on during that period. In 1908, the Income from rentals was $28,942 and guarantors paid $18,139, but fees, taxes and maintenance expenses continued to make foreclosure of the mortgage a threatening possibility.]

[On January 29, 1907 Forbes married Margaret in Manila and set off on a European honeymoon. From Florence, ever attentive to the H.R.A., he wrote to Cam in May of that year: "I have telegraphed home from Rome to ask if the H.R.A. needed me this June and the reply came to stay till July if I chose. So, I suppose things have either turned out well; or else it is not the best time for me to get to work owing to the panic [of 1907]"

[Apparently, until the H.R.A had obtained all of the $185,000 in order to retire the New York mortgage Harvard was reluctant to proceed with its own mortgage of $300,000. When he left for Manila and for his wedding and European honeymoon, Forbes thought he had in hand $130,000 which he had so desperately collected along the North Shore of Boston and in New York. When he returned from abroad in early July, this sum had dwindled to $20,000, many of the promises of gifts apparently unfulfilled.]

[One explanation for this apparent difference is that of the $130,000 only $20,000 was deemed as a gift and the remainder was merely a pledge. In a letter, January 26, 1907, which must have reached Forbes in Manila, or perhaps chased him as he traveled toward Europe with his new bride Perkins says "when you get home [you must] see whether you can turn about $100,000 of the $130,000 .... that you raised into an absolute gift".]

[Soon after he was back in the United States, Forbes began to consider his responsibility for "begging" for
contributions. One of his first acts was to write to all the guarantors, asking that they fulfill their pledges immediately rather than waiting for five or ten years as originally intended.

In a letter to Cam, Forbes now in Milton, summarized the situation as he visualized in early March 1908: "I am going to telegraph you about the Harvard Riverside Associates, today probably. Nelson tells me I must be back to beg in spite of bad times; because an opera house is being started, and I must get ahead of it. I wish the opera house subscription would wait for another year because I can't wait."

"Our scheme is this. Last year you remember I worked on a scheme for keeping the thing going indefinitely by issuing preferred stock for new money and getting the University to take the mortgage. Twombly and others killed that just on the verge of success. Now. We propose once and for all to get rid of the land and have the College take it.

"The mortgage is $485,000. The college will take 300,000. We have on hand $20,000. I must raise $165,000. Mr. Hemenway and I decided to start by trying to get 20 men at $5,000. So far I have only been at it a few days. I have begun with people I felt pretty sure of, so as to have an amount to start with that will encourage the others. I have got so far $30,000. I feel pretty sure I can get sixty or seventy thousand fairly quickly. Then will come the tug."

Perkins and Forbes considered letting the mortgage be foreclosed and then buying back the land at "fire sale" prices. They had paid $865,000 for the properties which in 1906 were worth only $515,000. This approach was rejected on several scores.

March 19, 1908: Perkins decided that it was in the interest of Harvard to get the subscribers to assign their stock over to the trustees of the H.R.A because reorganization was about to occur when the Trust would expire in coming summer. "I have just gotten the paper which Nelson prepared. It was sent to Washington and New York for Bacon's (now Secretary of State) and Burden's signature. I am expecting it back from Amory Gardner today with signatures. Then I can really take my coat off and start in."

March 19, 1908 "We have at present $85,500"

"We have got only 99,000 to raise. I feel sure the College will pay 25,000 more than their 300,000 though they have not committed themselves. I am trying to get 20 men at $5,000 but I doubt that I can. I think it will probably come in smaller units. We have decided that it is best to have the Trustees hold the land and the University the mortgage."

Lettting the trustees hold the land reflected the desire on the part of the University to avoid exacerbating the tussle with the City of Cambridge whenever land was taken off the tax roles. At this time the H.R.A welcomed receiving the $50,000 remaining from Cameron's DeWolf project. Concomitantly Coolidge had written to Forbes that the Associate controlled all but 17,500 sq. ft. of the original plan to acquire 468,114 sq. ft.

On Independence Day, 1908, Forbes wrote to Cam: "The Harvard River Associates is practically finished. I had hoped to be able to telegraph you that all the money was raised but owing to J. Burden's failure to do anything we have not

Letter to Forbes from Coolidge
Regarding meeting with Lowell
(not yet president) [23]

May 25, 1908

Dear Edward;
I saw Lawrence Lowell on Friday and had a very satisfactory talk............We want to have a trustees' meeting as soon as possible at which meeting President Lowell will present his views to the Trustees. I want to leave it to him to appoint the date of the meeting, but this is to ask you to let me know in general when to will be convenient for you to have it. I am going to be away myself from the 14th to the 29th of this month,
got all yet. I have raised about $154,000 and J. Burden 1,000. On Class Day J. told Nelson that he thought he could get ten thousand more. But I have not heard from him since. Though I have written to him begging him to let me know what he had got."

[In the summer of 1908, the Harvard River Associates expired, and on July 11, the trustees turned their holdings over to a new entity, the Harvard Riverside Trustees. Bacon resigned as a trustee and three new trustees were added: Harold Coolidge (of Loring & Coolidge,) Frank Appleton of New York and Samuel Vaughn. The purposes of the H.R.A. Trust continued: ...."to ensure the management and development of the Trust estate in such a manner as the trustees believe to be for the best interests of Harvard University; but the authorities of the said University shall have no right to direct the trustees or control their actions except as herein expressly provided." The Harvard River Trustees now controlled the parcels assembled by the Harvard River associates.]

but can call it any time after the 19th and before August 1st that will suit President Lowell. How does this strike you?

Yours always,
Harold J. Coolidge

Deed to Lowell House Land
Page 1 [24]

Deed to Lowell House Land
Page 2 [25]
Perkins wrote to Forbes in early August 1908 that approximately $165,000 was in the till. In the fall, Coolidge had reduced the New York mortgage to $345,000 a debt which Harvard had assumed at a rate of 4%. The Harvard mortgage was later reduced to $300,000. At this point, the debt in New York was cleared.

In early November, 1908, President Eliot announced his retirement and six months later, Lowell became acting President. His accession to the "throne" on, October 9, 1909, marked a new and helpful attitude in University Hall. Lowell had building plans.

I cannot remember why, but I do remember that occasionally we had meetings and ....Lowell was with us.

Speaking of President Lowell, the first time that I met him was while President Eliot was still at the helm. I had not known Mr. Lowell, but somebody told me that he was rich and generous. So, I called on him and begged for money. He immediately promised $5,000 (or is it $8,000). Then we fell to talking. He had even then the idea of Freshmen Dormitories I am quite sure. That was surprise to me; for I had thought in terms of the Oxford Cambridge Colleges. But we both
The Forbes Story of the Harvard Riverside Associates

agreed that we ought to have the land. [Sidebar 23]

[The new Trustees made arrangements to convey part of their holdings to Harvard on January 5, 1911. This first trench covered the property from Mill Street east to west from Boylston Street (now J.F. Kennedy Street) to De Wolf Street and south to the River. This is the current northern boundary of Lowell House. This portion of the Trustees' holdings provided the land upon which President Lowell could build his long sought after Freshmen Dormitories.]

[By deed in 1912, the Trustees turned the remainder of their holdings to the College and this property included the land upon which Lowell house was built.] [Sidebar 24-25]

Cambridge, MA
February 20, 2002

Dr. Charles U. Lowe ’42
CharlesULowe@aol.com

The following photographs are Courtesy of the Cambridge Historical Commission:

[5] Cambridge Planning Board Collection, Cambridge Historical Commission
[6] Cambridge Historical Commission
[10] Cambridge Historical Commission
[14] Cambridge Historical Commission
[15] Cambridge Historical Commission

The following photographs are courtesy of Harvard University Archives:

[1], [7], [13], [16]

The following photographs are courtesy of the Cambridge Historical Society:

[2], [3], [9], [12], [13], [19], [20], [21], [22], [24], [25]
How did the Russian bells get to Lowell House?

Charles U. Lowe

For almost three quarters of a century seventeen bells from the Danilov Monastery in Moscow have hung in the tower of Lowell House at Harvard. The story of the bells and how they made their way to Harvard is a tale that weaves through three continents, four national capitals, and numerous troves of documents. Following the trail is made needlessly difficult because snippets of information lacking a pedigree circulate as fact merely because of iteration. On stage are Charles Richard Crane, a man of affairs, Thomas Whittemore, archeologist and historian, and A. Lawrence Lowell, an educator, scion of an ancient Boston Brahmin family, who was blessed with determination turning at times to stubbornness, and the intellect, as well as the strength of character needed to dominate and lead Harvard University.

Only in a fable would the lives of three such different men intersect. That story would then go on to tell that they had made common cause to hang Russian monastery bells in the tower of Lowell House. In real life each was a busy professional, and the episode of the bells a mere staccato event and hardly remarked. But the bells are prominent in the history of Lowell House. They help form the image and even the character of the House, and accordingly a search into their origin seems justified. Till now, we have had only a casual chronicle which records that Charles Crane purchased the bells of the Danilov Monastery in Moscow, used Thomas Whittemore as his agent in that transaction, and then gave the bells to Harvard. That tale while true, fails in its simplicity to acknowledge a story considerably more complex and skirts the key question of how this all came to pass. A more complete story probably begins in 1916 in Boston where funds were being sought to help desperate refugees, victims of a Russian army retreating eastward across Galicia, and it ends fifteen years later on Holyoke Street in Cambridge where the masterpiece of architect Charles Allerton Coolidge is under construction. By reviewing the careers of Crane and of Whittemore we could hope to learn the reason these men sought the bells, and by searching archives we expect to find out why the bells came to Harvard.

Charles Crane, industrialist, humanitarian and diplomat, was, at the turn of the century, a respected political figure in the United States. By 1904, he had established himself as a widely traveled and knowledgeable specialist in Middle Eastern and Russian affairs. President Taft hoped to appoint him his minister to China (1909) but the Chairman of the Senate Committee on Foreign Relations disagreed. As early as 1900, Crane had become involved in urban and national politics. He was, in 1912, the largest single supporter of the Wilson campaign for the presidency. Early in his second term (April 2, 1917) Wilson had severed relations with Germany but not yet declared war, and hoped that the Russian Provisional Government under Kerensky, would maintain the Eastern front and give the United States time to arm. For that purpose he formed in May of that year the Special Diplomatic Mission to Russia headed by Elihu Root and asked Crane, who was already in Petrograd (St. Petersburg), to serve on the Committee. By August, it was clear that the mission was futile and accordingly the Committee was dissolved.

At Versailles Crane was at the side of President Wilson and following the Peace Conference, Crane served on the “Inter-Allied Commission on Mandates in Turkey,” a committee charged with deciding the fate of Palestine. Early in 1920, Wilson appointed Crane the US minister to China. With the election of Harding the following year, Crane resigned his post and in 1921 began his trek home from Peiping (Beijing) across Asia to Paris. Traveling in two railroad cars he had purchased and furnished, he was accompanied by his son John and Donald M. Brodie, who later became his office manager in New York. Their route across Manchuria passed through Harbin where he chanced to meet up with his friend Thomas Whittemore who was assisting a population of Russian refugees. From Harbin, Crane headed toward Moscow. In his trip diary Crane commented on the mysterious and compelling sounds of Russian bells that he heard as he entered the Russian city of Rostov. This memory stayed with him for the rest of his life. Crane visited Russia many times, the first when he was just 19 years of age, and he had a profound feeling for Russian culture, Russian bells, and the Russian Orthodox Church. He maintained friendships in Russia even after the fall of the Tsarist government and when possible, sent funds to friends surreptitiously, frequently through the agency of Thomas Whittemore.

Thomas Whittemore, Tufts College ’94 and Harvard Graduate School, ’98 was a peripatetic archeologist, and a student
of Byzantine art. A friend of his had written: “Whittemore is never in a place; he was, he will be, he comes from and is going to but never will be here.” A professor of history at Tufts University, he also taught at Columbia University and at New York University. By some reports he was a man of independent though modest means and was certainly a member of that brotherhood of adventurous archeologists that peopled the first quarter of the 20th century. He seemed to acquire access wherever he moved and attracted the friendship of the wealthy as well as of statesmen, artists and writers. On the other hand his reputation as a scholar was indifferent, an assessment believed by his admirers to be in large measure a reflection of his reclusive tendency, and to those less friendly he had an air of worldliness and even superficiality in his work. During the first weeks of World War I he found himself in France apparently near the front lines and was able to bring succor to French families stranded by the war. It is reported that in the French port cities of Calais and Boulogne he came upon wounded soldiers waiting for transport across the Channel. They were cold and hungry and Whittemore managed to bring them “tea and biscuits.” In 1915 he was in Galicia, a section of Eastern Europe with indeterminate boundaries, covering parts of Poland as well as the Ukraine, Hungary and Austria. Battles had seared the countryside and a retreating Russian army commanded by Archduke Nicholas practiced a scorched earth campaign, leaving little food or shelter for the indigenous population. Whittemore was there with the hope of alleviating suffering. He cabled to America to raise money and in 1916 returned to America and solicited funds on the lecture circuit where he spoke to the desperate plight of the refugees in Galicia.

