

## *The Preliminary Season*

Inasmuch as the purpose in putting down the information which follows is that of giving to those who succeed me in this work every possible advantage of the experience which I have gained, I am going to make the story of the preliminary season more of a summary than a diary. I have taken notes during the entire spring season with this in view, and what follows is a compact account of what was accomplished. It must be remembered, in going over this work, that what to a reader may seem to be a matter very easily accomplished and in a very short time, took, in reality, a much greater time. This is due chiefly to the fact that it is very difficult to get an enthusiastic response from the various coaches and players in the spring when the actual playing season is so far off; the tendency is to keep putting off the work, with the result that it takes three or four times the length of time really needed to get a thing done. My first recommendation, then, to any coach is that if he has anything which needs to be done in the spring, he should begin on it as early as possible, feeling perfectly certain that he will not get it done any sooner than he had originally planned.

The real preliminary work began before I came east, and had to do in that case chiefly with setting movement on foot to keep the various candidates off probation at the mid-year examinations; the settling of the schedule, and the attempt at getting Harry LaMoyne<sup>1</sup> back to college. Realizing when I was on here in December, and before my

1. The correct spelling is *LeMoyné*. LeMoyné played only in 1903, his freshman year, and received a letter in football at left guard. He did all the punting and averaged more than seventy yards against Army. LeMoyné was also an outstanding swimmer and trackman. He set American swimming records from twenty-five to three hundred yards before entering Harvard. His high school sixteen-pound shotput of 45 feet, 9.5 inches set an American record. He is in the Swimming Hall of Fame in Ft. Lauderdale, Florida. See the *Boston Traveler*, 23 Nov. 1908. Most information on Harvard athletes has been obtained from John A. Blanchard, ed., *The H Book of Harvard Athletics, 1852-1922* (Cambridge: The Harvard Varsity Club, 1923).

appointment, that whoever was to be coach ought to be at work on the scholarship part of the responsibility, I determined to start at it, even though I finally failed to come, in order that whoever might otherwise come should not be put at a great disadvantage. I therefore wrote and telegraphed on to have the records of the various men looked up and reported to me, and the needy men secured satisfactory tutoring. Postal cards were sent out by the management notifying each fellow to get to work and to keep at it. This was no way to go about it, as any fellow who has not gumption enough to do the work for himself is certainly not going to make the effort he should as a result of receiving a circular postal card. What ought to be done, and it is the only effective way, is to call up each individual man for a conference; at this time his standing should be found out also his weaknesses. Then, before he gets out of the office he should be told what to do and then he should be followed up to see that he does it. The circular card warning[,] then [,] which was sent out is entirely unsatisfactory because it is not personal or forceful. I did not find out that this was all that had been done until I reached Boston, supposing from the reports I had that very active measures had been taken, and depending largely upon my own efforts when I reached here. I might add in this connection that when I came on to look over the ground in December I had called a meeting of 35 of the most prominent candidates and told them that their first duty to the football team of next fall was to get their work up. I also told each man what his especial weakness was, having a report in my hand from the office, and asking him whether he was willing to get to work. All of them said they were, and I had a promise from each of them that he would stop cutting [classes], which is one of the worst arguments against a man who is not getting good marks. Most any professor will pass any man in the course who is regular in his attendance who gets in his reports or theses, or whatever else it may be, on time, and who shows anything like a decent interest in his work.

We now come to the matter of the schedule; I insisted on being allowed to settle the matter of schedule as I saw fit, because I felt that in 1904 the schedule was so poorly arranged as to make the proper development of the team almost impossible.

Here is the schedule as it was:

October 1	Williams	at Cambridge
October 5	Bowdoin	at Cambridge
October 8	U. of Maine	at Cambridge
October 12	Bates	at Cambridge

October 15	West Point	at West Point
October 22	Carlisle	at Cambridge
October 29	U. of Pennsylvania	at Cambridge
November 5	Dartmouth	at Cambridge
November 12	Holy Cross	at Cambridge
November 19	Yale	at New Haven

I did not believe in that schedule for these reasons: First, the Penn game came one month only after the very first game was played, this it seems to me was absurd, especially since Penn has been constantly improving in her football and has shown that she is now to be carefully reckoned with.

Second, the Penn game, which is really the next game to Yale in importance, was shelved in order to admit Dartmouth to Penn's position. It seems to me that the order should be Yale, then Penn then anyone else; not Yale then Dartmouth then Penn.

Third, the Penn game came a month before the Yale game, making it absolutely impossible for the team to be in anything like its proper form for Penn and still be of any use against Yale. Yale plays Princeton a week before Harvard, thus enabling her to reach top notch just in time for both games. I should favor this plan too, had we men like Mike Murphy [the Yale trainer] to whom we could feel safe in entrusting the condition of the men. As it is, we have no such man, so that I do not dare as yet to play Penn less than two weeks before we play Yale.

