

academic freedom, 50 (f. 162), 148, 162, 171
 The Development of Academic Freedom in the United States, 50 (f. 162)
 Dunster's contribution to, 171
 Act of September 8, 1636, founding HC (see App. A), 76, 177
 Act of 1642 (formalizing the Board of Overseers, see App. A), 41 (f. 136), 76, 178
 Adams, Henry, 152 (f. 470)
 Adams, President John, 47, 55, 80, 151, 190
 Downing, comment on, 190
 Africa. Slave-trade. See App. D.
 Agency for International Development. See "U.S. AID"
 Allston expansion, 97, 165
 Alpert, Warren, 69, 75
 stipulations of gift to Harvard Medical School, 69, 75
 alumni, 155-156
 demands of, in 1919, 149
 research on, for fund-raising, 113
 American Founders. See "Founders."
 American Revolution, 10, 13, 17, 44, 55, 57, 93, 114
 "Ancient and Honorable Artillery Company of Massachusetts," 17-19
 concern over coup, 19
 creation of, 17-18
 Andover Seminary, 72 (f. 233)
 Andrews, Kenneth R., 130
 Donald K. Davis Professor of Business Administration 130 (f. 414)
 anti-Americanism at Harvard, 148, 156, 159, 160
 definition of, 157 (f. 480) (see also, *Harvard Hates America*)
 anti-capitalist, 148, 156, 161
 "anti-corporation" attitudes
 Harvard as 'Anti-Corporation', 148-165
 anti-free enterprise attitudes, 161
 anti-military ethos, 159
 anti-religious bias at Harvard 157, 161-163
 Appendix of 1657 (to the Charter of 1650). See App. A; also cited at: 43 (f. 144 & 146), 44, 100
 text of, 181
 Aramaic, teaching of, 88
 Arnold, Benedict, 190
 Arthur, Henry B., 131 (f. 417)
 Atkinson, Elizabeth.
 See "Mrs. Elizabeth Dunster"
 Attorney General, Commonwealth of Massachusetts, 73
 attributes (of the Executive)
 See "Executive"
 Axon, Ernest, 22 (f. 75), 25 (f. 79)
 Baily, Bernard, 10, 15 (f. 51)
 Bakker, Jim, 60 (f. 194)
 Baleholt, 22-23
 Bancroft Prize, 49
 baptism, 146, 167, 189
 infant, 146
 Baptists, 146 (f. 457)
 Barnard, Chester I., 130-131 (f. 415 & 417), 132-135, 146
 The Functions of the Executive (1938), 130, 150 (f. 465)
 Bartiromo, Maria, 56 (f. 179)
 Beacon Hill, 44
 Bellamont, Earl of, 184. See also "Coote, Richard"
 Bellingham, Richard, 41, 46 (f. 151), 77
 Bible/Biblical, 144, 173, 189
 principles, 139
 Billerica, farm at, 32
 Board of Overseers
 See "Overseers"
 Boholt Hotel, 23
 Bok, Derek (President), 66, 71, 95, 115 (f. 371)
 Boorstin, Dr. Daniel J., 48-51
 The Americans: The Colonial Experience, 49
 doubts about Harvard's legitimacy, 48-51

Papers, Library of Congress
 50
 "Boston Brahmins," 149 (f. 462)
 Boston, city of, 16, 17, 29, 44, 63,
 93, 117, 138, 149, 165, 169, 183
 incorporation of vs. HC, 117
Boston Daily Globe, 31-32 (f. 107),
 69 (f. 225)
 Boston Foundation, 111
The Boston Globe, 111 (f. 355),
 112-113, 189
 Boston Public Library, 86, 151
 Bowdoin, James, 46
 Bradford, William, 15
 branches of government,
 checks and balances, 107-108
 brand, Harvard, 116
 unified brand name, 116 (f. 376)
 Brandleshome region,
 Bury, Lancashire, 22
 Brattle, William, 83 (f. 269)
 Briscoe, Nathaniel, 78
 British
 attitude toward Charter
 of 1650, 8
 Crown, position of, 8, 55
 law, 49-51
 Royal Commissioners, 8 (f. 29)
 "royal will," 13, 50 (f. 164)
 Brooks, Phillip, 63-64, 69
 (see also "Phillips Brooks
 House")
Brooks House News, 64
 Buckley, William F., Jr., 157
God and Man at Yale, 157
 burglary (Cambridge), 141
 Burton, John D., 140 (f. 444)
 Bury, Lancashire, 22-23, 25-26, 28
 Bury Grammar School, 22 (f. 72),
 25 (& f. 79), 28
 Bylaws (of Harvard College)
 180, 181

 Cabot Room, Loeb House. See
 "Loeb House."
 Calvinist, 184
 Cambridge (Mass.), 24, 26-27, 48,
 78, 90, 93, 106, 140-141, 167,
 178, 179, 184
 Common, 39