Having been successful in gaining resources, he headed back to Europe through Russia. Although the allies had placed an embargo on all goods destined for Russia, Whittemore was able to enter via Japan and then Siberia. With him he had “60 cases of provisions and thousands of dollars.” He arrived in Petrograd two days before the Russian revolution broke out on March 14, 1917, and witnessed the carnage of these first days. On March 17 he wrote to Crane with details of what he had seen.

In the fall of 1921, he was in Harbin, and then an exit city for terrified White Russian refugees, who, fearing for their lives, fled Soviet Russia. Bereft of clothing, money and food, they congregated in Harbin hoping to reach a safe harbor. As recorded in Crane’s memoirs, Whittemore was there and had found a way to help. He commandeered a railroad car, filled it with milk and chocolate, which he then proceeded to distribute to hungry children. In 1921, with support from Crane, Whittemore had founded “The Committee for the Education of Russian Youth in Exile in Europe,” a program to assist White Russian émigrés. The Committee survived until 1930. In that year (1930), he founded the Byzantine Institute with offices in Boston, Istanbul and Paris with funds from Crane, as well as from a carefully chosen group of wealthy Americans. Among this group was Seth Gano, (Harvard ’08) a Boston based businessman, who managed Whittemore’s affairs during his many trips abroad. In 1930, Gano assumed the role of intermediary between Whittemore and Harvard during the process of securing the bells and he was to be, along with Boris Ermoloff, a Russian expatriate, an executor of Whittemore’s estate. Ermolov in later years became the librarian of the Byzantine Institute in Paris.

In between his many acts of mercy, Whittemore participated in archeological digs in Egypt, the Balkans and the Near East. The year 1931 witnessed his crowning achievement. He gained permission from Mustafa Kemal Attaturk, the Turkish dictator, to close the Great Church, (Hagia Sophia) and the Chora Monastery in Constantinople and let him work in them. There he uncovered and consolidated mosaics dating from the 6th century when Justinian built the great church. They were obscured and covered with plaster and lime. A friend to Harvard, he donated his priceless assembly of Byzantine coins and medals to the Fogg Museum, a gift Harvard acknowledged by making him a non-salaried curator of the collection. Whittemore’s professional commitment was to the art of Byzantium but his emotional allegiance was to Russian culture, the Orthodox Church and Russian intellectuals trapped in the Soviet state. From their first meeting till the death of Crane in 1939, Whittemore apparently enjoyed the romantic nature of the clandestine help these two men gave to Russian nationals. Crane had the cash and Whittemore the daring do.

It is unclear from the available documents when Crane and Whittemore met for the first time. Certainly it was before March 1917, when Whittemore in Petrograd wrote a rather formal letter to Crane describing events he had witnessed at the beginning of the Russian revolution. He addressed Crane as “Mr. Crane” whereas in later letters his salutation is more informal and he uses terms of affection. It is most likely that they met in Boston at some time during 1916, when Whittemore had returned to America to raise money for refugees in Galicia.

What Crane, Whittemore and Lowell had in common were bells. Crane and Whittemore, steeped in Russian culture and religion, were anxious to preserve both, and Russian bells, religious and cultural icons, were surely
appropriate candidates. Though hardly interested in preserving Tsarist artifacts, President Lowell, as reported in Time magazine in 1931, had a deep interest in bells and bell casting and was familiar with the literature on campanology, a knowledge that did not, however, include Russian bells. He is said to have had among his books the primer “De Tintinnabulis” by the 16th century Bell-Master, Hieronymus Magius.

The story of the bells of the Danilov Monastery picks up in 1927. In February, Whittemore had written to Crane, “I am secretly trying to go to Russia” and in May Whittemore, now in Paris, sends a cable to Crane in New York: “Just arrived from Athos, find waiting for me extraordinary opportunity [Stop] go Russia [Stop] advantageous denouement of our work [Stop] could Friendship Fund make it possible for me to go [Stop] please reply Bankers Trust Paris.” (Figure 1) The Friendship Fund seems to have been a resource established by Crane from which cash could be withdrawn to support a number of ventures. These frequently involved Whittemore. Crane had supported a monastery at Mt. Athos and for two years during the Great War assured that the monks had food.

We don’t know whether Whittemore got to Russia in the summer of 1927 but on June 26, 1928, a year later, matters seemed to have firmed up, for Whittemore sends another cable from Paris to Crane saying: “Go Russia July first to get bells.” (Figure 2) And then, two days later, he asks for “one thousand [dollars] for bells,” “credit Barings London.” (Figure 3) Which bells? Did Crane know before Whittemore set off for Russia that the bells of the Danilov Monastery were available? It is logical to speculate that the “extraordinary opportunity” referred to in the 1927 cable was the availability of the Danilov bells and furthermore a fair conjecture that Crane and Whittemore had discussed “the bells” when Whittemore was a guest in the Crane home during the winter of 1928. On February 28, 1928 Crane had written to his son, John, “Hope Whittemore can get into Russia.” He was doubtful because of Whittemore’s continued, overt as well as clandestine support for the White Russians both inside and outside of Russia.
How did the Russian bells get to Lowell House?

Figure 2

WESTERN UNION CABLEGRAM

Received at 
18 EAST 46th ST., N.Y.

MA31 CABLE=PARIS 36
LCD CHARLES CRANE = 92 Fane
FIFTH AVENUE NEW YORK

UNUSUAL FACILITIES GO RUSSIA JULY FIRST ONE MONTH TO GET BELLS AND MATERIALS FOR LECTURES CAN FRIENDSHIP FUND MAKE IT POSSIBLE BARINGS & BISHOPSATE LONDON AFFECTIONATELY GREETINGS BOTH WHITEMORE.

Figure 2

FRENCH TELEGRAPH CABLE COMPANY

The following MESSAGE is received via FRENCH TELEGRAPH CABLE subject to the terms and conditions printed on the back hereof, which are ratified and agreed to.

LC en Crane 525 FIFTH Ave NY
WITH GREAT CARE FIVE HUNDRED FOR JOURNEY ONE THOUSAND FOR FRIENDS
IF YOU WISH AND ONE THOUSAND FOR BELLS CREDIT BARINGS LONDON PLEASE WIRE FINAL INSTRUCTIONS WHITEMEADOW PARIS 52 AFFECTIONATELY GRATEFULL

WHITEMORE
Probably Whittemore did get to Moscow the summer of 1928. The evidence is indirect though tantalizing. In early July, on his own account at Barings Bank London he made a substantial draft to Thomas Cook, a travel agent in Paris. In late July, Barings Bank sent a cable to him in Berlin where one might guess that he was enroute to Russia. The archivist of Barings Bank recently offered the following opinion: “It was in fact unlikely that Whittemore [in 1928] would have paid [for the bells] with a check or bankers draft in Russia since it would not have been [at that time] accepted by a Russian bank . . . the transaction would have been in some other currency [neither dollars nor pounds] for example gold.” Did Whittemore or Crane have access to gold?

There is no record I can find that either Crane or Whittemore ever asked President Lowell, or anyone else, whether Harvard would accept “the bells.” It comes as a surprise, therefore, that at some time in December 1929, Harvard has knowledge of the gift, either accepted or proposed. President Lowell seeks advice about “Russian bells” through A. T. Davison, of the Harvard Department of Music. This generated several responses, for example from Serge Koussevitsky among others. (Figure 4)
Late in December (1929) the architect orders the contractor now building Lowell House to stop construction on the clock tower. Nevertheless the architect’s plans of early January continue to show a clock tower. On January 22, new building plans emerge and now show the steel girders to be placed in what has been reconfigured as a bell tower, “the bell deck to support a load of about 35 tons.” There is an undated slip of paper among the Lowell papers in the Harvard Archives with a cryptic message, perhaps written by Lowell’s secretary, “Mr. Whittemore’s message – 67, 727 pounds – He will be in Boston Thursday, and again the 26th and the 27th.” In Lowell’s distinctive cursive there is noted a single word at the top of the page, “Carillon.” The number on the document in pounds is 33.8 tons, obviously the aggregate weight of the bells. At the end of January 1930, Whittemore is given an architectural drawing of the space available in the proposed bell tower and he takes off to Russia in order to measure the bells and determine whether they will fit in the tower. He tells Crane by letter (January 30, 1930) that “if the bells will not fit in the tower, Harvard has agreed to provide another tower,” a promise of doubtful validity, but probably a necessary reassurance since in all probability Crane now owns the bells.

By late February 1930 President Lowell knows that the zvon (the Russian term for an aggregate of church bells) will entail 18 bells. But only in June 1930, five months later, Whittemore, now in Moscow, sends a letter to Gano in Boston for forwarding to President Lowell, saying, “I have bought the bells.” Are these the same bells he identified in his cable to Crane in June 1928? Did Lowell redesign the tower before the bells had been bought? Did Crane buy the bells before he had a place to hang them?

In June or July 1930, Whittemore now in Moscow hires a Russian architect to design machinery for lowering the bells from the campanile. At the request of Crane, Whittemore engages Konstantin Konstantinovitch Saradjev, a well known campanologist (not a monk as several histories of the bells incorrectly maintain) who is to certify that the bells are intact after their descent to the ground, and if they are, to accompany the bells to America. Saradjev gets an exit permit from Russia, which is contingent upon obtaining an entry visa from the United States. This presents a significant stumbling block since in 1930 there is no American Embassy in Russia. This restriction frustrates Whittemore as well as Lowell. Whittemore (August 6) suggests that in order to obtain a visa for Saradjev he be admitted to Harvard as a “music student” but Francis Hunnewell, Secretary to the Harvard Corporation, being privy to this correspondence, advises against such action. He points out “it might get us into difficulties with the immigration authorities and imperil the admission of other foreign students.” He is particularly concerned because Saradjev would be entering the United States as a Russian national.

Lowell seeks intervention by the Assistant Secretary of State, William Castle, at one time Lowell’s Dean of Students at Harvard, and whom Lowell addresses as merely “Dear Castle.” By letter, Lowell asks Castle to help get Saradjev into the United States and to request that the German embassy in Moscow issue a transit visa. Lowell, obviously wishing to let Gano know that he (Lowell) is on top of matters, sends to him a copy of the letter to Castle with an attached memorandum. Castle is indignant, scolds Lowell, and says that the Department of State never instructs foreign embassies. Although Lowell has initialed the memorandum forwarding the letter to Gano he nevertheless assures Castle that the letter was sent from his office without his knowledge, as he was out of town. Crane now learning of the problem with visas intervenes and dispatches his office manager, Brodie, to press this cause at the State Department in Washington. Brodie returns to New York empty handed. Having failed to generate any action by Castle, Lowell in the meanwhile is forced to deal with Whittemore in Moscow through Seth Gano. Finally, three weeks into August, and the bells presumably in transit, Lowell, impatient, cables directly to the German Embassy in Moscow and the American Consulate in Hamburg (Figure 5), and thereby Saradjev obtains a transit visa through Germany and an entry visa to America but too late for him to accompany the bells on their voyage to the United States.
Figure 5

Harvard University will appreciate your giving a six months visa to Constantine Saragiev, Russian bell expert, accompanying choice of bells from Russia to the University at Cambridge, Massachusetts, and necessary for their installation.

A. Lawrence Lowell
President.

German Consul General
Moscow.

Harvard University will appreciate your giving a six months visa to Constantine Saragiev, a Russian bell ringer, of Moscow to accompany a set of bells to the University at Cambridge, Massachusetts. Reference Epslin antiquarian
26 Tverskia, Moscow.

A. Lawrence Lowell
President.
How did the Russian bells get to Lowell House?

Whittemore has also engaged the services of “Epstein,” an antiquarian at 26 Tevestia St., Moscow, to ship the bells, which leave Moscow overland to Leningrad and then Hamburg for an ocean trip at some time after the 20th of July 1930. (Figure 6) The port of entry is uncertain, either New York or Boston. Meanwhile, Crane writes to Harvard that he will pay any duty at the port. Notwithstanding, as early as February 1930, six months earlier, Lowell begins to seek duty free entry into the United States. He variously claims that there are 33 bells in the zvon, the number required to escape duty, or antique bells since “all Russian bells are antique” (antiques also escape duty). In addition, he has also been busy trying to arrange intervention through his senator (Frederick H. Gillett) and congressman (Frederick W. Dallinger) to permit the bells to enter the United States duty-free. Dallinger promises to help by inserting an appropriate clause in pending tariff legislation. This he proves unable to accomplish. Although only some of the bells qualify as “antique,” Harvard certainly paid no duty, but whether or not duty was exacted I have been unable to determine.