It is my opinion though, that we should arrange the Penn game in the same week as the Yale game as soon as such a thing is possible. Walter Camp, in replying to a criticism b[y] Deland<sup>2</sup> that Yale was taking awful risks in playing Princeton the week before Harvard said—"Talk about risks, why Yale would no more think of attempting to play Princeton two weeks before Harvard than she would fly. To be sure there is some risk in playing Princeton and Harvard in the same week, and yet the risk isn't anything like as Great." It is Yale's policy to develop her team solely for the week of the Harvard and

2. Camp (1859-1925) is often called the father of American football, for he was instrumental as a Yale player on the Football Rules Committee in changing rugby football rules into American football in the early 1880s. See "Walter Camp, Father of American Football," in Ronald A. Smith, *Sports and Freedom: The Rise of Big-Time College Athletics* (New York: Oxford University Press, 1988), 83-88. Lorin F. Deland was an advisor to a number of Harvard football teams and inventor in 1892 of the "flying wedge" formation. In 1896, Deland coauthored *Football*, a book on technique, with Camp of Yale.

Princeton games. The Harvard game is given precedence in Yale minds over the Princeton game, not so much because Yale considers the Harvard team a harder one to beat than Princeton, but rather because she feels that owing to Harvard's greater prominence as a University, there is more credit in winning that game. The Princeton game, then, shows a Yale team at top notch in condition with her offense and defense game practically complete and with the team lacking only in the finesse and experience to be gained from the Princeton game. When the Princeton game is over all that Yale plans to do is to get her men into playing shape again and to touch up all the little imperfections which have come to light.

With the Penn game two weeks ahead it is not possible for the Harvard team to be at top notch and continue so until the Yale game. Therefore, it is necessary for Harvard, if she plays Penn, to present herself for the Penn game in good physical shape, but still far from perfect in offense and defense. Of course in the days of the "Guards back"<sup>3</sup> play it was customary to work up a special defense for the Penn plays, and Penn was, therefore, put two weeks before the Yale game in order that between the Penn and Yale games the team might change from the Penn defense to the Yale defense. Now, however, that Penn has discarded the "guards back" play and has taken up a game very much like that of Harvard and Yale, there is little need of a preliminary period to study up a special defense for Penn and therefore, it seems to me little need of playing Penn two weeks before Yale. Therefore, if it were not a matter of the physical care of the men, I should be in favor of playing Penn a week before Yale.

Fourth, there were only ten games on the schedule. This brought West Point, a hard game, at the end of two weeks and with no semi-hard game as a preparation. It was my idea that we should play some team like Amherst just previous by a week to West Point, thus filling in between the easy and hard games with a moderately hard game. Taken as a whole last year's schedule brought right on top of the earliest preliminary games the hard games with a little breathing space between them, and the Penn and Yale games. With these observances, I submitted the following schedule as the one I should suggest:

Sat., Sept. 30,	Williams	at Cambridge
Wed., Oct. 4,	Bowdoin	
Sat., 7,	Univ. of Me.	

3. The "guards back" formation was evidently invented by Penn's football coach George Woodruff in 1894. It consisted of the two guards lined up behind one of the

Wed.,	11,	Bates	
Sat.,	14,	Amherst	
Wed.,	18,	Wesleyan	
Sat.,	21	West Point	at West Point
Sat.,	28	Brown	at Cambridge
Sat., Nov.	4	Indians <sup>4</sup>	
Sat.,	11	Univ. of Penn	at Philadelphia
Sat.,	18	Dartmouth	at Cambridge
Sat.,	25	Yale	

In this proposed schedule there are twelve games. This would give us a better chance to do what little experimenting we might have to do as a result of my having been out of football for four years, also a chance to get plenty of time on the fundamentals. This could not be done last year because the hard games came so suddenly.

I figure that we cannot possibly weed out our squad down to a good working basis in less than two weeks of trial games and perhaps not even in that time, and therefore I have put down the four first games just as they were last year.

The first change comes in just after these four games. Instead of working in West Point here I propose that we should play some pretty hard game immediately after our four easy games. This would give us one more game for shifting, if we needed it, while [if] we didn't, it would give us a very good game for the first tussle for the first team which we might make a guess at at about that time. I put Amherst down for this game. I am not sure but that they may be too strong (which I afterwards found out to be the case). This I should want to find out, but if we could get a good team there and then make the Varsity win the game on its fighting spirit, it would be of great benefit to the mental development of the men; a sort of game that they would have to fight for but which they could win if they did fight.

After Amherst I should put in an easy team on Wednesday, a team that the second [team] could almost beat. Such a team would not make it necessary for us to play all of our best men, if some needed a rest, and yet would give the men a chance to shake a little more together before they tackle West Point the following Saturday.

This gradual working up to the West Point game is warranted I

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ends, facing the line at right angles. The object was to gain a blocking advantage. Sometimes the guards were lined up in front of one of the half backs. See Tom Perrin, *Football: A College History* (Jefferson: McFarland, 1987), 23.

4. The Carlisle Indian School in Carlisle, Pennsylvania, was where Jim Thorpe would become a star by the end of the decade.

believe by the fact that West Point has beaten Yale twice and tied her once, has beaten Princeton and Penn, and twice all but beaten us. Yale plays them a little later and is thus able to get into a little better form herself—this I think is compensated for in our earlier date by the fact that we, being the first of the big four to play them, are likely to get some advantage from whatever nervousness the Cadets may feel—while after they play one or two other games of the big four they gain strength, confidence and experience.

After the West Point game the midweek games cease. On the first succeeding Saturday I have Brown in parenthesis. What I think we need there is a pretty good team, just such a one as Brown, if she isn't nowadays too strong, a thing I should want to feel sure about before I settled on the date.