 Grammar School, 140
 Dunster's role in, 140
 Old Burying Yard, 23 (f. 78),
 24
 Press, 175
 Cambridge University, 25 (f. 79),
 26-27, 36 (f. 126), 87 (f. 283),
 88, 132, 135, 142 (f. 452), 144,
 150, 168
 (see also "Emmanuel College"
 and "Magdalene College")
 Cam River, 26
 Canada, 84
 case law, donations, 72-73
 CEHE ("Center for Excellence in
 Higher Education"), 74 (f. 239)
 CEO, 115, 127, 128, 130
 Dunster as America's first, xi
 relations with CFO, 120-122,
 133, 137, 139, 140, 143, 145
 CFO, 120
 Chaplin, Jeremiah, 195
Life of Henry Dunster (1872)
 21, 23, 28 (f. 93), 146 (f. 457)
 charitable corporations,
 72 (f. 233), 73
 Harvard as a role model, 59
 (See also "eleemosynary")
 charitable remainder trusts, 56
 Charles I, King, 11
 Charles II, King, 191
 Charles River, 161, 167, 169, 176
 Charlestown, 178
 "charter-mongering," 9, 44, 90, 183
 See Appendix B.
 Charter of 1650, 43-44, 46, 53, 55,
 58, 87, 89 (f. 292), 90, 97, 100,
 101, 108, 114, 117, 120, 122-
 125, 128, 134, 150 (f. 465), 156,
 164, 172, 185, 193
 Dunster's role, 41, 108
 flexibility of the, 90, 108
 legitimacy, 41, 53
 Massachusetts Constitution
 of 1780, 51
 mission statement for Harvard,
 as, 149
 powers of, 119-120
 Prince, Nathan, removal of,
 199

- restoration of, by Gov. Joseph Dudley (in 1707), 9, 13, 122
- text of, 42, 177, 179-180 (See Appendix A).
- violation of terms of, 105
- Charter of 1672, 43
- Charter of 1692, 183-184. See Appendix B.
- Charter of 1696, 184
- Chauncy, Charles (President), 33, 125
 - financial appeals, 34
 - salary, 33-34
 - self-sacrifice, 34 (f. 114)
- Chauncy, Dr. Charles (biographer of Pres. Chauncy), 33
- Chauncy, Nathaniel (first graduate of Yale), 126 (f. 407)
- Chief Executive Officer (see “CEO”)
- Chief Financial Officer (see “CFO”)
- China, 115 (f. 371)
 - PetroChina Ltd., 96 (f. 314)
 - Shanghai (Jing Tong University survey), 115 (f. 371)
- Christian, 148, 151, 172, 173, 189
 - faith and “second chances,” 141-145
 - student groups at Harvard, 66-67 (f. 218, 219), 70 (f. 228)
- Christmas hymn, “O Little Town of Bethlehem” (Phillips Brooks), 63
- “Christo et Ecclesia” seal (“Christ and the Church”), 70
- The Chronicle of Higher Education*, 35
- Church of England, 28
- “City on a Hill” conception, 172 (see also “Winthrop”)
- Civil War, 77
- Claffin, William, 122
- classical Christian curriculum, 173
 - resources, 173 (f. 510)
- classics/classical, 167, 173
 - curriculum, 151
 - study of at HC, 10 (f. 37), 150
- Western civilization, 151
- Class of 1642 (first Harvard graduating class), 190
- CNBC television program, 56
- “cocoon environment” at universities, 161
- Cogley, Richard W., 31 (f. 105)
- Colbert, David, 16
- College Book/Books, 199
 - Book I, 193
 - Book VI. See “Hollis Book,” 103
- College Farm, 32
- College Hall, 143
- College Library, 84, 98
- College Steward, 175
- “College Stock,” The
 - definition of, 58
- Collingwood, Harris, 133
- Collins, Jim, 136, 154
 - Good to Great: Why Some Companies Make the Leap... and Others Don't* (2001) 136
 - “Level 5 leader,” 136
- Colodny, Mark M., 77 (f. 247), 149 (f. 462)
- Colonial Society of Massachusetts (C.S.M.), 93, 94 (f. 310), 143 (f. 454), 199, 200
- colonies, corporate, 14-16
- Colony (Mass.) Charter of 1684, 183
- Commencement, Harvard, 84, 99, 103, 104, 169
- Commissioners of the United Colonies, 118-119
- commissioning, military, 28, 160
- “The Company of Royal Adventurers Trading to Africa” (aka “Royal African Company”), 191. See Appendix D.
- commodities, collection of, 28
- Conant, James Bryant (President), 109, 110, 122
 - “holding company” quip, 110
- Concord, Massachusetts, 93
- Congress, Continental, 39, 45, 54
- Congress, U.S., 118