In the fall of 1930, students are now living in Lowell House, and the tower is incomplete, awaiting the arrival of the bells. The first shipment of 12 bells arrives at Lowell House on October 12, with the remaining six arriving shortly thereafter. To mark the occasion, a news release from Harvard Information Office reads as follows: “A carillon of twenty three bells purchased, for Harvard College, and intended to hang in the tower of Lowell House, reached Cambridge this morning. They are a set of Russian bells of bronze, 25 tons in weight. It is hoped that they may be put in place about February 20th.” What happened to five bells? Were they lost in transit? Probably, simply an error made by the Information Office. Saradjev now in residence, is supposed to instruct the contractor on the method of hanging Russian bells, which are stationary; and are tolled, by swinging the clapper. Who pays for Saradjev’s travel?

The architect appears to have obtained his first comprehensive information on the dimensions and weight of each bell only after the bells arrived at Lowell House. The first architectural drawing is dated October 22, 1930. On this plan there are two lists. One labeled, “Our List” comprising 18 bells and a second list labeled “Bellringer’s List” comprising 34 bells (the number could also be 32 or 33 depending on how the notation is interpreted), 18 of which are also on “Our List.” Only 18 bells arrived, 17 placed in the Lowell House tower and the 18th sent to the business school. The fact that the drawing contains two lists invites speculation. The “Bellringer” is of course Saradjev. He arrived later than the bells, perhaps around October 22. His list represents the number of bells in the bell tower at the Monastery, 18 of which were “sold” to Whittemore, and are on “Our List.” In January 1930, when Whittemore received the revised architectural plan for the bell tower, he wrote to Crane saying he was taking it to Russia to measure the bells and determine whether they would fit in the space allotted by the architects. There probably were 34 bells in the Monastery tower and Whittemore chose a selection of 18 that would fit in the Lowell House bell tower. And that is the number shipped to Cambridge. This would also explain why President Lowell in early February thought his zvon
How did the Russian bells get to Lowell House?

would consist of 32 bells. Four months after arrival at Cambridge and $250,000 later the bells are hung and tolled for the first time on February 22, 1931.

I can find no record that Harvard was ever formally or informally offered a gift of the bells or accepted the bells. Yet President Lowell certainly expected to get the zvon as early as December 1929 even if at that time he knew neither how many bells were coming or the foundering dates. There seems to be no record at Harvard or in the Crane archives of the transaction by which Whittemore acquired the bells. Did money change hands? If so, who got it? Was the transaction a proper government arrangement or was there someone with dirty hands? There seems no reason to hide the transaction since certainly by 1929 and perhaps a year or two earlier, the Soviet government formally “approved that the most reasonable resolution for liquidation of unique bells is to export them abroad and sell them.” Obviously it would have been impossible to take down the bells without government consent. In a recent interview Blochin Alexander Nikolaevich, currently Executive Manager of the Monastery said that the Monastery has no record of a transaction involving the bells. Considering the circumstances in Russia at the time, it would have been surprising if the Monastery had been involved in what we can assume was a government approved transaction. It has not been possible to learn whether Whittemore ever got $1000 from Crane. It is reasonable to assume, however, that Whittemore bought the bells from the government. How much he paid and in what currency remains unknown.

Harvard maintains an inventory of all property, and although the list is considered to be both extensive and comprehensive, it makes no mention of Russian bells. Since the bells don’t “exist” the Office of the General Counsel can have no document attesting to ownership. A memorandum from the General Counsel of Harvard dated July 29, 1985 states “It was practice during this time [1929] for the Corporation to accept gifts and provide commentary when there were unusual conditions or uses attached.” The minutes of the Corporation 1927-1931 list innumerable gifts both large and small, and though a gift of 18 Russian bells would certainly qualify as unusual, there is no mention of such a gift. The Annual Report of the President often listed gifts. There is no record of a gift of Russian bells in the reports of 1928-31 nor is there such a record in the minutes of the meetings of the Overseers.

Were there two sets of bells, one bought in 1928 and one in 1930? This seems highly unlikely for among the Crane typescript papers is a handwritten note to the effect that “Crane gave Russian bells to Harvard in 1931” and there is no reference in his papers to any other gift of bells. This note appears to have been written by an executor of the estate since Crane had all of his memories typed before he died. There is no record in the archives of Barings Bank, London of an account in Crane’s name or that of the Committee for the Education of Russian Youth in Exile. Nor is there a record in the bank of any transaction by which Whittemore got $1000 in June-July, 1928. Notwithstanding, is it possible that Whittemore somehow acquired the bells in June 1928 at the time he asked Crane for the $1000, and then allowed them to remain in the campanile until July 1930. This would have been a risky decision in 1928 because of the precarious state of church and monastery property. If Crane owned the bells in July 1928, and being a prudent man, he would probably have tried to get the bells out of Russia promptly.
How did the Russian bells get to Lowell House?

A note on Russian bells. By the decree of June 30, 1918 ringing of bells was prohibited and considered counterrevolutionary probably because of their religious symbolism, and “revolutionary tribunals” tried guilty parties. Four years later removal of bells from isolated churches and monasteries had begun and some were melted for “industrial purposes.” In 1929 the Soviet encouraged selling church bells to foreigners to raise cash. At that time it was estimated that the weight of all the bells in the USSR was 2 million tons. Only in 1929 did bell melting begin on a large scale, and in the year 1934 a total of 190,000 tons was melted. One can assume that the bells of the Danilov Monastery were at risk, but there is no reason to believe that they were immediately threatened. What Whittemore learned in 1927 was in all probability the knowledge that Russian bells from churches and monasteries could be bought. Being a man of taste and discretion, he chose to acquire an important zvon, bells belonging to a monastery with tremendous cultural importance and religious significance. It has been asserted, incorrectly, that Crane was in Russia in 1928, saw the Danilov bells on the ground and took steps to rescue them. That legend has no basis in fact.

Another note, this one on the mosaics of Hagia Sophia. How did Whittemore know where in the church to look for the lost mosaics? It appears that he learned of the work of the Fossati brothers, architects and engineers, from Bellinzona in the Swiss Ticine. Hired in 1847 by Sultan Abdul Medjid to clean and restore Hagia Sophia, they came upon the first mosaic by chance while cleaning plaster from a wall. The Sultan, dazzled by the golden cubes in the mosaic, ordered removal of plaster from all the ancient mosaics. When cleaning was complete, the Sultan realized that the human figures in all the mosaics conflicted with Muslim customs, and ordered that the mosaics again be covered with plaster. Before complying, Fossati made drawings and watercolors of the mosaics. Some of these paintings were published as lithographs in London in 1852 and the originals remained in the Fossati archives in the Bellinzona archives. Whittemore probably visited the Ballinzana archives and obtained enough information to formulate a successful work plan. What he found in Istanbul was mosaics covered with plaster and lime, and what he left was the Justinian mosaics largely in their original splendor.

Why did Crane give the bells to Harvard? He was not a Harvard graduate. (Crane did get an honorary degree from
How did the Russian bells get to Lowell House?

Harvard in 1921). Among the Lowell letters, there is no correspondence with Crane until after the bells were in Cambridge. Four months before Whittemore writes, “I have bought the bells” and on April 30, 1930, while Lowell House was being built, Crane, in the company of President Lowell, looked approvingly at the site where the bells would be hung. In the Crane archives there is no correspondence relating to the bells of the Danilov Monastery until April 1930.

On January 15, 1929 Julian Lowell Coolidge was appointed Master of a House later called Lowell House. Between that day and the date when students first occupied the House, Coolidge participated in all aspects of building the House and there are innumerable items of correspondence between him and President Lowell and between him and the architect, yet among all those documents I have been unable to find any referring to the bells with Coolidge’s name on it. Why was Lowell so secretive?

In favor of the purchase in June 1928 rather than June 1930, is the fact that in January 1930, Harvard altered the plans for the Lowell house tower to accommodate the bells. This is five months before the Whittemore letter to Gano in June 1930 saying, “I have bought the bells.” The text of that letter could be misleading for it did not say, “I have just bought the bells.” If bought in June 1928, Crane could not have obtained the bells with the intention of placing them in Lowell House since the money for the Houses came only five months later, after the first meeting between President Lowell and Harkness on October 24, 1928. There were neither Houses nor plans for houses in June 1928. Which meant that Crane had to peddle the bells after he bought them. Under these circumstances, why is there no correspondence about the bells as he sought a place to hang them outside Russia? He was not the sort of man to get on the phone and call friends. He wrote letters.

Though we learn much about the bells, in the end we are defeated. The secret of the bells remains intact. We know neither the transaction by which the bells were acquired or how they came to reside in a bell tower in Cambridge.

When Whittemore died in 1950, by his will, he left correspondence to the Byzantine Institute in Paris, the organization he had established in 1930. His letters apparently were moved several times and ended up in the Byzantine Bibliothèque (part of the Bibliothèque Nationale) in Paris, where Ermolov, the surviving executor of the will, worked until his death in 1985. Scrutiny of these letters should have helped unscramble this riddle. A recent search for them has proven futile. They have simply disappeared. His diaries went to Dumbarton Oaks in Washington, now a part of Harvard University by virtue of a gift, but they contain only professional materials, no letters.

An Internet search identified a grandson of Seth Gano living in the Gano summer home in Maine. He informed me that he had an extensive correspondence between Gano and Whittemore, which he would share. For reasons as yet unexplained, further correspondence was not possible.

P.S. A manuscript in Russian without a date or author begins in translation as follows: “In 1930, two Americans turned up at the door step of Konstantin Solomonovich with an offer for his son, Mr. Saradjev, to travel to the United States. They promised to purchase bells in the Soviet Union and then transport them to America where a bell tower was being constructed at Harvard.” Could the two men have been Crane and Whittemore? Attractive as that idea seems, it is manifestly untrue since we know during the period 1927-1930 Whittemore was communicating with Crane in New York by cable. In this same document, the American visa for Saradjev is reported to have read as follows: “Citizen of a country which is not recognized by the United States of America is hereby permitted to temporarily enter the country for a period of 12 months in the capacity of a bell expert.” The remainder of the text makes little sense to me, but seems to be an excerpt from a biography of Saradjev. This manuscript was mailed to me as an attachment to e-mail by my correspondent in Moscow. I have been unable to reestablish contact with him.

Cambridge, MA
January 8, 2004

Charles U. Lowe ’42
CharlesULowe@aol.com

Sources
How did the Russian bells get to Lowell House?

Harvard University Archives
Harvard University Information Office
Fogg Museum
Harvard Office of Planning and Real Estate
Lowell House Scrap Books and “Bell Ringers” archives
Office of General Counsel, Harvard University
Charles Richard Crane Papers, Bakhmeteff Archive of Russian and East European History and Culture, Rare Book & Manuscript Library, Columbia University, New York
Shepley, Bulfinch, Architects, Boston
Boston Public Library
Harvard Crimson Archives
Margaret Picher, Biographer of Charles Crane, Boulder CO
Vladimir Korzh, Member “Eurocarillon,” Moscow
Moira Lovegrove, Archivist staff, INGBarings, London
Catherine Piganiol, Conservateur-en-Chef, Bibliothèque Byzantine (Fond Thomas Whittemore), Paris
Tufts University Archives
National Archives, Washington DC, Boston Harbor & New York Harbor
John Burnett, Executive Manager, Blagovest Russian Church Bells
Rockefeller Archives Center, Pocantino Hills, NY, Thomas Rosenbaum
Georgetown University
Dumbarton Oaks, Washington DC
Time Magazine, March 9, 1931
The Lowell House Belles of Charles Crane, Wm. J. Carter, Yankeetown, FL
William L. MacDonald, Historian, Byzantine art; Biographer of Thomas Whittemore
Mosaics of Hagia Sophia, Istanbul, Natalia B. Terteriatnikov
Dumbarton Oaks Research Library Collection, 1998

Illustrations:

Figures 1, 2, 3, & 6
From the Charles Richard Crane Papers, Bakhmeteff Archive of Russian and East European History and Culture, Rare Book & Manuscript Library, Columbia University, New York, NY.

Figures 4, 5, & 7
From the Harvard University Archives, Harvard University, Cambridge, MA.
Copies of letters, cables and memoranda recently found, increase our understanding of the events between the years 1929 and 1931, the period during which the bells of the Danilov Monastery were sought, acquired, shipped to Cambridge and hung in the bell tower of Lowell House. Though these documents help eliminate many of the inaccuracies perpetuated by printed versions of this history and correct much of the oral tradition, mysteries remain. It is now possible to confirm some of what was speculation in the report posted on the Lowell House web site on January 8, 2004, and correct an error. “Epstein” was not an independent antiquarian hired by Whittemore. Rather, he was an employee of the Soviet Union Combine for Export and Import of Antiquaries and Art Goods (known as “Antiquariat”), assigned to facilitate the purchase and disposition of the bells of the Danilov Monastery. The text, which follows, should be read as a continuation of the 2004 history of the Lowell House bells.