Then one week before Penn, and between Penn and Yale, I have Dartmouth also in parenthesis. We want a team there which we can beat 18 or 24 to 0 so that if we need to we can play substitutes in case the legs of any of our men are injured in the Penn game. I question very much whether or not we can stand Dartmouth there, but I want to play her there if possible, and give her a most unmerciful whaling. However, we cannot let our pride get ahead of our judgment, and if Dartmouth seems too strong we will have to cut her out entirely. Certainly we cannot play her just before Penn, nor two weeks before; I would rather make the mistake of playing a too easy game between Penn and Yale than to play a too hard one. In all this I have only the minds of others to guide me in making up my mind as to the strength of our own team, as well as to the strength of our opponents. Having been out of football for three years puts me clear out of the running.

I understand Dartmouth loses eight men next year; if so, it seems though we might put her in at the place I have chosen, but it is worth while talking a good deal about. We don't want to come to the Dartmouth game with a lot of half done up players after the Penn game and find that unless we play our best we will be beaten, and that if we do play our best we are likely to re-injure our men and then lose our game to Yale. That one game in there is vital, and if we cannot feel absolutely sure of Dartmouth then I would rather let her go and play Holy Cross.

To my mind we must have Yale on the 25th of November, Penn on the 11th of November and West Point on the 21st of Oct.; those are the king-pin dates—once they are settled, the others will fall in easily. So much for the work on the schedule before I reached Boston.

I forgot to say in this connection that, anticipating trouble with the schedule, I spent several days when I was east in December getting

as much information with regard to Penn, Dartmouth, Yale, West Point and Brown as possible. Just how we finally settled on the schedule will appear a little later.

The other case of very early preliminary work was the starting on my part of efforts to get Harry LaMoyne back to college. From all that I can hear of him he is one of the greatest natural athletes that Harvard has ever had. He is a good kicker, a splendid guard, a good fighter, with good weight, and yet active. He left college because of poor work in his studies, coupled with the remorse which he felt at having two out of three of his room mates die in his freshman year. In my mind it was gross negligence somewhere in allowing him ever to get away. He ought now to be in college, a three year veteran and one of the strongest points on the team. When I first heard about him I determined that as a onetime Harvard man I should try if possible to get him to return, and finally located him on a sheep ranch at Hagerman, Idaho.<sup>5</sup> It was my purpose to stop off and see him on the way East, if he were eligible, and I telegraphed on to find out what his standing was. I got word from [Abe] Goodhue, the Varsity manager, stating that LaMoyne was not eligible and could not return, and so I made no stop-over. Later on I found out that if he were to do a certain amount of work he could return and would be entirely eligible. I mention this simply to show how necessary it is for us to get absolutely dependable men as Managers, and that we should also impress them with the necessity of sparing no pains whatever in getting at the absolute facts in everything they are asked to investigate.

I reached Boston on March 14th, and after I had had breakfast and gotten comfortably unpacked at my headquarters at Brookline, I went over to see Capt. [Dan] Hurley, and later on in the evening to see Dr. [Edward H.] Nichols.<sup>6</sup> As it was getting late in the season, I felt under great pressure in closing up the schedule, and I therefore set about to find all I could about the questionable teams on my proposed schedule. I had quite a long talk with [Edward N.] Robinson, the coach of the Brown team, from whom I received much information as to Dartmouth prospects, and with [Fred E.] Jennings, a former Dartmouth player, and later on a Harvard law school man. Robinson

5. Hagerman is in southern Idaho between Twin Falls and Boise.

6. Nichols acted as team physician, being paid \$1,500. He had played four years on the Harvard baseball team (1883-86) and had coached the Harvard baseball team in the early 1900s, being proficient as a drillmaster. He was coach when Reid was the baseball team's captain in 1901. Following the 1905 football season, he coauthored a damning article on football injuries: "The Physical Aspect of American Football," *Boston Medical and Surgical Journal*, 4 Jan. 1906, 1-8.

told me that Dartmouth would lose eight of her last year's team, and that the loss would comprise most of the veterans who had done so much to strengthen the team during the past two seasons. He also told me that so far as Dartmouth was concerned, he did not see where she was going to get the material that would make her anything like as strong as the team she had been having. Jennings told me that Dartmouth was not in the same class with Harvard, and that the Dartmouth successes of the last two years had been due more to the fact that Dartmouth had had for four years the same team, and that it was composed of [. . .] exceptional individual[s]. He said that since Dartmouth beat us in 1903 she had been gradually losing her strength and that in the coming year he looked for her to reach her former position. I had further talks with Joe Pendleton, of Wright and Ditson's office, who does the outfitting for Dartmouth, and he knows pretty much all that is going on up there, and he confirmed in a large measure the statements made by Robinson and Jennings. The one great and uncertain element in all this is the fact that Dartmouth alumni are about as loyal as any body of graduates in the country, and being many of them up country men, are quite ready to violate amateur rules for the sake of seeing Dartmouth strong on the field. This willingness to recruit their teams makes the strength of their team uncertain, and decidedly problematical, although I feel that even if a great many good men go up there, they cannot hope to get in one year a team of experience and thorough training, and therefore we ought to be able to beat them. Then too, it seems to me that the 1903 Dartmouth team which was the strongest one they have ever had, was just about as much a product of [Walter] McCormick, the former Dartmouth coach, who had just left as it was of [H. H. Fred Gorham] Fulsome,<sup>7</sup> who has handled the team since then. It is said that McCormick was especially strong in giving the team fundamental possibilities, but not so strong in giving them final possibilities, and that Fulsome was strong in just the points where McCormick was weak, and that the combination was therefore an exceptionally good one. After verifying the loss of the eight players as reported in the Amherst papers, I took the matter of the Dartmouth game to [William H.] Lewis, [Bertram G.] Waters, and [Malcolm] Donald,<sup>8</sup> and they agreed that under the cir-

7. McCormick was actually Walter McCornack, the coach prior to the individual Reid called Fulsome. Fulsome was actually Fred Gorham Folsom, commonly called H. H. Folsom, who had been a tackle on the 1892 Dartmouth football team. See John H. Bartlett, *Dartmouth Athletics* (Concord: Republican Press Association, 1893), 213.