House of Representatives, 80, 101
 Connecticut, 14, 191
 conscience (see "freedom of")
 Constitution of the Commonwealth of Massachusetts, 47-48
 Constitution, U.S., 39, 54 (f. 171), 109-110, 120
 obligation of contracts clause
 54, 58
 Coote, Richard, 184. See also "Bellamont"
 corporal punishment, 141-142
 corporation
 definition of, 17-18
 Harvard measured as a model, 73-75
 Corporation, The (Harvard), 1, 42, 47, 56, 57, 64-66, 73, 79, 82, 87, 93-96, 97 (f. 318), 98-100, 114, 123, 129, 130, 143, 160, 165,
 American independence, impact on, 8
 anachronism, criticized as, 113-114
 anniversary, 300th in May 1950, 80 (f. 256)
 Charter of, 18, 57
 committees of, 96
 Committee
 joint (with Overseers), 97
 Shareholder Responsibility
 96, 112
 consensus decision-making, 164
 granting a degree ahead of schedule, 83-84
 Hancock reply to, 45 (f. 149)
 leadership, 162
 legal owner, 176
 letterhead of, 85-87
 meetings of, 93-96. (See also f. 301 & 305), 127 (f. 410), 180, 193
 membership, 82-83, 90 (f. 293), 101, 184
 oldest in America, 19-20, 38
 Phillips Brooks House, 63-66, 68
 powers of, 83, 110, 119, 124-126
 "The President and Fellows of Harvard College," 79, 82, 97, 179
 records of, 193, 199
 residency issues, 90 (f. 293), 148-149
 resignations of Corp. members under Pres. Hoar, 80
 resignation of HD, 123 (f. 398), 124, 125-126
 responsibilities of, 175
 secrecy, 149
 "stealth" entity, 85
 steward, as, 175
 text establishing the, 179-181
 versus Overseers, 97-106, 110, 125
 Vice-President of, 184
 Costigan, George P., Jr., 34 (f. 114), 118
 "Council of New England," 183
 Cotton, John, 77
 Cromwell, Oliver, 11, 190, 191
 Crown, attitude of the British, 8, 11, 14, 51 (f. 164), 183, 184
 curriculum, 148, 152-154, 161-163
 Core, 153
 General Education (new), 153-154
 "Red Book," 152 (f. 471)
 Cushing, Thomas, 46 (f. 150)
 "cy-pres" legal doctrine, 60-61, 73

 Dane, Nathan, 54, 58
 "Dane Prof. of Law," 54, 58
 Danforth, Samuel (founding member of first Corporation), 179
 Danforth, Thomas (Treasurer) 46 (f. 151), 120-122, 125, 126, 179
 tensions with HD, 120-122
 Daniel, D. Ronald (Treasurer), 82, 110
 Danville Seminary, 72 (f. 233)
 Darfur region. See "Sudan"
 Dartmouth College
 charter, 53, 55, 57
 contracts, obligation of, 58

Daniel Webster, and
versus Woodward case, 53, 55
 (f. 178)

Davis, Joseph S., 16, 57
*Essays in the Earlier History
 of American Corporations*
 16 (f. 54 & 55), 57

Davison, Charles Stewart, 27
 (f. 86)

Daye, Matthew (College Steward),
 175-176
 (See also "Fellows' Orchard")

Daye, Stephen, 30, 175

Declaration of Independence, 94

degree/degrees,
 first transfer of HC, 142
 granting of, 9

Department of Defense, 159

discipline at HC, 141 (f. 451)
 restricted by General Court,
 141 (f. 451)

dissent/dissenters at Harvard, 146-
 148

divinity, study of, 170

donations, 179
 donors in context of Charter
 of 1650, 180-181
 'form over substance,' 75
 honoring donors' wishes,
 60-61, 71, 73-75
 poor families', to HC, 119
 receipt by the Corporation
 of Phillips Brooks House, 64
 use of, Pres. Lowell, MIT and
 the McKay bequest, 62-63

Dorchester, 178

Downing, Sir George (Harvard
 Graduate Number Two), 190-192
 Downing Street, named for
 190
 scoundrel comment, John
 Adams, 190-191
 slavery, involvement in, 192
 (see Appendix D)

Downing Street, 190

Dudley, Governor Joseph, 9, 13,
 99, 122, 123, 183
 restored the Charter of 1650,
 9, 13, 122

Dudley, Governor, Thomas, 126,
 180
 signed Charter of 1650, 180

Dudley, William, 123

Duke of York, 16, 191

Dunster, Elizabeth, great-grand-
 daughter of HD, 23 (f. 78)