On May 29, 1930, Thomas Whittemore stopped in Berlin on his way to Moscow. Once there he sent a cable (Figure 1) on June 8, to “ONAGS,” the wire address of Seth Gano, the man who managed Whittemore’s personal affairs. Whittemore instructed Gano to “Ask University transfer by cable $10,000 to Guaranty Trust Co New York.” The meaning of the remainder of the cable is unclear. Who or what is CEBLUDER ARONS? Did Whittemore have two accounts, one in New York and one in Berlin? What is clear is the imperative: Whittemore wanted access to $10,000 from Crane. In this cable, Whittemore used Crane’s pseudonym “University” as in all cable traffic originating in Russia lest the Russian government discover that Crane was involved in the transactions for the bells. Indeed, Crane was able to remain anonymous until March 9, 1931 when Time magazine broke the story, and put Crane’s picture on the cover.

Six days after requesting funds from Crane (June 14th), Whittemore concluded an agreement with “Samuell,”
Vice-Chairman of the Board of Directors of Antiquariait, to purchase the bells. (Figures 2 & 3) Three days later Whittemore wrote to Crane: “I have bought the bells in the great Gate House of the Danilovsky Monastery in Moscow. You remember, it is a famous “zvon”, although of the XIX century. I have examined them with an expert and find them in perfect condition.” He continues, “I shall wait perhaps a fortnight to see the bells taken down before I leave Russia.” He addresses Crane as “Dearest friend” and closes the letter: “love.”
The bill of sale for the bells is available in both Russian and English. In both versions the cost of the bells is denominated in dollars and Whittemore presumably made the down payment in that currency from a dollar draft in Berlin.

The presumption that Whittemore paid in dollars is based on the observation that the price of the bells on the bill of sale is not rounded. It must have been calculated from the selling price of the bells in rubles and the dollar exchange rate. There was no need to post a price in dollars if payment was expected in some other currency. In addition the
How did the Russian bells get to Lowell House? (Continued)

down payment is exactly $7,000. In correspondence several years ago, the archivist of Barings Brothers Bank, London, said that in 1930, since Russia had no dollar trade, the Soviets would find payments in greenbacks unacceptable, let alone a personal check denominated in dollars. Nevertheless, the evidence seems clear that Whittemore paid in dollars. In addition, at the time the bells were shipped to Cambridge, substantial costs remained on the books. These were eventually paid by Whittemore, again in dollars, to Amtorg Trading Corporation, the organization that had shipped the bells from Moscow and incidentally translated the Russian bill of sale into English. In this instance he paid from his bank in Boston, using an account frequently replenished by Crane.

Whittemore appears to have remained in Moscow only “a fortnight.” On July 29th, it was Epstein not Whittemore, who sent a cable to Gano advising, “Bells Lifted.” The bells began their trip to Cambridge on August 11th. Whittemore informed Gano by a letter written from Paris on July 18th, on the shipping plan for the bells – overland to Leningrad and Hamburg, then by sea to Boston. He added, “I expect to be in Boston when they arrive.” His expectations for Saradjev, the bell ringer he had hired, were unqualified. He noted that, “As a musician, he is the greatest master in bell ringing in Russia to-day.”

On September 25, 1930, eighteen bells arrived at the port of New York, (not Boston, as Whittemore had written), on the “Chickesaw” and reached Cambridge by rail and road in two shipments. (Figure 4) Seven bells arrived on October 6 and the remaining bells a few days later. Not long afterwards, it became obvious that the third largest bell was not part of the same register as the other 17. A Mr. Andronoff, who had been a bell ringer at the Donilov Monastery and later assisted in hanging the bells, informed Gano that only 17 of the bells had hung together in Monastery. How did Whittemore make a 4974-pound mistake? (The odd bell now hangs in a tower at the Harvard Business School.) Although it was expected that he be at Lowell House when the bells arrived, Whittemore was off to Addis Ababa for the coronation of Haile Selassie. It has been said that while there, he met up with Graham Greene, the British author, who, in a novel he was then writing, created a caricature of Whittemore.
Although Crane had agreed to pay all duty and shipping costs, Harvard aggressively argued for the lowest possible duty. (Figure 5) The negotiations were stalled as Harvard awaited word from Epstein on the age of the bells (late 19th century) and their value ($13,966.75). The English translation of the Bill of Sale became available only on November 12th. The bells would enter the country duty free, as antiques, if they were more than a century old. Otherwise, the duty would be calculated at 20% of value if they constituted a carillon, at 40% if they were considered musical instruments and at 50% if they were new bells. Harvard’s Purchasing Agent, William Morse, having been convinced that the bells did not qualify as antiques persuaded the customs inspector to admit the bells as a carillon rather than a musical instrument, not withstanding that a carillon required a minimum of 23 bells. This concession saved Crane a grand total of $2445.10.
steel, lead, copper, brass -- -- -- or other metal -- -- -- 45% ad valorem

It is impossible to purchase five more bells as you have suggested as there is an unfortunate and perhaps unfair ruling of the Treasury Department that each entry must stand on its own feet, be classified accordingly and cannot be considered as a part of some other entry.

---

10/25/30

Mr. Seth Gano

So far as assessment of duty is concerned Mr. Cuffe must assess 45% duty on such portion of the bells as are less than 100 years old but he will make every effort to make the appraisal low. This appraisal brings up the following points:

1. Apportionment of duty must be made on a basis of weight. There are Treasury rulings to this effect. We tried to take the position that our 18 bells were a musical instrument and that as the loss of any one bell would ruin the set, each bell was equally valuable and should be appraised as worth 1/18th of the total regardless of its weight, but this cannot be done.

2. We failed also in our claim that these bells were an antique musical instrument more than 100 years old. That parts of it were lost or broken and had been restored but that the instrument should still be classified as antique. Here also there have been decisions against us.

3. Mr. Cuffe showed us appraisals of English bells at a rate that would make ours worth $36,000.00. He expressed a willingness, however, to grade ours on a par with French or Belgian bells which have been appraised in 1925 at 48¢ per lb., and he is willing to bear in mind -

   a. That copper in 1925 was 22¢ to 26¢ per lb. and is now 16¢.

   b. That in 1870 to 1904 when our three biggest bells were made wages were much lower than they are now.

   c. He has taken note of the fact that there is no basis for the rumor that these bells cost $20,000.00 and lacking any definite invoice has noted the fact that the Donor has appropriated only $17,000.00 to date which so far as we know is expected not only to cover the original cost of these bells but also the duty, the erection charges and Sarajeff's expenses.

The matter has been left in abeyance until we are ready to move the bells. They are now stored at Harvard under our verbal agreement not to use them or move them until they have been cleared and released by the Custom House. This will be in about two weeks.

Now these bells according to the schedule enclosed, and which is not final but sufficiently accurate for estimating, weigh as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Weight</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>New bells</td>
<td>43,644 lbs</td>
<td>64%</td>
</tr>
<tr>
<td>Old bells</td>
<td>6,765 lbs</td>
<td>13%</td>
</tr>
<tr>
<td>Doubtful</td>
<td>1,242 lbs</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>51,651 lbs</td>
<td>100%</td>
</tr>
</tbody>
</table>
In November 1929, eight months before Whittemore concluded an agreement to purchase the bells, Charles Coolidge, the architect overseeing the building Lowell House, was instructed to stop construction of the clock tower and convert it into a bell tower instead. On January 30, 1930 Whittemore received a preliminary architectural drawing of the proposed bell tower, which he planned to take to Russia, and, as he wrote to Crane, “to determine whether the bells can be hung either together in the second story or separately in two stories.” Originally, Whittemore had expected to buy 23 bells; at some point the number became 18. In the same letter he noted: “The president [Lowell] feels that the crown of the building which bears his name and of the new University venture, will be the bells.”

Whittemore left the United States on February 7, 1930. On his way to Russia, he planned stops in London, Paris, Marseilles and Alexandria and left a mailing address in Cairo. From Santa Barbara, Crane, aware of the
impending trip to Russia sent a wire to Whittemore at the Cairo address, "I hope you can bring the bells back with you in your bag." Coolidge also hoped to reach Whittemore in Cairo to let him know: "I am going ahead and building the tower, leaving the space for the bells as large as is possible." Although there must have been some sort of commitment in Russia to sell the bells, the architect had very little knowledge of the dimensions of the zvon. By June, Wittemore returned to Paris before taking off to Moscow.

On February 3, 1930, before he sailed for Europe, Whittemore wrote to Coolidge, "I have made three successive visits to Russia in the last three years." During one of the three trips Whittemore must have secured a commitment to allow him to purchase the bells. From the evidence available, it seems most likely that the concession was obtained in the summer of 1928. In June of that year he had sent two cables to Crane, the first saying "Go Russia July first to get bells," and in the second he asked for "one thousand [dollars] for bells." No documents as yet available shed further light on the events in Moscow during the summer of 1928, two years before Whittemore actually purchased the bells. If Crane sent the $1,000 Whittemore had requested, perhaps that was the "sweetener" he used to contract for the bells. It is strange that the bill of sale says: "Cost of the bells as per agreement of 6/14/30." Perhaps the "agreement" refers only to the cost of the bells and indeed, the commitment to sell was made as early as the summer of 1928.

On April 17, 1930, Crane was in Cambridge and President Lowell showed him the steel skeleton of the Lowell House tower where he planned to hang the bells. How could Crane or Lowell for that matter, have been so confident that despite the unsettled conditions in the Soviet Union, Whittemore would successfully acquire and then dispatch the bells to Cambridge in the summer of 1930?

One sympathizes with President Lowell for what must have been his anxiety during the 12 months from November 1929 through November 1930, the critical period in the "Bells" scenario. He was committed to a bell tower a year before the bells were bought. He appears to have been the only person at Harvard overseeing the acquisition, shipment and installation of the bells. At the same time, he must have been intensely occupied with construction of the first two houses, Lowell and Dunster, acquiring land for the third, Eliot, and making plans for the remaining four Houses. Forced to use Gano as his intermediary, he had to "chase" Whittemore around the world: Paris, London, Moscow, New York, Cairo, Alexandria, Djibouti and Addis Ababa, as well as on the high seas and on the Red Sea. To make matters even more complex, it is obvious from the cable traffic and letters that Whittemore had at least four or five balls in the air at once. In addition to masterminding the acquisition of the bells, he was "negotiating with Halil Bey for a concession to clean the mosaics In Sancta [Hagia] Sophia," and, at the same time, he was seeking a lectureship on Russian art from the Lowell Institute, and assembling an exhibit of Russian antiquities for the Boston Museum of Fine Arts, all while raising money for his several overseas projects, managing his Byzantine Institute in Paris and Boston, and directing the Committee for the Education of Russian Youth in Exile in Paris, Berlin and Belgrade.

Lowell had to contact Crane through his New York office manager, Donald Brodie. Sometimes Crane was at his home in Santa Barbara, sometimes at Woods Hole, and sometimes in New York. At one point Crane was in China, at another time in Cairo and then again visiting Abdul Aziz Saud (soon to become the first monarch of Arabia). At the same time Lowell had to secure German and American visas to enable Saradjiev to come to the United States in October, find lodging for him in a Russian home in Cambridge, and in December obtain a transit visa through Poland in order to send him back to Moscow. Before proceeding with this decision, he had to locate both Crane and Whittemore and get their approval, and get Gano to send a cable in French to Saradjiev pere, advising him of the return of his son. Then he had to find a new bell ringer, deal with importation of the bells as well as run a large university. He seems to have handled all of this with remarkable sang-froid.

A final thought. Crane sent a cable to Lowell from Cairo requesting that the first official ringing of the bells take place on Easter Sunday, April 5, 1931. (Easter carries special significance in the Russian Orthodox Church.) Neither Crane, nor his son John was able to attend the event. The bells were tolled on schedule but proved to be if not a disaster, at least a major disappointment. Gano who was in attendance wrote to Whittemore: "As a protection against too much ‘noise’ President Lowell had ordered the tongues of the large bells muffled in leather so they sounded like an alarm clock which had been wrapped in a handkerchief." Brodie was present to represent the family. He wrote to Gano:

"The matter of the leather mufflers is rather embarrassing and will have to be worked out by the Harvard authorities and President Lowell in some way." Things must have changed significantly by July 18th when Crane drove to Lowell House from his home in Woods Hole. Accompanied by his own bell ringer, Crane came to inspect and listen to the bells. He commented on the occasion in a letter to his son John: "The bells are magnificent, installation is beautifully and perfectly done...it is possible that this little installation may be the last and almost sole morsel left in the world of the beautiful Russian culture."
Cambridge, MA
April 9, 2005

Charles U. Lowe ’42, Archivist of Lowell House
charlesulowe@aol.com
Tara Zend ’82, Editor

Sources

Rare Book and Manuscript Library, Columbia University
Crane Archives
Whittemore Archives
Committee for the Education of Russian Youth in Exile, Archives

Harvard University Archives
Lowell Archives
Margaret Picher, Historian
Bibliothèque National de France
Bibliothèque Byzantine
REPORT

OF THE

Harvard Student Council
Committee on Education

Reprinted from

THE HARVARD ADVOCATE
FOR APRIL 1926
SECTION III — SUBDIVISION INTO COLLEGES

It has already been pointed out that in order to realize the democratic ideal in Harvard education, the first necessity is to obtain the proper equality and balance in the selection of candidates for admission. It has also been indicated that the Freshman Halls and the general Freshman system tend to break down provincialism and prejudice and to promote a common understanding between the diverse elements in the class. The question now arises of how best to continue in Sophomore, Junior, and Senior years, the spirit of friendship and free intercourse between students for which the foundations have been laid in Freshman year.