8. All of these men were former players who helped Reid coach in 1905. Lewis, a lawyer, played for Harvard in 1892 and 1893 as a Law School student after graduat-



cumstances it would be wise to play them. If we can defeat them this next year I question whether it won't be wise to put them away back in the schedule where they will be unable to develop their team, with the sole purpose of beating us, irrespective of what happens to the rest of their schedule. During the last two years they have laid for Harvard neglecting any special attention to Brown or Amherst or her other legitimate rivals. Next year Brown is going to make an even better showing than she did last year, and I think that Dartmouth will therefore have to hold back her development a little bit if she really wants to beat Brown. As I have not seen a Dartmouth team play for four years, much of what I say is in the nature of speculation, but it ought to be pretty safe, since Waters, Lewis and Donald who have seen the games recommend it.

Having settled the Dartmouth game, I set about closing up the Brown date. In doing this I looked up the condition of the Brown team and found that they lose several men, and that there is no great prospect ahead of any new men on the Brown team, like the Dartmouth, and it is likely that Dartmouth will make every effort to get good men all over the country. There is one fact about the canvassing which is being done by the smaller colleges for players, and that is that with so many in the field the best men are pretty certain to be pretty well divided up. I got this information about the Brown team from Dartmouth men and also a good deal from Robinson, the Brown coach, before I had told him that we had any thought of playing Brown, and therefore before he was on his guard. Playing Brown as early as we do will make it practically impossible for Brown to get into her best shape to play us and yet to make as much out of her Dartmouth game as she wants to, and therefore I feel fairly safe in accepting Robinson's statement that Brown will come up to play us expecting more to get good practice and experience out of the game than with any expectation of winning. We finally settled the Brown date after Lewis, Waters and Donald, and many other coaches whom I saw constantly in conference with, agreed to it. That left only two dates to settle, that of Oct. 28th with Wesleyan and that of Oct. 4th with Amherst. We

ing from Amherst. He was a center on Walter Camp's all-American team for two years, the first African American to gain all-American recognition, and probably the first African American to coach intercollegiate athletics. Waters was a guard, tackle, and half-back for Harvard (1891-94), an all-American guard and tackle in 1892 and 1894 (while in Law School), and captain in 1893. Donald was a tackle (1895 and 1897-99) and third-team all-American in 1897. He played with Reid in the late 1890s. Most all-American data have been obtained from L. H. Baker, *Football: Facts and Figures* (New York: Farrar & Rinehart, 1945), 145-51.

finally decided to cut out the Wesleyan game entirely, partly because Wesleyan had already closed that date, and partly because we felt some hesitation in arranging a game, easy though it might be, to be played the day before the team would have to leave for West Point. As it is now we have the first three days in the week for shaking the team together and bringing it into a little organization for our West Point game. The Amherst game of Oct. 14 we were rather afraid of. In looking over Amherst's schedule for the past two or three years, we found that they had been putting up a very strong game, and that during the next year they rather expected to have a stronger team than usual. Then besides, Amherst had arranged a game for that date, and wanted an enormous guarantee and other concessions before she would consider a change. We discussed Columbia, Syracuse, Cornell and Penn State College for that date, but felt that they were all of them a little stronger than we wanted, and finally settled on a game with the Springfield Manual Training School, which has been on the Yale schedule for a couple of years now.

It must be remembered that in arranging these dates a good deal of time was lost in writing to one college and another finding what dates they had and comparing them with our open dates, in the matter of arranging guarantees and in settling other questions which always come up. We only got our Brown game after paying Amherst a considerable guarantee for releasing Brown from a date.

The schedule as it now stands, then, is:

Sat. Sept. 30	Williams	at Cambridge
Wed. Oct. 4	Bowdoin	
Sat. 7	Univ. of Me.	
Wed. 11	Bates	
Sat. 14	Spg. Manual Tr. School	
Sat. 21	West Pt.	at West Pt.
Sat. 28	Brown	at Cambridge
Sat. Nov. 4	Indians	
Sat. 11	Penn	at Philadelphia
Sat. 18	Dartmouth	at Cambridge
Sat. 25	Yale	at Cambridge.

That gives us four easy games in which to sift over our material, then a fairly hard game in which to try out the best material, then three good hard games in which to weld it together before the first of our big games, then what ought to be a good stiff game between

the Penn and Yale games, where we shall meet pretty nearly the Yale style of game, and finally Yale; eleven games in all, with the Yale game a week later than last year, thus preventing the crowding of our harder games on to the earlier preliminary ones.