Dunster, Mrs. Elisabeth (Glover),
 29-31

Dunster, Mrs. Elizabeth (Atkinson)
 (HD's widow), 29-31, 140

Dunster, Henry (first President;
 founding member and originator
 of first Corporation), 21-35,
 166-174
 "age of Dunster," 32
 baptism, confusion over HD's,
 23 (f. 77)
 baptism, views on infant
 123 (f. 398), 125 (f. 402)
 biography, 21-35, 195
 birth, 23-24
 CEO, success as, ix, xi, 19
 standards, set, 115
 Charter of 1650, 41-42, 108,
 110
 children, 31, 175

conscience, issue of, 125, 127,
 132 (f. 423), 145-146
 corporal punishment, 141-142
 courage of, 21, 137, 146
 creation of Charter of 1650,
 6-7
 curriculum, HD teaching the,
 88
 devotion to Harvard's success,
 32, 128, 136, 140
 dissenter, Harvard's first, 126
 (f. 408), 132 (f. 423), 145-
 147, 176

Downing, George, 192

education, 26

estate, 140 (f. 446)

excellence, commitment to,
 135, 150, 166

executive skill, 118-119

father, Henry, 22

Fellows, HD dev. of, 88

finances of HC, 117-119

four-year academic program

- for colleges, influence on
138, 171
 - fund-raising 121-122, 140
 - gift of 100 acres to Harvard, 32
 - 'grace under fire,' 146
 - gravesite, 23-25, 23 (f. 78)
 - Harvard's personality,
key role in defining, 136
 - home, 31, 127 (f. 410)
 - humility of, 137-139, 173
 - lawsuits against, 121-123, 146
 - leadership, 108
 - member of Artillery company,
17
 - Memorandum of Dec. 1653
88
 - model, serves as, 127
 - mother, Isabelle [?], 22
 - presidency of Harvard, 29,
38-40
 - organizational ability, 118
 - parish, assigned a, 28
 - pastoring, 28
 - presidency, first, 179
New World, 36-40
 - pride of learning snare, 173-174
 - principles of, 128
 - qualities assessed, 131
 - residence (see "home")
 - resignation, 123-127, 146, 189
 - salary and benefits, 28, 33
 - second chances (students), 141
 - self-confidence, 139
 - self-sacrifice, 108, 133, 140,
145, 147
 - step-father, as a, 30
 - teacher, master, 32, 137-138
 - transition to his successor, 127
 - upset with General Court over
investigation of 1653-54
122 (f. 395)
 - view of HC, 119, 170, 172
 - vision for HC, 135
 - walkabout (hypothetical),
166-174
- Dunster, Henrye (father), 22
 - Dunster House, front cover
photo, 37 (f. 126), 168, 169
 - Dunster, Isabelle [?] (mother), 22
- Dunster, Richard, 29
 - Dunster, Samuel, 33, 146, 195
*Henry Dunster and His
Descendants* (1876)
21, 23, 27 (f. 88 & 89), 195
 - Dunster Street, 167-168
 - Durnin, Richard G., (f. 439), 196
 - Dutch settlement of New
Amsterdam (see Appendix D)
191
 - Eaton, Nathaniel (Master), 29, 30,
37, 150
beating/bullying of students,
78-79
trial and dismissal, 78
 - Eaton, Samuel (founding member
of first Corporation), 179
 - education, goals of
Dunster's views of, 171
Lewis, Harry R., former Harvard
College Dean, views of
170-171
"making better people" goal
171
 - Edwards, Jonathan, 35 (f. 122)
 - eleemosynary corporation, 129
definition of, 56
Harvard as America's first, 56-
78
 - El-Erian, Mohamed A., 112
(f. 361)
 - Eliot, Andrew, 4 (f. 21)
 - Eliot, Charles W. (President),
era of, 33, 64, 79, 81, 109,
155-156
 - Eliot, John ("The Apostle"
to the Indians), 77
 - Eliot, Samuel A., 109, 128
*Sketch of the History of Harvard
College and of Its Present
State* (1848), 109 (f. 350),
128
 - elitism, at Harvard, 159
 - Elton, 22 (f. 75)
 - Emerson, Ralph Waldo, 152
(f. 470)
 - Emmanuel College (Univ. of
Cambridge), 11, 27, 87-88, 135

endowment
 Harvard, 111-113
 Princeton, 74
 England, 11, 12, 25, 29, 30, 33
 78 (f. 250), 87 (f. 283), 132,
 138, 169, 183, 184, 191, 192
 English Civil War, 11
episkopos (Greek for “bishop,”
 “overseer,” or “guardian”), 77
 Epps, Archie (former Harvard
 Dean of Students), 67-68
 comments on Phillips Brooks
 House, 67-68
 excellence, goal of, 135, 152, 155-
 156, 162, 163, 170-171
Excellence without a Soul (2006)
 (see “Lewis, Harry”)
 executive, attributes of the success-
 ful, 136, 139
 ‘aggregate of action’, 133
 ‘creative function’, 135
 humility, 136-139
 loyalty, 131-132
 ‘morality of governance’, 131
 ‘organization personality’, 132,
 (f. 423), 146-147