In the old days before Harvard grew to such mammoth proportions, eating in commons brought students together. It was fashionable at that time to dine in Memorial Hall, and in consequence all students in the College shared the opportunity of healthy social intercourse and a stimulating interchange of ideas. But in time, the club system grew up and the clubs opened their own dining rooms. Memorial Hall ceased to be fashionable. Moreover, the College faced about and headed toward the river, so that Memorial Hall was left on the edge of things, and the old system was doomed.

The passing of the custom to dine in commons has brought a great change in undergraduate life. The instinct is deeply rooted in human nature to want to belong to a small, select group. Quite naturally and quite properly the clubs became centers of small groups of students sharing kindred interests. A small minority of upper-classmen thus have their social needs satisfied through the club system. But for the great majority there is no common rallying ground. The classifications, Sophomore, Junior, Senior, are purely nominal so far as bringing about class unity is concerned. Common residence in one of the upper-class dormitories is purely a matter of chance, and since these dormitories have no dining halls or common rooms, they have no communal life. Greetings between students in the class-room are usually casual and little likely to stimulate friendships. And altogether, the number of upper-classmen is so great that it cannot be expected that so large a
group can be welded into a social unit. For a large number of Harvard students, the absence of any communal life is a very distressing distraction from the pleasures and privileges of a college education. Many a student goes through his three years as an upper-classman hardly extending his circle of acquaintances beyond those he formed in his Freshman year.

The defects of the present system, even for the man who has his club, tend to defeat almost equally one of the prime essentials of education, namely, that one acquire as broad a knowledge of human nature as possible. It is quite right that the clubs exist, and it is natural that they should draw together men of kindred interests. This is an excellent feature of college life, as all will admit. But, when there is no effective center of gravity larger than the club to draw men of different interests together, there is great danger that the clubs will tend to mold men into types, to stamp out individuality, and to promote a certain smugness based upon the axiom that, "difference from me is the measure of absurdity." To recognize that there is this danger inherent in the club system, does not imply that the club system should be condemned. What it does imply is that, in order to maintain the proper balance, which is one of the objects of education, the centripetal force which draws like and like together in a club, should be counterpoised by a centrifugal force which should insure that unlikes also meet and know each other. Certainly one of the most stimulating experiences which the college should promote is the opportunity to make the acquaintance of men who are not duplicates of ourselves.

If Harvard were a small college, this problem would solve itself. The college would be an effective unit. But Harvard is so large it is not a unit at all. It is obvious that this constitutes one of the very real problems of Harvard education, and the committee, after considering the matter thoroughly, is convinced that the ultimate solution is to divide the upper-classmen transversely into permanent groups for purposes of residence; or, in other words, to subdivide Harvard College into colleges. There is nothing startlingly new in this suggestion. It has often been discussed, and several college presidents have voiced the opinion that such a plan seems to offer the best remedy for many of the difficulties of the large American college. The idea is a very attractive one, and the more the committee has studied it, the greater seem its possibilities and benefits for Harvard. The greatest attractiveness of the idea consists in this: that it would give Harvard students certain advantages which they do not have at present without interfering with any of the benefits and privileges they now enjoy.

A typical college would consist of about 250 to 300 students—Sophomores, Juniors, and Seniors—whose interests should represent a fair cross-section of undergraduate life. They would live together in a group of adjacent dormitories. Each college would have its own common room and dining hall centrally located with reference to the dormitories. Instead of class deans for upper-classmen, each college would have its own resident dean who should be both the academic and social head of the college. A few tutors and a resident faculty member besides the dean should also have rooms in each college. It is not to be thought that students would be forced by this plan
to choose their room-mates and intimate friends by the cast of a die. It should be the business of the dean in making up the personnel of the college to see that no single type or class of students was admitted in undue proportion. Though the general balance should be maintained, there is no reason why individual students should not choose congenial room-mates or why congenial groups should not lodge together in entries, just as they now do. The real center of the college would be the dining hall and the common room. These features would be a daily means of bringing together diversified groups, not only diversified according to classes, but also according to interests. It would take away the horror and grimness of present eating conditions at Harvard. The dining hall would become an instrument of culture, as it ought to be. The athlete, the Phi Beta Kappa man, the clubman, the non-clubman, would have an opportunity to know one another, and a better atmosphere would prevail among undergraduates.

It is important to note that subdivision into colleges would not interfere with the club system. The clubs would continue to function just as they have in the past. They would continue to draw together men of kindred interests, and would cut across colleges, just as they now cut across dormitories. The only problem that comes up in connection with the club system, is the eating problem. Many of the clubs serve only luncheons or dinners, and some of them are now operating their dining rooms at a deficit. It would probably be a great convenience to all students to be able to take breakfast in the college commons. And as far as luncheons and dinners are concerned, the committee believes that some satisfactory agreement could be reached whereby the clubs would serve meals on stated days of the week, and on the other days the club members would eat in college commons.

Subdivision into colleges would not interfere in the least with the present academic system. The lecture system and the tutorial system would function just as they now do. Men from different colleges would attend the same classes, just as men from different dormitories do at present. The colleges would be purely residential arrangements for improving the social side of education and promoting better understanding between diverse groups of students.

Finally, the founding of separate colleges within the College would provide the best possible means of realizing the ideal of athletics for all. Athletics must form an integral part of every sane educational program, since exercise is necessary to both bodily and mental health. But athletics will never be established upon a sound basis until participation becomes general. Since each sub-college would be a distinct unit, intra-mural athletics would be given a substantial raison d'être which it now lacks. It would likewise improve Varsity athletics, since the Varsity teams would probably be chosen on a basis of general intra-mural competition.

The idea of dividing Harvard College into small colleges may at first blush sound more like an idyllic dream than a practical possibility. If one will take the time to consider the plan, however, it will be found that it is fundamentally sound and quite capable of being realized. It would seem best to start by founding one college, and let the idea spread by a process of slow growth and adaptation in the same way the tutorial system
has been introduced. One can consider, for example, that the group of dormitories comprising Thayer, Holworthy, Stoughton, Hollis, Lionel, and Mower Halls might form the nucleus of the first college. The first floor of Hollis might be converted into a large hall, as it was in the old days, to serve as the common room of the college. Moreover, since it is going to be necessary to build new lecture halls, Harvard Hall might be released from lecture duty and be remodelled to revert to its original function as the college dining hall.

The remaining college buildings also fall into natural groups which in time could be converted into separate colleges on the same general plan. In the south end of the Yard are Massachusetts, Strauss, Matthews, Grays, and Weld, which fall into a natural unit. Strauss is already providing for a common room in its construction. The Mt. Auburn Street dormitory section would allow for two colleges. Then in addition, it would probably be necessary to build up new units: one possibly in the block bounded by Massachusetts Avenue and Holyoke, Mt. Auburn, and Dunster Streets; and the other across the river to the east of the proposed De Wolf Street Bridge. It should not be a difficult matter to raise the necessary money for these new units. It would be hard to devise a better investment, and certainly there could be no surer way of perpetuating one's memory than by building a sub-college in Harvard College, and affixing one's name to it.

The question naturally arises of how best to make the selection of students to comprise the first college. It has been suggested that the first college be composed of men who had won academic honors, and who, therefore, might be thought worthy of preference. The committee has considered this suggestion and has concluded that such a plan would start the new order upon the wrong basis. It would be a great mistake, it is thought, if the execution of the plan should result in the founding of a Phi Beta Kappa College, and an Athletic College, and a Social College, etc. This would defeat one of the primary benefits of the arrangement which should be to bring together men of different interests. The committee is of the opinion that, by the time the first college could be made ready for occupancy, the idea would have taken sufficient hold upon students' imagination to make it possible to select a representative group of students of varied interests, and thus start the first college according to the plan which the others should follow, namely to secure in each, as nearly as possible, a cross-section of undergraduate life.

It will be noted that the proposed plan is intended to apply only to Sophomores, Juniors, and Seniors. It seems essential to the success of the plan that the Freshman year remain as it now is, a year of general acclimatization. Without some preliminary intermingling of the various elements to break down prejudices and provincialisms the main purpose of the sub-college idea would be defeated. There would be too great a tendency for Western men to band together and form a Western College, or for men from certain schools to do likewise, and thus to take away from Harvard its cosmopolitan atmosphere which spells death to provincialism, bigotry, prejudice, and narrow thinking.
Students’ Committee on Education
Harvard College
1926-1927

E. C. Aswell ’26, Chairman
J. L. Carroll, Jr. ‘26
G. W. Cottrell, Jr. ‘26
C. F. Darlington ‘26
Walter D. Edmonds, Jr. ‘26
Henry M. Hart, Jr. ‘26
C. T. Lane ‘26
William I. Nichols ‘26
Stanley deJ. Osborne ‘26
Cecil I. Wylde ‘27
HARVARD ALUMNI BULLETIN

THE HOUSE PLAN AND A STUDENT COUNCIL REPORT OF 1926

THE GRADUATE SCHOOL OF ENGINEERING AT HARVARD

December 9, 1932

PUBLISHED FOR THE HARVARD ALUMNI ASSOCIATION BY THE
HARVARD BULLETIN, INC., CAMBRIDGE, MASS.
The House Plan and the Student Report of 1926
A Footnote to Harvard History


In the spring of 1926, the Student Council published a report of its Committee on Education which recommended, among other things, that Harvard College be divided, for social and residential purposes, into several smaller units. This was the first time that the educational experiment which has since become known as the House Plan was publicly advanced for serious consideration by any group or body officially connected with the University. Some two years later Mr. Edward S. Harkness made his generous initial offer to Harvard for the erection of the first unit. It was promptly accepted, and the House Plan was launched. Subsequent gifts by Mr. Harkness, even more munificent than the first, led to the complete transformation of the College within a surprisingly brief period, so that, by the autumn of 1931, six Houses and all but one building of the seventh were ready to receive the upperclassmen at the opening of the new term.

Today, it is common knowledge that the House Plan had been taking form in President Lowell's mind since the beginning of his administration, and that he had long cherished it as the final step in his program of educational reforms. This consummation was foreshadowed in his inaugural address. Referring to the steadily increasing enrollment, and calling attention to the fact that "college life has shown a marked tendency to disintegrate, both intellectually and socially," he went on to outline his objective. "The task before us," he said, "is to frame a system which, without sacrificing individual variation too much, or neglecting the pursuit of different scholarly interests, shall produce an intellectual and social cohesion, at least among large groups of students, and points of contact among them all." The requirements for concentration and distribution, the tutors, the general examinations, have all become integral parts of this new system; and now that President Lowell's administration can be surveyed in its entirety, it is apparent that the House Plan is the capstone of the structure which, in 1909, he set himself to build.

As late as 1926, however, there were probably not many, even among the officers of the University, to whom President Lowell had confided the full scope of his program; not many who realized that the climax was yet to come, and that the moment for it was at hand. And if his hopes for the House Plan were little known within the University, they were not so much as dreamed of outside. Consequently, when the Student Council report appeared, we undergraduates who had written it were extravagantly praised, in private by prominent alumni and in public by editorial writers for the newspapers, as bright young men who had dared to come forward with an original and revolutionary idea.

Revolutionary the House Plan must indeed have seemed to those who failed to understand it in its proper relation to the long series of changes which had gradually been evolved at Harvard under President Lowell's guidance. Original it was not in any sense. For some time, students had been keenly aware of the disadvantages under which they labored in the overgrown, amorphous Harvard of that day, and if they chanced to look at Oxford or Cambridge, they saw in those universities a genuine solution to the problem of num-
in 1926, when a committee of ten undergraduates "in cooperation with the Faculty" recommended it to the Student Council.

Those familiar with the policies of Harvard administration never for a moment doubted that the House Plan was carefully implanted into the undergraduate committee minds by the administration. The University authorities forthwith proceeded to "consider the recommendations of the undergraduate body."