Taking up now the question of LeMoyne again, I went to extreme pains to get him back. I went five or six times to see his parents in Brookline, had a talk with them and found everybody but the father exceedingly anxious that Harry should return. The father was quite ready to have him return if he would actually get down to work, but determined that after having fizzled once in the high school, and once at Harvard, he was not prepared to throw away any more money needlessly. One of the daughters had been sick, it seems, and her hospital bills had been very heavy, and the other daughter was on the point of being married, so that, as Mr. LeMoyne put it, the extraordinary expenses of that particular occasion had left him as dry as a sucked lemon. After one or two days consideration, Mr. LeMoyne said that if Harry were willing to go back and really get to work, he would give him means to go through, provided some arrangement could be made to carry him through that part of the year between March and the beginning of college during which time he would have to do some tutoring in order to regain his class. I therefore set about trying to make some arrangement that would make this possible. I got a complete statement of LeMoyne's case from the Scientific school, and accepted a room from Leavitt and Pierce's agents for the Little's Block, for the time mentioned. It so happened that when I first came on and before I knew what the status of the LeMoyne matter was, Leavitt & Pierce had offered me a room which they had not rented, and which was simply vacant, to do with whatever I might wish.

When the matter of getting a room for LeMoyne came up it occurred to me that I might use that room, and Leavitt & Pierce assented. Then I went to Nolen, the tutor, and he promised me to tutor LeMoyne through his staff of men, and in every way to do what he could to help put him through. That left only food and transportation to be secured. Herbert White<sup>9</sup> volunteered to get a pass, and tried to, but failed. Mr. Strecker, however, of the Commercial Advertising Co. of Boston, Al Ayer's employer, got it arranged.

Then I got several prospective jobs for LeMoyne whereby he could earn his food. Having done this I communicated with LeMoyne by

9. White was one of Reid's closest advisors. According to Reid, he graduated from Harvard in 1893, although there is no evidence of that in the *"Index of Graduates,"* *Quinquennial Catalogue of the Officers and Graduates of Harvard University, 1836-1910* (Cambridge: Published by the University, 1910), 145.

telegraph but failed to get him, then I got into communication with Charley LeMoyne, his brother. Negotiations went on very slowly and finally I got Herbert White and a number of other men to write also. It happened that just at this time the sheep were being rounded up for shearing and that a most busy time was on. To get Harry away from the work required the permission of the head of the firm for which he was working, Mr. Dan Dewey. I was able to see Mr. Dewey, and he telegraphed at once to LeMoyne stating that he might come on, and that he would be glad if he did come. From all of these communications I got no response, and so I finally arranged with a Mr. F. W. Williams, a storekeeper in the town of Hagerman, Idaho, to take the letters and messages to Harry on horse back. This he did, but there was still no response. Meanwhile I got several of Harry's old friends to write him a round robin letter from Cambridge. I also got the Chicago Harvard Club to write him a letter and finally during the April vacation I got one of Harry's friends to go and see him. After all this I have never heard one single word from LeMoyne acknowledging anything. If I had not known that he had received the letters I should doubt as to whether anything had ever reached him, but under the circumstances I do not see what excuse he has for acting in such a discourteous way. Up to date, and this is Aug. 2, I have heard nothing from him nor has anyone else, with the possible exception of his family, who are at present in Canada. I therefore feel that the whole affair has turned out to be something of a wild goose chase. Harry LeMoyne apparently likes the ranch work very much and I understand that he and his brother are attempting to buy out the Company, so that I don't believe we shall ever again have LeMoyne in college. I was extremely sorry to have to give him up, and did not do so until I had exhausted every means in my power to bring him around.

The matter of following men up in their studies has been one of the most trying tasks that I have had during the whole time. Why it is that men who are big enough to go to college have not interest, energy and sense enough to do their work, I don't understand, but it is perfectly true that unless one keeps everlastingly after them there is very little possibility of having them pass through their examinations. I have had to do more police duty this spring than anyone would have considered possible, and only because it was absolutely necessary. It seems as though the present generation of possible athletes is way behind that of a year or two ago in the way in which it takes hold. I went to several men at odd times, whose work was in poor shape, and asked them if they did not think they had better tutor, and then whether they could afford it. In every case they an-

swered yes, to both questions, and I immediately asked them what there was that would hinder them from seeing a tutor now, and have either accompanied the men at once to a tutor to see if possible that the matter went through, or else have written out a statement on the back of a postal card addressed, and dated so that the man himself might mail it just as soon as the arrangements were completed. Keeping tap of all these little matters has been almost distracting at times.

Just as soon as I came on I made out a list of men who according to common report were supposed to be good players and had their records looked up and a statement made to me, and I arranged that every man should do something special in getting himself ready for the April hour examinations. Nor was the work wholly along mental lines. One man named Preston Upham who weighed about 225 lbs. had a good head, was fast, and when he wanted to be, entirely able, had on several occasions gotten into a great trouble with the office, and had been once expelled, but later readmitted. This fellow was considered one of the best men on the squad, and all of the football men said that he must be kept somehow. I didn't feel much confidence in the fellow from what I could learn of his private life, but it has been my policy to try and get every man possible eligible, and then to sort them over and throw them out when I got them on the field. So I set out to retain Upham. I went to see his father and mother, and talked the matter over with them. I appealed to Upham on every ground I could think of and at times he showed signs of getting to work, but the work never lasted long. He cut, went in town continually, and stayed in for three or four nights at a time, on occasions signing himself off as sick, got into street rows, into automobile scrapes, and bad repute in money matters, into gambling, and other forms of trouble. He did not hesitate to lie and seemed to have absolutely no filial or moral sense.<sup>10</sup> After a time I telephoned him on those dates when themes were due, but finally gave it up because he was always out. I went to see personally all of his instructors, and talked with them, and they were all of them ready to give him every show. Most of them acknowledged that when he wanted to he was able to lead his class in most any subject. All complained of his cutting and of his sleeping in the class. One Professor said that if it had been anyone else he would have put him out of the class, but that he always took a seat well off to the side where his sleeping disturbed nobody, and from