 expulsion
 case of Joseph Webb, 143
 policy concerning, 142
 Faculty. See “Harvard Faculty”
 “Faith and Reason” course proposal
 161-163
 Fallows, I.B., 25 (f. 79)
 *Bury Grammar School: A
 History* (2001), 25 (f. 79)
 False Claims Act, 61
 Faneuil Hall, 17
 Faust, Drew Gilpin (President)
 x, 1-2, 97, 158, 193
 federal funds/funding, 159
 military policy on homosexuals,
 158-159
 Harvard Law School
 actions, 158-160
 Federalist Party, 52, 54, 56 (f. 182)
 Fellows (of HC), 48, 87-92, 137,
 170, 179, 180, 184
 “Fellow of the Corporation,” 87,
 88 (f. 283), 89-91, 104,
 106, 126, 185, 199
 non-residency issue, 83
 (f. 269), 89-91
 qualifications not stipulated
 89-90
 “Fellow of the House” (or
 “Fellow of the College”), 87,
 91, 200
 definitions, 87-93
 Harvard Faculty’s origin, 87
 HD development of, 88
 Orchard, 175-176
 residency, 83 (f. 269)
 Society of, 92
 stipends, 125
 Tutors, as, 83 (f. 269)
 financing HC, 118-119
 First Church of Cambridge, 78, 92,
 98, 118
 for-profit
 companies, 16, 19
 definition, 56
 versus non-profit entities, 57
 Founders, American, 40, 46, 151
 four-year undergraduate programs
 in America, HD’s role in, 138
 freedom of conscience, 148, 173
 Dunster’s role and contribution
 171, 173
 freshmen doing “private errands”
 for seniors, 98
The Functions of the Executive
 (1938) (see also “Barnard”)
 ‘aggregate of action’, 133
 ‘creative function’, 135
 humility, 136-139
 loyalty, 131-132
 ‘morality of governance’, 131
 ‘organization personality’,
 132 (f. 423), 146-147
 fund-raising, 113,
 commodities, by, 168

 Galloway Womens’ College, 72
 (f. 233)
 Gardner, Howard E., 116 (f. 375)
 Garten, Jeffrey E., 145
 The Mind of the C.E.O. (2001),
 145
 Gates, Bill, 84

- General Court of Massachusetts
 Bay Colony, 11, 13, 14, 19, 29,
 34 (f. 114), 37, 38, 41-43,
 51 (f. 164), 53 (f. 170), 89
 (f. 292), 93, 101, 117, 122, 123,
 138-139, 141 (f. 451), 146, 178,
 179, 181, 184
 committee of, investigating
 College finances in 1653-54,
 122 (f. 395), 126
 petition of HD to, 41, 127
 (f. 410)
 resignation of HD to, 124-125
 (f. 401), 126 (f. 408)
- General Education curriculum
 153-154
- gentleman
 becoming a, 27-28
- Glover, Elizabeth.
 See "Dunster, Mrs. Elisabeth"
- Glover estate, 30
- Glover, John (step-son of HD), 122
 lawsuit against Dunster, 122
- Glover, Rev. Josse (Jesse), 122
God and Man at Yale, 157
- Gomes, Peter J., 163
 response to Pinker, 163
- "good-to-great" corporate model,
 136
- Gookin, Rev. Nathaniel, 83 (f. 269)
- Gospel of John, 75
- Gospel, 167,
 global mission, 172
- governance, of Harvard, 110
 (f. 351), 113, 114, 131, 149, 153,
 193
- Governing Boards, 76-111, 114,
 123, 148, 149 (f. 460), 153, 154,
 156, 160, 164, 165, 193, 199, 200
 "checks and balances"
 between the Boards, 97-99,
 103, 107-109
 (see also "branches of
 government")
 controversy over Pres. Jackson's
 honorary degree, 80
 religious struggles, 102
 "suspicious vigilance," 79
 (See also "Tolman Index")
- Governor's Council, 101-102
- graduating classes, first Harvard,
 86 (f. 279)
- Great Books (of the Western
 world), 151, 155
- Greek, teaching of, 88
- Greenway, H.D.S., 189
- Grove City College, 159 (f. 487)
*vs Bell, U.S. Supreme Court
 Case (1984)*, 159 (f. 487)
- Hall, Benjamin Homer, 33
 (f. 112)
- Hancock, John, 44-47
- Harris, T.W. and W.T., 23 (f. 78)
- Hartshorn, Ebenezer, 103-104
 degree controversy, 103-104
Harvard Book, 33 (f. 112)
Harvard Business Review, 130-
 131, 133, 135
- Harvard Business School
 111 (f. 355), 128-130, 161, 168,
 169
 hypothetical view from,
 130
- Harvard Club of New York
 149 (f. 462)
- Harvard College, 5-8, 29, 30, 34,
 39, 44, 46, 47, 53, 63, 64, 76,
 100, 111 (f. 355), 117, 120-121,
 123, 128, 133-135, 137-138,
 140, 145, 148, 150, 152, 156,
 163, 167, 169, 170, 173, 175,
 176, 179, 180, 181, 183
 financial affairs of, 120-121
 House system, 168
 income of, 118-119
 legitimacy, 49-50
 national vs. regional role, 119
 Records, 185, 199
 revenue to (Act of 1642), 178
 seal, 70
 statutes, 107 (f. 346), 112
 vice-presidency of, 184-185
- Harvard College Library
 (see "Widener" and
 "Houghton Library")
Harvard College Records, 91 (f.
 296), 93, 94 (f. 310)