The method of having the plan come forth as an undergraduate proposal in the face of certain opposition from some Harvard men with the stubborn defense that the old order needed no changing was shown when a referendum conducted by the Crimson showed the undergraduate body favoring rejection of the plan by a sizeable majority, although the Faculty voted, 186 to 132, in favor.

Like all pretty theories, this one does two things: it fits the known facts, and it lends to them a new meaning—in this instance, a rather sinister meaning. There is only one thing wrong with it; it is not true.

The story of how our committee happened to undertake its study of Harvard education, and, more specifically, of how we came to include a recommendation of the House Plan in our report, has never been told. The myth which has grown up about it indicates that the time has come to place the facts upon the record, where they may stand with the report itself as a footnote to one of the most important chapters in the history of Harvard.

The idea of conducting a study of the Harvard system from the point of view of students—the beneficiaries of its virtues, the victims of its defects—was born in the sanctum of the Crimson. There was nothing uncanny about that. Anyone who cares to look up the issues of the Crimson during the years immediately preceding the formation of our committee will find upon the
editorial page daily evidence that all of us who were editors of the paper at that time were tremendously interested in Harvard's educational problems. And why not? It was a striking characteristic of the College at that period, when the tutorial system was still on trial and was only beginning to show measurable benefits, that the students were enthusiastic about it and eager to have it succeed—more eager, I am sure, than were some members of the Faculty—and this in spite of the fact that they had to work harder under the new dispensation than under the old. I believe most students felt about it very much as did the Crimson editors: that they were participating in an epoch-making experiment, and that it was in part their responsibility to see that it did not fail.

Early in the College year 1925-26, the president and the editorial chairman of the Crimson (William I. Nichols and I) were appointed* to the Student Council. Both of us regarded the event as a challenge to action, for we had criticized the Council as a "moribund institution." On the morning of the day set for the first meeting of the full Council, the Crimson came out with a two-column editorial which contained the following suggestion:

The Crimson is convinced that the aim of a college should be to produce, not scholars merely, but complete men in every sense of the term, men prepared for lives of active leadership in the world . . . College Faculties and college students have, in the past, worked at cross purposes. . . . If the students, through their official spokesmen, the Student Council, can aid by presenting their point of view, that body should meet the issue by appointing a capable group of undergraduates to study the problem and make definite suggestions.

The editorial went on to outline several topics which might be included in such a study.

At the meeting of the Council that evening, the proposal to set up a Committee on Education was put in the form of a motion, was carried, and I was named chairman, with authority to appoint nine other students to serve with me. Those appointed were William I. Nichols, Henry M. Hart (another Crimson editor), Walter D. Edmonds, Charles F. Darlington, Chester T. Lane, Stanley deJ. Osborne, James Laurence Carroll, George W. Cotrell, all of the class of 1926, and Cecil L. Wyde of the class of 1927. The committee met frequently during the next five months, discussing in detail every subject covered in the report.

I do not recall when the idea of the House Plan was first introduced, nor which of us introduced it. I do remember that it came up rather early in our proceedings and that we found it a fascinating subject for speculation; most of us, however, thought it too visionary a proposal for so practical a report as ours was to be. That we did discuss it was as natural as that the present generation of undergraduates should wonder aloud among themselves about the identity of Harvard's next president. The question was in the air, and had been for a long time. That we eventually gave the matter more serious thought, and finally urged the adoption of the House Plan, was the result of a casual contact with a Harvard graduate who is now an Overseer, but who at that time had no connection with the University.

Believing that it might be helpful to us to learn what other educators thought of the Harvard system, and particularly what defects they saw in it, I wrote letters to a number of college presidents and to the headmasters of all the leading preparatory schools in the East. Most of these letters evoked courteous but noncommittal replies, but one of them was attended by good fortune and brought Mr. Frederick Winsor, headmaster of Middlesex School, in to see me. He called at the office of the Crimson, and we talked together for several hours.

Mr. Winsor thought that Harvard College had grown too large and unwieldy, and that it was imperative to split it up.
HARVARD ALUMNI BULLETIN 295

by vertical division, into parts small enough to foster greater social unity and more gracious living. He pointed out that the idea was not Utopian; that a modest beginning could be made by adapting the Freshman Halls and the other existing dormitories to the new purpose. His enthusiasm was contagious, and from that moment the House Plan took a central place in the thinking of the undergraduate committee. We spent weeks working out the details of the plan before we were ready to incorporate it in our report.

While we were engaged in drafting the report, we wondered what the University authorities would think of the suggestion to subdivide the College. We did not have a single clue to indicate what their reaction would be, but we assumed, somehow, that they would oppose the plan. By this time our enthusiasm for it was so great that we resolved to leave nothing undone that might aid us in presenting an effective case. If we could learn upon what grounds the administration would rest its objections, we should be forearmed and could turn the force of our argument in that direction. We decided, therefore, to sound out the administration in advance, and, after the drafting of the report was completed, we asked President Lowell if he would meet the committee and discuss its findings before they were published. This he gladly consented to do.

The ten undergraduates were received by President Lowell in the Faculty Room of University Hall. There, seated about one of the long tables, we read him the entire report from the typed manuscript. When we came to the section which dealt with the House Plan, President Lowell rose from his chair and began pacing the floor, his hands behind him, his head bent forward in thought. Back and forth he paced as the reading continued, and the air was electric with high tension. When the topic had been covered, President Lowell paused, looked up with a merry twinkle in his eye, and said, "You know, that is exactly what we have been working toward ever since we made the first beginning with the tutorial system."

For some minutes he talked of the House Plan and of the hopes he had for it. The main outlines of our proposal were identical with his, but there were differences in detail. For example, we had suggested that the freshmen be taken directly into the Houses; he thought this a mistake, and gave his reasons, which are now well known. We were convinced that he was right on this point, and revised our draft accordingly.* For the rest, the committee concluded to let its recommendations stand just as they were, and in that slightly amended form the report was published shortly afterwards.

This account, complete in its particulars, explains how the Student Council report came to be written, and I should like to indicate three things about it.

First, it shows conclusively that the idea of the House Plan was not "implanted into the undergraduate committee minds by the administration."

Second, it makes proper acknowledgment to Mr. Frederick Winsor for his vital contribution. Perhaps some mention of him should have been included in the report itself, but it was overlooked. The ideas contained in that document were garnered from here, there, and everywhere—plucked from the very air; by thinking inten-

*In the course of time, each House will undoubtedly take on a character and color of its own. This seems to me as desirable as it is inevitable. When that has been brought about, it will not then be necessary for a student to live in Cambridge a year before he can make up his mind which House he wants to be affiliated with. Just as the candidate for Oxford knows in advance that he intends to be, say, a Balliol man, so the future candidate for admission to Harvard will know that he wants to identify himself with Lowell House, or Adams, or Eliot. When that time comes, the freshmen will surely be welcomed into the Houses. Meanwhile, it is hastening development to exclude them, for, after a year's residence, much is learned about what kind of men they are, and the Masters in making their selection of the incoming sophomores, cannot help—consciously or unconsciously—setting a pattern which in the end will stamp its character upon each House. I am well aware that there is a conflict of opinion on this question. In the Student Council report we expressed the prevailing view that every unit should be a cross section of the College. This now seems to me an academic notion. If it is true, as I believe, that it is in the nature of things for the Houses to become sharply differentiated, each from the others, the practical problem is to determine the principles upon which their divergence shall proceed—in other words, whether their growth toward individuality shall be directed and controlled or left to chance.
sively about them, we had made them our own. In retrospect, however, it is clear that without the stimulus which Mr. Win­
sor supplied we should not have brought ourselves to the point of championing the House Plan.

Finally, the very fact that ten students were able to arrive independently at the thought which had been maturing in Pres­
ident Lowell’s mind during two decades seems to me striking evidence of the unity and coherence of his educational philosophy and program. In 1926 the new system which he had foreshadowed in his inaug­
ural address was functioning, but the ma­
chine lacked one important cog. Was it so strange, after all, that a group of under­
graduates who had undertaken a study of the system as an organic whole should have seized upon the House Plan as the logical and inevitable part that was needed to com­
plete it?
The basis of ranking is the number of courses, usually four, which the student is required to take. In case a student takes more courses than are required, the highest grades to the number required will be used.

The minimum requirements for the groups on the four course basis are:

I. Highest Distinction. 3½ A’s and ½ B. (These men are first group scholars.)
II. High distinction. 1½ A’s and 2½ B’s (Second group scholars)
III. Distinction. 3½ B’s and ½ C.
IV. High Pass. 1½ B’s and 2½ C’s.
V. Pass. 3½ C’s and ½ D.
VI. Low Pass. Men ineligible for a higher group, who met the requirements in courses for promotion.

(See letter dated August 26, 1930)
The Crimson, etc.

Dear Sir,

It will perhaps be of interest to reveal the *arcana imperii*\(^1\) in accordance with which the selections for Lowell were made. As Professor Mason\(^2\) said at the Freshman meeting on Wednesday, two theories were propounded – the cross section policy and the standard of excellence. To these might be added a third, the rooms to be filled. All of these had to be considered from various angles – the cross section from those of geography, schools, fields of concentration and so forth; the standard from that of scholarship, athletics, activities, and the like, and the rooms from single or double, and price. The applications were of such quality as to make choice from any of these aspects extremely difficult and rejections were made only with great regret. While the greatest limitation on our choice was the price of rooms, a certain preference was given to those of better academic standing on the ground that if any standard of excellence was to be maintained, that was surely the most appropriate. But here outside activities and recommendations of tutors were considered in addition to the bare academic standing. With regard to applications expressing no preference, they were given as careful consideration as the others. As for second choices, there was, of course, a certain difficulty in that by the time Dunster House had finished with them, our selection had been made and to take any of them meant rejecting somebody else. Furthermore there was some natural hesitancy in taking applications which had chosen the other House and been refused by it. Nevertheless, because such refusal was often for no more weighty reason that the impossibility of finding rooms and because we felt that it would be unfortunate for a sentiment to grow up that if a man failed to get the House of first choice he was thereby barred from any other, these applications were also examined for possibilities. Such, then, were some of the difficulties and factors determining the selection and we can only hope that the results are commensurate to the effort which all the tutors put into it and that those whom we were unable to accept will not feel in any way discriminated against.

---

1. *Arcana imperii*, state secrets
2. Mason, Professor Edward S., Tutor and Professor in Economics
Certain facts did appear which will be of assistance to us in making later selections. Naturally the majority of applications were for cheaper rooms, and much as we regret the necessity of the scale of prices, the proportion of singles to doubles rests on a rather careful sounding out of undergraduate opinion made last year and now, of course, it cannot be altered. On the whole, while there was no lack of applications in any category, as far as the financial rule was applied, there was more opportunity in the upper divisions. This applies especially to group applications and it will be very helpful in the future if these spread over a range of prices rather than confining themselves to one. Another problem lay in applications for groups where it was impossible to accept all together. These we did not feel justified in breaking up and therefore had to reject. If in the future such groups would indicate whether or not they are willing to be accepted in part and if they would try to keep their numbers down, it will aid us materially.

Sincerely yours,

Mason Hammond
CONFIDENTIAL

November 3, 1925

Dear Mr. James,

Your report seems to me rather long for the purpose: but much of it, if condensed, would make a valuable public exposition of one aspect of the question. Meanwhile, however, another aspect, which we do not want to make public, has become important – a most vital question for the college today. Questions of race, with the associations and repulsions they produce, are delicate and disagreeable; but we do not solve them by ignoring them. Experience has shown that in a hotel or a college the presence of Jews in large numbers tends to drive Gentiles elsewhere. A few years ago many of us thought the proportion of Jews in Harvard College was reaching a dangerous point. It was then 21.7%. In the present Freshman class it is 27.1%, so far as we can ascertain. The measures adopted at the time of the previous inquiry to remedy the situation have produced no effect, either because they affected so small a number of candidates, or because they did not have the effect that was anticipated. To prevent a dangerous increase in the proportion of Jews, I know at present only one way which is at the same time straightforward and effective, and that is a selection by a personal estimate of character on the part of the admission authorities, based upon the probable value to the candidate, to the College and to the community of his admission. Now a selection of this kind can be carried out only in case the numbers are limited. If there is no limit, it is impossible to reject a candidate who passes the admission examinations without proof of defective character, which practically cannot be obtained. The only way to make a selection is to limit the numbers, accepting those who appear to be the best.

It seems to me that the Overseers must take one of three positions. They must either assume the responsibility for the increase in the percentage of Jews, or they must assume the responsibility of saying what should be done about it, or they must leave the administrative officers of the University free to deal with it.
In this latter case, a limitation of numbers is essential; nor could I, while responsible, consent to having that limitation imposed for a fixed number of years. It must be continued so long as there is need of it.