10. A popular New York play at this time, George Ade's *The College Widow*, satirized college athletics and student values. When one of the play's characters, Flora Wiggins, states "Don't never have nothing to do with no students," she could well have had in mind a character such as Preston Upham. See the *Boston Globe*, 27 Aug. 1905, 25.

whence, when he awoke he occasionally gave a pretty good recitation. I wrote out a schedule of his work and together we planned out a period of study for each subject. He kept this up for a day or two, and then dropped back into his old state. I went to and talked with all of his friends among the boys, to try and get them to lend a hand in bringing him about. Some of them said they would, and others didn't take any interest, with the result that their influence amounted to nothing. As an example of his deceitfulness, the following story might be told. His father and mother, who were indulgent with him to an extreme, and who catered to his whims in order to try and get some permanent interest developed in him in some particular thing, gave him a check for \$20.00 for the purpose of buying a set of Balzac, which the boy said he wanted very much, and which he could get second hand from a fellow out in Cambridge. He took the check, got the fellow in Cambridge to endorse it, and spent the money. At about two o'clock on the night of which all this happened, he rang his people up and asked them whether the books had come. This was only an example of his deception. His father, unwilling to trust him to work out in C[a]mbridge, and because the college refused to allow him to stay out in Cambridge at any rate for a certain time, in a room, had insisted that the boy live at home. He gave the boy enough money each day to get his noon meal and pay his carfare. Instead of going home the boy gambled a good deal, and being very successful at cards he won considerable money. With this money he would go in town and stay. With the father's permission I tried to use the home living question as a sort of lever and told the boy that if he would agree not to cut at all during the two weeks just preceeding the April hour examinations, and would do his work, I would recommend to his father that he be allowed to room in Cambridge instead of staying at home. The pledge which he signed was as follows,— "It is understood that I, Preston Upham, hereby agrees not to cut for any reason for a period of two weeks, and that I will also prepare every lesson in that time, giving to each study not less than one hour of real preparation. If I do this it is agreed that Mr. Reid will recommend to my father that I be allowed to room in Cambridge, this to take effect from April 1st. Signed, Preston Upham, W. T. Reid, Jr." He kept this pledge just about three days, and everything was as badly off as before. Feeling that animal passion was at the bottom of much of the trouble, I tried to get Upham to do some regular gymnastic work every day, and agreed to get him over there regularly. This, too, went by the board after a short trial. The fellow seemed to lack all idea of responsibility or sense of decency, and all interest in things except loud wom-

en. I consulted a couple of doctors to see if he could not be relieved in some way from this, but found it was impossible. As the examinations approached I got one of Upham's class mates to ask Upham if he would not like to come and work with him, arranging privately with the fellow to pay him for his tutoring, all of this with Mr. Upham's permission, of course. For about a week Upham took hold of the work in good shape. The fellow, whose name is Ryan, went after Upham just before the recitations took place, and accompanied him[,] accompanying him personally to them. This went all right so long as Ryan could find Upham, but later on when Upham began to stay away, the thing fell through. When spring practice was on I got Upham out all I could, but that was very irregularly. It will perhaps seem as though there was no possibility of use in trying to work further with this man, and that is the way it seemed to me, but I felt that football was about the only thing that I knew of that would help him over his passions, and about the only thing in college for which he really cared. Last season he was out regularly playing on the second with no possibility of making the first, through his college standing, out simply because he liked the game. I rather hoped that if I could get him eligible, he would not only come out regularly as he had done on the second, but might perhaps be forced to do his work on pain of being dropped from the squad, and so I kept on. In the middle of all this work, Upham got into a row in town and knocked out three policemen. By lively work among the newspaper men, several of us managed to keep the affair out of the papers, and probably prevented an expulsion. I had many talks with Dean [Byron] Hurlbut<sup>11</sup> and other men of the faculty about him, and Dean Hurlbut had some talks with the boy himself, but all to no purpose, until finally the faculty passed a vote that Upham be allowed to t[a]ke his final examinations on condition that he should return to college next year. On his final examinations he failed of promotion by one C, and his father has put him to work out in Kansas City with a telegraph linesmans' gang. I understand that he is doing pretty well there, but after my experience, he will have to do mighty well before I shall take much stock in him. It seems to me that the parents in this case are largely to blame. The boy has been threatened with all sorts of things, and nothing has every actually taken place, through the pleadings of his mother and sister. The boy has taken advantage of this, and gradually the father

11. Hurlbut was dean of Harvard College. Previously he had received a master of arts degree from Harvard in 1888 and became a professor of English. See *Quinquennial Catalogue*, 290-91.

has lost what little hold he had. I have given this fellow's case in some considerable detail in order to show how much time one can spend on such a fellow if there is sufficient reason for it.