The Harvard Corporation.
 (see "The Corporation")
The Harvard Crimson, 63 (f. 206)
 76, 82 (f. 265), 85, 93, 94, 149,
 160, 164
 Harvard Dental School, 111 (f.
 355)
 Harvard Divinity School, 71
 (f. 230), 111 (f. 355), 129, 169
 Harvard Faculty, 103, 106, 149,
 153, 154, 159, 160-161, 163, 165
Harvard Graduates Magazine, 118
 Harvard Graduate School of Arts
 and Sciences (GSAS), 111
 (f. 355), 128, 158 (f. 484)
 Harvard Graduate School of
 Education, 116 (f. 375)
*The Harvard Guide to Influential
 Books: 113 Distinguished
 Harvard Professors Discuss the
 Books that Have Helped Shape
 Their Thinking* (1986), 155
Harvard Hates America, 157
 See also "LeBoutillier, John"
 and "Anti-Americanism at
 Harvard")
 Harvard, John, x, 11, 27, 29, 88
 (f. 283), 134, 176
Harvard Law Review, 73
 Harvard Law School, 111 (f. 355),
 129, 158-160
Harvard Magazine, 71 (f. 229),
 77, 82 (f. 265)
 Harvard Management Company
 (HMC), 111-113
 Harvard Medical School, 69, 75,
 111 (f. 355), 161, 169
 Harvard-Radcliffe Christian
 Fellowship (HRCF), ii, 67
 (f. 219), 72
The Harvard Salient, 66 (f. 216),
 154
 Harvard Square, 168
 Harvard University Archives,
 ii, 193
Harvard University Fact Book
 111 (f. 357 & 358)
Harvard University Gazette, 68,
 92, 96
 Harvard University
 intellectual influence, 115
 international reputation, 172
 Dunster's role and vision
 172
 response to inquiry on
 religious bequests, 71
 structure (confederation of
 "fiefdoms"), 110
 success as an institution, 117
 Harvard University Science and
 Engineering Committee
 ("HUSEC"), 96, 164
 Harvard Yard, 83, 166, 168
 Harvard Young Mens' Christian
 Association (HYMCA), 63-64
 Hawthorne, Nathaniel, 18 (f. 60),
 41
 The Scarlet Letter, 18 (f. 60), 41
 Hebrew, teaching of, 88
 (see also "Ravis, Prof.,"
 noted Hebraist in correspon-
 dence with HD, 150 (f. 466)
*Henry Dunster: First President of
 Harvard College* (forthcoming)
 vii, 146, 166
 Herbst, Jurgen, 117
 *From Crisis to Crisis: American
 College Government, 1636-
 1819*, 6 (f. 26), 117
History of Education Quarterly
 137
 Hoar, Leonard (President), 43, 80
 Hobart, Rev. Nehemiah, 10 (f. 37),
 83 (f. 269), 185
 Hofstadter, Richard, 50 (f. 162)
 "Hollis Book," 103
 Hollis, Thomas, 86, 103
 Hollis benefaction, 86 (f. 278)
 Holyoke, Edward (President), 10
 (f. 37), 91, 138 (f. 440)
 homosexuals
 anti-military attitudes at
 Harvard because of military
 policy, 158-159
 Harvard Law School actions,
 158-160
 honorary degrees, 84, 94
 Houghton, James R. (Senior
 Fellow), 1, 92, 97 (f. 317)