In regard to the question of dividing Harvard College into separate groups or colleges, it has been in my mind and that of others for the last twenty years, but until very recently it has not been ripe for discussion. Every change, however, that has been made in the College in the last fifteen years makes a good foundation for such a policy; and indeed, has been largely made with that idea in view. For two or three years now I have thought that opinion had sufficiently matured to make a step in that direction possible, and I have been looking for resources to begin. To carry out the matter would be very costly.

Would it not be better to have the meeting a little later, -perhaps the following week?

Very truly yours,

A. Lawrence Lowell

Henry James, Esq.
LOWELL HOUSE
1929-1930

Master
JULIAN LOWELL COOLIDGE, Professor and Tutor in Mathematics

Honorary Associates
THE PRESIDENT OF THE UNIVERSITY
EDWARD S. HARKNESS, ESQ.
THE DEAN OF THE FACULTY OF ARTS AND SCIENCES
THE DEAN OF HARVARD COLLEGE

Associates
ALFRED NORTH WHITEHEAD, Professor of Philosophy
EDWARD KENNARD RAND, Professor of Latin
ROGER BIGELOW MERRIMAN, Gurney Professor of History
ARCHIBALD THOMPSON DAVISON, Professor of Music
ROBERT PIERPONT BLAKE, Associate Professor of History
HARLOW SHAPLEY, Paine Professor of Practical Astronomy

Resident Tutors
MASON HAMMOND, Senior Tutor, Classics
HEINRICH WILHELM BRINKMANN, Mathematics
LLOYD LAPIE ROLLINS, Fine Arts
GEORGE ALLEN MORGAN, Philosophy
JOHN JACOB GLESSNER, English.
JAMES LATIMER McLANE, English

Non-Resident Tutors
KENNETH GRANT TREMAYNE WEBSTER, English
PHILIP PUTNAM CHASE, History
CHARLES HOLT TAYLOR, History
WILLIAM YANDELL ELLIOTT, Government
HALLOWELL DAVIS, Biology
FRANCIS OTTO MATTHIESSEN, History and Literature
CHARLES ROGER DONOHUE MILLER, Romance Languages
REDVERS OPIE, Economics
THEODORE JOHN KREPS, Economics
GEORGE PIERCE BAYER, Jr., Economics
Harkness, Allen, and Lowell
Guests of Honor at First
House Dinner

Coolidge Commences Series of Monday
Evening Dinners Without Calling for
Addresses

With Edward S. Harkness, Governor
Frank G Allen of Massachusetts, and
President Lowell present as guests of
honor, high table at Lowell House was
inaugurated last evening. In addition to
the undergraduate members of the
House, a large group of tutors and
associates was also present, bringing the
number of diners to approximately 250.

Enthusiasm of the undergraduate
residents of the house for the initial high
table was somewhat dampened due to
the prolonged wait that occurred before
the doors of the dining room were
thrown open, since the punctual Lowell
House residents who arrived promptly at
6:15 o’clock were forced to stand for
nearly three-quarters of an hour in the
concourse adjoining the dining hall
before gaining admittance.

On entering the room those who
expected any unusual sight were
disappointed, since the high table,
though set for dinner, had no occupants,
and the dining room presented the same
appearance that it has at all previous
meals. After a short pause while the
House remained standing waiting for
something to happen, the diners were
waved to their seats by Head Tutor
Mason Hammond ’25.

Half way through the soup course,
with the high table still vacant of
occupants, the dines were plunged into
sudden darkness when the lights, which
some few moments before had shown a
slight uncertainty, went out. This
apparently unforeseen failure of the
electricity coincided with the entrance of
President Lowell, who mounted the
platform, a lighted candle in either hand.
In another moment the lighting problem
had been solved and into the once more
gleaming dining room entered the
associates of the House, Professor
Coolidge, the guests of honor and in the
rear, the members of the undergraduate
committee. Dinner was then resumed,
and although once again the lights failed
throughout the building, as had been
previously announced by Professor
Coolidge, he refrained from giving any
explanation of the mystery.

At the close of the dinner, diners at the
high table rose in a body and left the
room, while many of the undergraduates
stood in the rear of the room, evidently
expecting speeches or some other rites to
conclude the occasion. Speeches and
ceremony of any kind, however,
evidently have no part in Professor
Coolidge’s plans for these gatherings,
and so in simple manner the first high
table gathering was brought to a
conclusion.

The Harvard Crimson, September 30,
1930

On October 11th, 1929, the Secretary of the New England Watch and Ward Society received work from New York indicating that the Dunster House Book Shop, Cambridge, had purchased five copies of a book entitled “Lady Chatterley’s Lover” and this book was alleged by our informer to be flagrantly obscene.

On October 15, acting on instructions from this office, John Slaymaker went to the Dunster House Book Shop with another investigator named Edward V. Fox. Mr. Slaymaker is a man, fifty seven years of age and was employed by the publishers of a textile trade weekly entitled :Fiber and Fabric:, doing business at 465 Main Street, Cambridge, Mass. for about fourteen years, ending in 1928. Before being employed by this Society he submitted splendid letters of recommendation from officials of that corporation. He was also personally recommended to the Secretary of this Society by a mutual acquaintance residing in Sharon where the Secretary’s home is.

Mr. Fox was formerly employed by the Federal Prohibition Administrator and was personally recommended to the Secretary by an official in that office directly under whom Mr. Fox worked.

When Mr. Slaymaker entered the book store on October 15th, late in the forenoon, the only person connected with the store with whom Mr. Slaymaker spoke was Joseph Sullivan the Clerk. Mr. Slaymaker told Mr. Sullivan that he had been doing business in that vicinity for an automobile protective association. This was true and Mr. Slaymaker has a bona fide commission to secure members for said organization. He then asked Mr. Sullivan if Mr. Sullivan had a car. Mr. Sullivan replied that he had not. Then after looking at a few books on the shelves Mr. Slaymaker said to Mr. Sullivan that there was a certain book he had for a long time desired to own and Mr. Sullivan asked what the title of the book was. Mr. Slaymaker replied, “Lady Chatterley’s Lover”. Mr. Sullivan immediately volunteered the statement that he did not carry the book in stock ad he considered it inadvisable to do so. He, However volunteered to get a copy if Mr. Slaymaker so desired. He said in reply to a question that the price would be $25.00. Not knowing whether we wanted to order the book under the circumstances, Mr. Slaymaker returned to the office and after Mr. Bodwell had conferred with Mr. Rorke, Mr. Bodwell instructed Mr. Slaymaker to go the next day and order the book.

Accordingly on October 16th Mr. Slaymaker went to the book store again. Mr. Fox accompanied him but did not enter the store this time. Mr. Slaymaker found Mr. Sullivan there and was talking to Mr. Sullivan about ordering the book when Mr. De Lacey came in from another room and asked Mr. Slaymaker what book he was looking for. Upon being told Mr. De Lacey then instructed Mr. Sullivan to take Mr. Slaymaker’s name and address and said that he, Mr. De Lacey, would try to get the book. It was arranged that a notice should be sent to Mr. Slaymaker’s address, 38 Riverside Drive,
Dedham, Mass. under the name John Taitt. Obviously if Mr. Slaymaker’s full name John Taitt Slaymaker were given it would be quite possible for Mr. De Lacey to ascertain that he had been talking with a Watch and Ward agent.

After making these two visits to the store on October 15th and October 16th neither Mr. Slaymaker, Mr. Fox, Mr. Bodwell, nor anybody connected with this Society had any communication by any means whatever with the Dunster House Book Shop, or anybody connected with it until October 29th and merely waited for the notice of the arrival of the book to come by mail. Not having received any notice up to October 29th Mr. Slaymaker telephoned to the store, merely inquiring whether the book was ready or not. A man claiming to be Mr. De Lacey answered the telephone and informed Mr. Slaymaker that the book was there. Mr. Slaymaker replied that he would come for the book the next day.

On the next day, October 30th at about 11:50 AM. Secretary Bodwell entered the Dunster House book Shop after having handed to Mr. Slaymaker a ten dollar and a five dollar bill to pay for “Lady Chatterley’s Lover”. Mr. Bodwell talked with Mr. De Lacey about second-hand encyclopedias. Mr. Bodwell witnesses the purchase of a book which was later delivered to Mr. Bodwell a short distance from the store and which proved to be “Lady Chatterley’s Lover”. Mr. Slaymaker had by the direction of Mr. Bodwell asked Mr. Sullivan whether it was an expurgated copy or not and Mr. Sullivan assured him that it was not.

In other words – as for our method, it was so simple that it can hardly be dignified by calling it a method. It was simply a statement to a bookseller that our man was interested in getting a certain book. He did not even have to ask that the book be secured for him because the book sellers voluntarily offered to get it.

On the witness stand Mr. De Lacey claimed to be unable to recall having previously had anything to do with handling copies of this book. He said that he would not know where to order one it he wanted it. He said that Mr. Slaymaker had repeatedly telephoned and pleaded for the book until finally Mr. De Lacey had yielded and told him that somebody might be along with a copy some time. He further testified that a little while later a certain man whose identity he could not recall, happened to come in with just that book, and remembering that Mr. Slaymaker wanted a copy, Mr. De Lacey paid the man $15.00 for the book as a favor to Mr. Slaymaker, a perfect stranger, and took the risk involved in violation of the Massachusetts statute carrying heavy penalties, without a cent of profit.

Until after sentences were imposed, nobody connected with the defense admitted having handled this book, but after the sentences Attorney R. C. Evarts for the defense said to Judge Arthur P Stone that if he wanted to know where some of the other five copies went – they went to members of the English Department of the University. Secretary Bodwell is, and was during the trial, in possession of a C.O.D. envelope showing that five copies pf “Lady Chatterley’s Lover” were delivered to the Dunster House Book Shop by the American Railway Express Company prior to August 27th, 1929, as the envelope in which $25.00 was returned to the Golden Hind Press, 500 Fifth
Avenue New York, was postmarked Boston, August 27ᵗʰ, 1929, 3 P.M., North Postal Station. Mr. Bodwell has further investigated this transaction in the records of the express company at 56 Albion Street, Boston and has seen on the records a receipt for the merchandise signed Dunster House Book Shop, J. A. De Lacey, August 26ᵗʰ, 1929. The receipt is No. 24633.

Before attempting to buy this book Secretary Bodwell took pains to inquire of Richard F. Fuller of the Board of Trade of Boston Book Merchants whether “Lady Chatterley’s Lover” was subject to the agreement between this Society and the Booksellers. Mr. Fuller assured Mr. Bodwell that because of the vile nature of this book the agreement did not apply to it and any time he found such a book being sold it was the duty of this Society to prosecute.

At the time of delivery of the book to Mr. Slaymaker Mr. Sullivan declined to give a receipt for the payment on the ground that under the circumstances it was inadvisable to do so. This indicates Mr. Sullivan’s knowledge that he was making an improper transaction.

In addition to the visits of Messrs. Slaymaker and Fox to the Dunster House Book Shop on October 15ᵗʰ and 16ᵗʰ (one visit on each day) the telephone call by Mr. Slaymaker on the 29ᵗʰ and the visits of Messrs. Slaymaker and Bodwell on the 30ᵗʰ nobody having any connection with the Society had any communication in any way with any person connected with the Dunster House Book Shop except when Mr. Slaymaker went in on some day after the purchase and ascertained Mr. Sullivan’s name in order to put it upon the complaint at the court house.

Signed:

Charles S. Bodwell

CSB:H
The gift of a panelled trophy case from Emanuel College in Cambridge, England, John Harvard's college, to Lowell House at Harvard University, is announced today by Julian L. Coolidge, Master of Lowell House.

The trophy case, which now stands in the Lowell House common room, is made from panelling which formed part of the book cases in the Emmanuel College library. The woodwork is approximately 200 years old, and was removed when the library was altered several years ago.

The gift, it is stated, is in recognition of the Harvard House Plan, which is similar in certain respects to the plan of education at Oxford and Cambridge Universities in England. A gift in similar spirit was recently made by Balliol College, Oxford, which presented two large silver platters to Harvard University, one of which is now in use at Eliot House, and the other at Lowell House.

Because of the fact that John Harvard was a student at Emanuel College, the link between this college and Harvard University has always been a strong one. One of the most important undergraduate honors at Harvard is the Lionel de Jersey Studentship, founded in honor of the only kinsman of John Harvard who attended Harvard College. A member of the class of 1915, he was killed shortly afterward in the World War. Under the terms of this scholarship, a graduate of Harvard College is sent to Emmanuel College for graduate study. The holder is always given rooms in the part of Emmanuel College built in 1633 when John Harvard was a resident of the college.
HIZZONER, THE MASTER OF LOWELL HOUSE

Goose-stepping as he walks, stubby of figure, he holds his head erect and back as if he expects a gift from heaven, and he takes in much territory with the familiar swing of his left arm as he saunters around Cambridge. He is bubbling of speech - too bubbling to control his "r’s"; he is breaker of precedent and maker of tradition. And that describes cool but amiable Julian Lowell Coolidge, the Master of Lowell House and professor of Mathematics at Harvard, straight-line descendant of the bluest of Massachusetts' bluebloods, and keeper of the tower bells. The man is Brahmin, the bells Russian.