Another man with whom I had considerable trouble was a fellow named Talbot. He played guard on the freshman team last Fall, and weighed something over 200 lbs., and besides this he was a good kicker. This fellow had very low marks on his mid-years, and so was put on probation; and I went after him at once. I had him in the office a number of times and talked with him. I kept track of this work at the office too, so that I knew he did not cut and that he had tutors in his subjects, the best tutors to be had, from the time I arrived until the final examinations. At that time he failed in every single course, which would seem to indicate a lack of capability, for no man of even ordinary ability can possibly fail to get through Harvard if he attends his lectures regularly and does a little work with some thinking.

Capt. Hurley seemed to be on the edge in his work, but he took hold in first rate style. When the final examinations came off, he failed of his degree by a full C, and is now at work in the summer school. He seems to be finding his work extremely hard, and I am considerably worried for fear that he won't get through. I expect to put a good deal of time in with him this week getting ready for his examinations next Monday. If Hurley doesn't get through, it will be because he has not the brains, for he has done no cutting whatever, and has studied hard and faithfully. He began tutoring two or three days ago with Nolen.

Bartol Parker, who was taken on to the varsity squad from last year's freshman team, failed of promotion by a half of one C. He also is at work in the summer school. I worked personally with him during the spring, and saw that he had tutoring. His whole trouble seems to be with his makeup, which is rather a lazy one. How it is that these fellows are willing to let their work slide, and then have to spend half their summer making it up, I can't see.

There is little use in going into further detail individually. It should suffice to say that I saw and arranged with personally forty men who were weak.

In order to get myself back into the game again, having been out of it for four years, and in order to get some of the coaches interested, I had a number of meetings at the B. A. A. [Boston Athletic Club] where we had dinners and talks. These dinners were given through the courtesy of Herbert White, who has been one of the greatest helpers I have had. He is always ready to do what he can to keep things moving, and to go to whatever trouble is necessary to do so. The



meetings were by position, and the first one, which was a meeting of the guards, came on April 4. At this meeting Waters, Lewis, Hurley, [George] Bouve<sup>12</sup> and I were present. We talked over the qualifications which we should like to see in a good guard, and talked over especially the question of the way in which the guards should play both in relation to their tackles and to their centre. Lewis has for some time been teaching the guards to get down with both hands on the ground, and to charge forward as soon as the ball is put in play. The objections to this way of playing, as given by the other coaches, is that the men are too anchored, and are not therefore able to cover as much ground either on defensive or offensive as they ought to. This in turn has reacted on the tackles playing further out, since they have been compelled to be doubly active in order to cover a portion of the ground which the guards left uncovered. We talked over this matter, and then took off our coats and did some experimenting with positions, and although we came to no conclusion, yet I think every one carried away with him the main point in dispute, and the opinions of the various ones present as to that point. Another thing that the meeting did was to get men into harmony with each other, and to show what men are probably going to take the greatest interest in the work this Fall.

On April 6th, we had another dinner at the same place, this time for the ends, at which meeting were present F[rank] W. Hallowell, [Edward] Bowditch, [Norman W.] Cabot,<sup>13</sup> Hurley, and a stenographer. The latter I had come in because in the previous meeting there was considerable which I would have liked to have had taken down, but which I could get down myself only in brief. Much the same ground with regard to ends was covered which was covered at the other meetings. We were all agreed that there were certain qualities which an end must have, which the ends last year did not have. Among them are speed, shiftiness, and judgment. Again, it was unanimously agreed that our ends for the past year played altogether too far out on their tackles, thereby allowing many plays to pass between them and tackle, for short gains which, if the end had played closer,

12. This is presumably George W. Bouvé, a two-time letter-winning guard on the Harvard football team in 1896 and 1897, and a third-team member of Walter Camp's all-American team in 1897. Camp began his all-American selections in 1889.

13. Hallowell was a four-year letterman end on the 1889-92 Harvard teams and a Walter Camp all-American in 1890. Bowditch also won four letters as an end from 1900 to 1903, including being a second-team all-American in 1901 and an all-American in 1902. Cabot won four letters as an end from 1894 to 1897, gaining all-American status in 1895 and 1896.

might have been prevented. This was especially true of [Clarence] Randall. Playing out as far as he did, our end was frequently able to get a runner, but not before he had made gain enough to ensure the keeping of the ball. The matter of how to get around the blocking of the ends, as Pennsylvania played it last year, was also taken up, and it was agreed that two things ought to be done to prevent it. First, the ends should be given practice early in the season in getting down the field with men blocking them; and second, we should adopt a quick kick as a means of allowing our ends to get away promptly and cleanly. We looked over the list of varsity squad of last year with a view to picking out any good men for next season, but found almost none. Frank Hallowell suggested that we ought to go to the hockey team for such men, inasmuch as hockey, and for that matter tennis, require many qualities which an end needs also. This meeting was very satisfactory indeed, one of the most satisfactory of all.

On April 7th I had a similar meeting for the backs. Hurley, [Henry] Shoelkopf, [John] Dunlop<sup>14</sup> and I were present. [Edgar] Wrightington<sup>15</sup> was asked but could not come. We talked over the question of starts, whether it was wise to start with both hands on the ground or only one, or just how, and we decided that each man should be allowed to start in his own way provided he did not take any backward steps, and provided he did not get off slowly. In case a man is unable to start with a method of his own we should suggest one or two ways from which he could be taught to pick the one best suited to him. We discussed the ways of catching the kick in the back field, and the stuff in most of the men who will be back with us next year. This discussion was extremely valuable to me, and it gave me some insight into the characters of many of the squad, whom I am trying to know as thoroughly as possible before next Fall; and I might say here that I am meeting and talking with members of the squad as often and under as many different circumstances as possible.