- Houghton Library, Harvard College Library (HCL), i
- House system for undergraduates 168
- HUSEC (see “Harvard University Science and Engineering Committee”)
- Hyam, Dr Ronald, 27 (f. 86)
- incorporation (traditional)
 HC vs. city of Boston, 117
- incorporation (with respect to acceptance of a degree), 142, 144
- Indian/Indians
 Charter mention of educating, 42
 College at Harvard, 8 (f. 29)
 Gospel to the, 172 (f. 509)
 native peoples of America, 42, 164, 168
 students, 31 (f. 105), 42
 youth, 164, 179
- Jackson, President Andrew, 80
 controversy over honorary degree, 80, 94
- James Duke of York, 16. See Appendix D.
- James the Printer (Indian lad), 31 (f. 105)
- Jamestown (Virginia), 12
- Jesus Christ, 69-70, 75, 144, 167
- John F. Kennedy School of Government, 159-160
 Program for Senior Executives, 159-160
- Johnson Gate, HU, 166
- Joint Chiefs of Staff (JCS), 159
- Jonathan (Indian lad), 31 (f. 105)
- Jupiter, moons of, 151
- Keller, Morton and Phyllis, 108
Making Harvard Modern, 108
- Kennedy School (see “John F. Kennedy School of Government”)
- King Charles I, 11
- King Charles II, 191
- King James II, 12
- King William III 183
- Kirkland, John T. (President), 109, 119
- Kullberg, Kelly Monroe, 67-68, 72, 162 (f. 492), 163
Finding God at Harvard, 71 (f. 230), 162 (f. 492), 163
Finding God Beyond Harvard, i-ii, 67
- Lafayette, General (Marquis de), 46 (f. 150)
- Lancashire, 22, 25-27, 29
- Langdon, Samuel (President), 45
- Latin, 167
 diplomas, Harvard, 37 (f. 126)
 disputations in, 150
 training in, 25, 151, 173
- leadership, attribute of, 134-136
- Leander Clark College, 72 (f. 233)
- LeBoutillier, John, 157. See also “*Harvard Hates America*”
- Lentz, Horace Dey
 Lecture series, 70
- “Level 5 leader.” (see “Collins, Jim”), 136
- Leverett, John (President), 9, 10 (f. 36), 99-100 (f. 326), 109, 185
- Lewis, C.S., 26
- Lewis, Harry (former Dean of Harvard College), 62, 63, 68, 115, 116 (f. 376), 148, 149, 155, 165, 170, 174, 189
 “better people” comment, 165, 171
Excellence Without a Soul 62, 81 (f. 260 & 261), 148, 150-153, 157, 189
- “Library Keeper,” 98
- Library of Congress, U.S., 16 (f. 53), 50 (f. 162)
- Life of Henry Dunster* (1872).
 See “Chaplin, Jeremiah”
- Loeb House, 94
 photo (back cover)
- London, 172, 190
- Lowell, Abbott Lawrence (President), 62-63, 92, 109, 168
 House system, creation of 168

- Lowell House, 37 (f. 126)
- Lowell, Judge John, 46
- loyalty, key attribute of the executive, 131-132
- Lynn, Massachusetts, 146
- Lyon, Richard, 134 (f. 428)
- co-author with Dunster of revision of *The New England Psalms*, 134 (f. 428)
- Madison, President James, 58
- Magdalen College (Univ. of Oxford), 142
- Magdalene College (Univ. of Cambridge), 26-27, 36 (f. 126), 37, 168
- Dunster's education, 26-27
- Lutyens Building, 27
- Master and Fellows of, 27 (f. 86)
- Stairway 'D,' 27
- Magnalia Christi Americana* (see also "Mather, Cotton"), 34 (f. 114), 77
- Manchester County, 22
- Manhattan, 191
- Marshall, Chief Justice John, 55
- Maryland, 14
- Mason, N.H., 32
- Massachusetts, 28, 38, 52, 54, 66, 73, 74, 97, 102, 135, 139 146, 148, 179, 183, 184, 189
- Attorney General, 73
- Bay Colony, 11-14, 41, 51 (f. 164), 76, 119, 179, 183
- centric, 149
- Constitution of 1780, 47-48, 50, 51 (f. 164)
- Hall, 94
- Historical Society (MHS), 197
- Massachusetts Institute of Technology (See "MIT")
- "Master," title of, 36-38
- Dunster's role, 36-37
- Eaton episode, 37
- England, use in, 36
- Mather, Cotton, 34 (f. 114), 35 (f. 122), 77, 83 (f. 269), 114, 200
- anger at Corporation, 2-3
- Corporation membership, 2-3
- Leverett, opposition to, 100 (f. 326)
- Magnalia Christi Americana* 34 (f. 114), 77
- Mather, Increase (President), 9
- 83 (f. 269), 93 (f. 303), 94, 169, 183, 200
- Charter of 1692, 184
- See Appendix B.
- diary of, quotes from, 94-95
- meetings with King James II, William and Mary, 183
- See Appendix B.
- Rector of Harvard, 183
- threats to resign, 94-95, 127 (f. 410)
- Mather, Richard, 77
- Mather, Samuel (founding member of first Corporation), 179 (See Appendix A)
- Maxwell, David, 136
- McCullough, David, 151
- McKay, Gordon
- bequest of, 62-63, 68
- meetings of
- Corporation, 93-94. See also 93 (f. 301), 193
- Overseers, 81, 106, 193
- Memorandum of 1653, HD's, 88, 89 (f. 290)
- Memorial Church, 163, 167
- Metzger, Walter P., 50 (f. 162)
- Microsoft Corporation, 84
- Middlesex, County of, 178, 179
- military, U.S.
- policy on homosexuals, 158
- recruiting on campus, 160
- senior officers attending executive education training 159
- Milton, John, 27
- mission statement for HC, 149-150
- MIT, 62, 129, 158, 159
- Mitchell, Jonathan, 23 (f. 78), 92-93, 126, 179
- See also "*A Model...*" below.
- Mockler, Coleman, 136
- A Model for Maintaining*