In days gone by, it was not an unfamiliar sight to see Mr. Coolidge astride his ancient bicycle, pants gathered in as a petticoat, and a ready "heigh-ho" for any friend he might happen upon. These excursions are less frequent today. He walks fast and enjoys his walking so that neither speed nor pleasure is relinquished because the bike is left in one of the numerous Lowell House storage rooms. Until last year, Sandy, an airdale pup, was his almost constant companion on either the walking or cycling expeditions. Sandy could be seen waiting patiently on the steps of Widener almost any day until the time when his master would come striding through the library door. When they crossed the street together, the picturesque master held the dog on the curb like a policeman protecting a herd of pedestrians until the traffic had cleared, then with an all-encompassing sweep of his arm, he signaled the puppy on across the thoroughfare.

There is the well-known story of how he happened to become master of Lowell. At the time of the construction of the Houses there was quite a controversy as to who was to preside at Lowell and who at Dunster. As the story goes, President Lowell was walking with Mrs. Coolidge in the unlandscaped court of Lowell one day when they stopped and Mr. Lowell asked the lady which House she wanted. "This one!" was her instant reply. And so, her husband began at an early hour to lay tradition about the structure in thick layers. The high-table with the famous salt shaker, tuxedoes, distinguished guests in the form of governors, and nobility from the old country, presidents' sons and accomplished clerics, was the first tradition to set the College to
wondering. Not so long ago, he was heard to say that he was going to ask "the President and Jim Conant to come together to a high table." The Professor has often said that he delights in nothing more than to start a dinner without "the President," thus forcing the guest of honor to traipse in late and alone. At a high table dinner shortly after his inauguration, President Conant was referred to by Mr. Coolidge as "a nice fresh one."

The ringing of the bells that were shipped from Russia as a gift from Charles Crane has also become a tradition because there is probably no other set of bells in the world that gives off such untuneful tones. A recent order of the Corporation has made this ringing of the bells a weekly affair. (Someone has suggested that this may be a result of the fact that the Head Tutor's father is a member of the austere Corporation.) House coat-of-arms is another tradition that dates from Julian Coolidge.

His notes to incoming Lowell House members are fit for a museum collection. He is gracious in welcoming the new men, but he does not know how to typewrite. Part of the note is often beyond the bounds of the white sheet, but he seems to take it for granted that the men will read not so much between the lines, but beyond, the lines! Once a student recalled to him that he had assigned a certain room for his occupancy, and this brother of Archibald Cary Coolidge retorted "My letters are all lies by now."

To be a member of a course which he conducts is indeed enjoyable. This man knows mathematics as few men do, and he is a fair instructor of young men. The peculiarities of the man often furnish humor that makes his courses more or less a part of tradition in the Yard. One incident is particularly good to relate. As he was speaking about geometric forms one day, he was, as is his habit, swinging his gold watch about from the chain in a great circle. All of a sudden the watch sped off at a tangent and crashed against the wall, thence piece by piece to the floor. "And that, gentlemen," sighed Professor Coolidge, "is an example of a 'perfect puhwhabula'."

This man who seems to be a cross between an idealist and a happy-go-lucky boy stole the show at the dedication of the Memorial Church on Armistice Day two years ago. He was called
upon to read the First Lesson. Out of his pew he strode attired in khaki uniform and knee-high military spur boots, made a square turn, marched to the eagle-adorned pulpit, turned squarely, read the lesson in calm deliberate tones, squarely turned, goose-stepped to his pew -military turn - and sat down with a final click of his heels. Most of his tasks are taken in his stride in this manner so characteristic of him, calmly, deliberately, squarely.

In his capacity of Commander-in-Chief of the James A. Shannon Post, Massachusetts, Number 247, of the American Legion, he some time ago made this statement, so typical of him: “The Post is opposed to the prepayment of the adjusted compensation and to compensation and hospitalization for non-service connected disabilities.”

Always a peace-loving man even in his most belligerent moments, Professor Coolidge was recently revealed as a truly farsighted diplomat in the field of intercollegiate estrangments. For eight years the Harvard - Princeton athletic relations have been bitter as a result of the broken agreement in 1926. There have been no athletic engagements between the colleges. Recently these relations were mended, and the rivalry began again with a football game. Always anxious to help, the Master threw aside precedent and invited the Princeton team and coaches to dine with the Harvard squad in Lowell House after the game. Never before in the history of University athletics had such a move been made, but Mr. Coolidge took the chance; his offer was accepted by the Princeton authorities. He is now being hailed as a valuable asset to the H. A. A., because he suggested this olive branch feast in his dining hall.

It was recently called to attention at a high table gathering that the Master of Lowell House has been a pioneer in relationships between the House plan in Cambridge and the new Yale College plan. The Master of Pierson College at Yale attended the dinner and presented Lowell House with a beautifully bound guest-book, in return for a similar token of friendship given to Pierson last year by Mr. Coolidge. Mr. Coolidge has also arranged that men of his House may live and eat at Pierson College when visiting in New Haven, and Pierson men are likewise welcome in Lowell House. This again brings out the point that Mr. Coolidge is a truly splendid friend with the very best of intentions.

Not without his round of criticism has this man passed his way along the road of life in Cambridge. Being a member of the Watch and Ward Society for some years, he was the
constant point of fun-makers about town who placed the whole blame for the closing of the Old Howard upon his shoulders a few months ago even though the Master had resigned from the Society several months beforehand. The *Lampoon* has pictured him as a Ghandi in Cantabrigian form because of his remark that he would make provision for the "untouchables" (commuters) to have the advantage of the use of his House library. Outstanding in all this fun-poking is the salient fact that he smiles at most of it and says little. In a phrase, the Master can take it.

Mr. Coolidge is a family man. His wife is a gracious hostess and pours weekly teas for the members of the House. Each Sunday evening the Master gives a reading in his home for any of his friends or House members who might like to join his fireside. He may often be seen eating with Lowell House men, always leading the conversation along a high plane. He likes dances. It was he who tried to persuade the orchestra leader to stay with his band, at three o'clock in the morning, because everyone was having such a good time when the hour came to call a halt. The leader and his orchestra were worn out, much to the chagrin of the professor.

That is Julian Coolidge, part boy, a very human being, idealist. A good shot from the man is: "We expect every member of Lowell House to make the dean's list."
It is fitting tonight that I say something of Julian Coolidge, the first Master of this House. For most now in this room he is only a name for it is fourteen years since he laid down his office, two since illness kept him from coming back to the House at all. But his ideas and ideals affect our daily lives to a greater degree than we generally realize, and it is well to stop a moment to remember him. It was the fitting seal on his connection with the House when he was this morning borne from the Church by the House Committee.

This House meant more to Mr. Coolidge than anything else in his working life. I remember calling on him about ten years ago: he was up in the Wyman House recovering from a serious illness, and very pleased that his bed was so placed that he could see the Lowell House tower. He said that he was getting a lot of amusement out of looking at the tower and thinking about the House.

Now this is not the picture of an old, sick man reliving the memories of his better days. What Mr. Coolidge was enjoying was speculation about how we were meeting the problems of the war years, what problems we might expect in the years after the war; what we might plan to do about them. It was always so, when I went to see him in his retired years. We never sat and cut up old touches about the good old days: he wanted to know what went on now, and what would go on next.

So I do not speak of him sadly tonight. He would not want me to. Like all sensible men he knew that he would die one day: like not many men, he couldn’t have cared less. He lived each day to the full, and all he asked was to be doing a job. If he couldn’t be doing a job, he had to be doing something. You can get an idea of what he was from the portrait that hangs in the Library. It is a picture of a man about to stop sitting still – and the artist had his troubles keeping Mr. Coolidge still long enough to paint him.

I have many memories of that energy of his – some of them apparently inconsequential, yet so characteristic of the man. When he came down here as Master – he was three years older than I am now – he could not be easy until he had walked around the Master’s garden. Not much of a walk, you may say; but the point was that he wanted to walk around it on top of the brick wall. He did, too: got up one morning and went about it. Until very lately he could give an excellent physical account of himself. I shall not forget when he was sixty-seven and retired because he was too old to hold down the job, and I was twenty-seven years younger, a limber forty, skating up the river to
Brighton, and back with him. Mr. Coolidge, wearing a pair of old fashioned skates that clamped to regular walking boots, put no apparent effort into his skating; but try as I would he went away from me in a humiliating fashion.

It was this energy, this zest for living, that made him take the challenging, clearly onerous, and somewhat unpopular position of one of the first two Masters when he was fifty-six, an age at which most men begin to murmur about laying down the heavier part of the load.

It is surprising, a quarter century later, to recollect how unpopular the House idea then was. It was attacked as a stupid effort to dragoon Harvard into an Oxford model, to the ruin of Harvard’s individuality. Nor was Mr. Coolidge a popular appointment. He was known as a stimulating Math teacher, a capable scholar; but he was not one who had had much to do with students outside the class-room. His manners, on occasion, could be abrupt. There were those who said that here Mr. Lowell had made one of his rare mistakes in appointment. How wrong they were, time showed. I know that long association and close friendship must affect my opinion, but for all that, I think I am justified in saying that Mr. Coolidge was the best, though by no great margin, of that remarkable seven who became the first Masters.

He was the best because he had from the beginning a clear concept of what a House should be. No one else saw quite so clearly, so definitely.

What that concept was you know, because you live it. If you were to try to define it, you would find that your definition would not please the men at table with you, or those at the next table. That is the heart of the matter. What Mr. Coolidge worked for, and got, and what I have tried to keep, is a community that will mean many different things to many different people, yet have so much sense of entity that it remains a community. More than that I don’t know what to say. House spirit has always been our aim; but neither Mr. Coolidge nor I have ever seen it in terms of officially drummed up torch-light processions, riots, or dragooning of men to take part in house activities.

What Mr. Coolidge did do was institute a number of things that we take as part and parcel of the established order; but which he had to put through against vigorous criticism. The House reputation for scholarship is one of them. Scholarship was not highly regarded in that Harvard – one did not brag about it. Mr. Coolidge put lots of work
into making scholarship a point of pride – and I notice with some amusement that one of our fellow Houses is this year making its large proportion of Dean’s List men a prominent part of its come-on appeal to Freshmen. His ideas have gone beyond his own House.

High Table is another thing. You would not believe how bitterly that was attacked: Anglophile, snobbish, undemocratic – you can find it all in the Crimson files of the fall of 1930. Now Mr. Coolidge started High Table because he thought that the House should have an outward and visible symbol of its being. It would be good if the whole House sat down to dinner once a week – as in those less crowded days we could. The undergraduates opposed it actively, the tutors, and I was one, were passively opposed; but Mr. Coolidge, as he always did when he was sure that he was on the right track, went ahead, apparently unaware of opposition. When I came to succeed him, I discovered that I could make about any changes I liked; but not alter High Table. That had become part and parcel of Lowell House.

So now we come to High Table of a Monday, and we pass the salt, as Mr. Coolidge started us doing, and we have a garden party for seniors and their families on Baccalaureate Sunday, and we have the Senior Breakfast and March to the Yard on Commencement morning. These are customs that Mr. Coolidge initiated; they have come to be the warp and woof of our House life. Mr. Coolidge knew that a bit on ceremony, a bit of parade, insensibly remind people that they hold something in common – even though they can’t say what.

Behind all this was the quality that gave it meaning: character. When I say that Mr. Coolidge was one of the strongest characters that ever has been associated with Harvard, I know that I take in a lot of territory. I am perfectly pleased to take it in. He had. One thing that people learned from him, some of them the hard way, was that there can be no compromise between right and wrong. On that he stood. He liked unpopular courses no better than anyone does; but when he knew that a course was right, unpopularity didn’t even enter his field of contemplation. That is our heritage from him.

Elliott Perkins
March 8, 1954
PHOTOGRAPHS

June 1929 to June 1930
June 14, 1929. Steam Shovel, corner of Mill and Plympton Streets
July 3, 1929 Looking Northwest from Holyoke Place
July 31, 1929 Westerly site toward Owl Club from 81
August 29, 1929 from Gore Hall toward new gym.
October 1929 Builders Work House. Unit 1, Library side North, Holyoke Place
November 10, 1929  East Court from Gore Itall
January 26, 1930 Lowell House, Corner of Plympton and Mill Streets
June 2, 1930
Lowell House Tower under Construction
May 4, 1930 Tower and Tutor's Common Room