On April 12th we had another meeting: This time of the tackle coaches. [Bertram G.] Waters, [Malcolm] Donald, [James] Lawrence,<sup>16</sup> Hurley, and I were present. This was one of the most valuable meetings of all. Immediately after our supper we took off our coats and worked over the question of the distance the tackles shall play from their guards, and what their special function should be in meeting

14. *Schollkopf* is the correct spelling for the Harvard fullback and letter-winner in 1903; Dunlop was a Harvard back and letter-winner (1893-96).

15. Wrightington was a Harvard back and letter-winner (1893-96), as well as captain in 1896.

16. Lawrence was a tackle (1899-1900) and a second-team all-American in 1900.

the heavy mass play of the present. After the meeting was about over, and the concensus of opinion established, Waters dictated a careful statement of what had been decided upon, to be considered by the guards. Here again we talked over all the possible material, and discussed the possible effect of likely changes in the rules on tackle play. The question of the relationship between the rush line backs and the tackles was also taken up.

On April 20th I had a dinner for the past head coaches of recent years. Waters, [John W.] Farley, [John S.] Cranston,<sup>17</sup> Wrightington, Hurley and I were present, and we discussed principally the question of changes in the rules. Bob Wrenn,<sup>18</sup> our representative on the rules committee,<sup>19</sup> wanted instructions, and so I tried to get a working basis from these men. We talked over all the various changes which have been proposed and decided that we should like to see several things go through. In fact the first was, we were agreed that the present close formation game allows of great possibilities for holding and other unfair tactics in the line. Last year Yale held abominably in our game, and profited very considerably by the practice. As we don't propose to coach the Harvard team to any such practice, we thought that the best way to even things up would be to try to open up the game. It was very clearly brought out by the meeting that in order to open the game the offense and defense should both be moved further back from the rush line. If either one or the other is moved without a corresponding move on the part of the other, it is practically impossible to accomplish anything, for if the defense is moved back and the offense allowed to play where it chooses, it will be played close and will be enabled to get in its blow before the defense could get to the spot attacked. If, on the other hand, the offense were moved back and the defense were allowed to stay up near the line, it would be impossible for the offense to reach the line before the defense of the opposing team had concentrated at the point of attack. Therefore it seemed wise to us to recommend that both the offense and defense should be put back at least three and one half yards be-

17. Farley was a Harvard letter-winner at end in 1898; Cranston was a center and guard and letter-winner (1888-90), an all-American in 1889 and 1890.

18. Wrenn was the Harvard quarterback and letter-winner in 1894. He also played tennis and baseball for Harvard.

19. The seven-member, self-perpetuating Rules Committee was comprised of men from the University of Chicago (Amos Alonzo Stagg), Cornell (Louis M. Dennis), Harvard (Bob Wrenn), the U.S. Naval Academy (Paul Dashiell), Penn (John C. Bell), Princeton (John B. Fine), and Yale (Walter Camp). A unanimous vote was necessary for any legislation to pass. Camp, who had been on the committee since the 1870s, was its dominant figure.

hind the line. In consideration of this limitation in distance, both the offense and defense should be left entirely free in the matter of the number of men to be used and their positions. Various other questions were taken up, and Waters agreed to write individual letters, copies of which appear on the opposite page [missing], with a view to getting their cooperation. As will be seen later, when the question of the meeting of the rules committee is taken up, our work availed us little, as the committee is practically powerless against the vote of one man. One of the chief points of value in this meeting was the fact that we all had a chance to think over what our tactics would probably be in case certain changes were made.

On May 19th we had the last dinner of the series, for guards and tackles again. At this dinner were Jim Lawrence, Bert Waters, Lewis, Donald, Bouve, Hurley and myself. The question of playing the guards a little more apart from the centre and tackles was taken up, but Lewis maintained that the old style of defense with the guards in pretty close was, in his mind, much better than the proposed change to more of the Yale style. At present this matter is still unsettled, but I propose to settle it once for all in a few days. Meanwhile I have given Lewis a copy of Waters' ideas on the way the tackles should be played, to which all the tackle coaches and the other guards agree. I think the chances are that it will go through.

### *Spring Practice*

The Spring practice this year was exceedingly valuable to me for several reasons. In the first place, since I have been away for four years, and did not know the men, it gave me a chance to meet them and work with them and look them over; also a chance to get out a number of coaches, and to see from their work out there just how valuable they would be in the Fall, and also a chance to look over the kickers in college to see on what men to spend the time next Fall; and still again a chance to get out and try out new men whose weight, age and experience would seem to make them possible candidates, in order to see where they would probably play. It is generally felt by some of the coaches, I think, that spring practice is a good time to try out plays and formations, but I do not think it true. In the first place no formation can be tried out by men who are not in good physical condition, and are not out regularly, and who have not had scrimmage work enough to make the test real. Again, it is very difficult to get two full elevens out, and if it were not, there is every likelihood, in having scrimmages before the men were in good shape, that some of the best men would be injured.