- Students and Fellows of Choice Abilities*.... (Mitchell, Jonathan, 1663), 92-93
- Monroe, Kelly
(see "Kullberg")
- Morison, Samuel Eliot
42, 44, 97, 108, 117-121, 122 (f. 395), 126, 135, 139, 142 (f. 452), 150, 169, 198, 200
Builders of the Bay Colony
29 (f. 96 & 98)
The Founding of Harvard College 26 (f. 84), 31 (f. 105), 36, 76 (f. 244), 117, 139, 142 (f. 452 & 453)
Harvard in the Seventeenth Century, 7, 21, 34 (f. 115 & 118), 44 (f. 147), 50-51 (f. 164), 97, 122 (f. 395), 150 (f. 466), 169, 183
The Development of Harvard University since the Inauguration of President Eliot, 8, 14 (f. 46), 19 (f. 64 & 65), 38 (f. 131), 41 (f. 137-139)
Three Centuries of Harvard
33, 46 (f. 150), 47 (f. 155), 118, 121
views on Dunster, vii
- Morningside College, 72 (f. 233)
- Mowlson, Lady (see also "Radcliffe, Anne"), 59 (f. 192), 141
- Narragansett Bay, 14
- National Collegiate Athletic Association (NCAA), 149-150
Harvard Charter of 1650
as the Harvard "mission statement," 149-150
- Native peoples of America, 42
- Near East languages, 150
- Neem, Johann N., 52 (f. 167-170)
- The Netherlands, 191
- New Amsterdam, 191. See Appendix D.
- New England, 14, 29, 48, 149, 172 (f. 508), 179, 190, 192
"Council of," 183
New England Psalms, 134 (f. 428)
- The New England Quarterly*, 135 (f. 432 & 440)
- New Englands First Fruits*
166, 172
- New Hampshire, 29, 32, 54
Constitution, 55 (f. 177)
Patriot, 55 (f. 177)
- New Haven, 16
"New Netherland," 191
- New Testament, 69, 77, 145
- New Testament Greek, 88
- Newtown (earlier name for "Cambridge"), 177
- New World, 11, 29, 36, 87, 108, 135, 142, 172, 175 (f. 515), 190
- New York, 16, 149, 184
- New York City, 190-191.
See Appendix D.
- New York Fishing Company of 1675, 16
- New York Supreme Court, 51 (f. 164)
- Noble, William Belden Lectures, 69 (f. 226), 70, 75
- non-profit corporations, 58. (See also "eleemosynary")
entity, 128-129
- Northwest Ordinance, 54
- Notestein, Wallace, 36 (f. 126)
- Oakes, Urian (President) and famous Latinist, 24
- obligation of contracts clause in U.S. Constitution, 54, 58
Harvard and Dartmouth College charters, 55
- Old Burying Yard (Cambridge), 23, (f. 78), 24, 39, 166
- Old Harvard Hall, 10 (f. 36), 93
- Old South Church, 90 (f. 294)
- oldest corporation (in America), 5-20, 38, 115
- "organization personality," 132 (f. 423), 146-147
- Osgood, Herbert L., 15 (f. 50)
- Overseers, Board of
29, 30, 42-44, 45 (f. 149), 46

- (f. 151), 52, 76-81, 97-99, 108, 137-138, 146, 149 (f. 462), 165, 183
 Act of 1642, formalizing, 178
 Charter of 1650, role in, 179-181
 committees of, 86 (f. 278), 103
 definition of, 77
 docility issue, 81, 102
 history of, 76-81, 178
 meetings of, 81, 106, 193
 powers of, 124
 resignation of HD, 123 (f. 398)
 roles, 107
 versus Corporation, 97-106, 125-126
 Oxford University, 27, 36 (f. 126), 49 (f. 160), 78 (f. 250), 135, 142, 144, 145, 150, 168
- Paige, Lucius R.
History of Cambridge (1877)
 23 (f. 78)
 parish "living" and collection of commodities, 28
 Parliament (British), 11
 Patashnik, Joshua, 160
 Peabody, Andrew Preston, 54
Harvard Graduates Whom I Have Known (1890) 4 (f. 19)
 Peirce, Benjamin (Librarian of the University), 199
A History of Harvard University (1833), 34
 Pelham, Herbert, 46 (f. 151)
 Pennsylvania, 14
 Pepys, Samuel, 26
 "perpetual succession" attribute of Harvard Corporation, 82
 Phillips Brooks House, 63-69, 75
 Association (PBHA), 65-66
 PBHA, Inc., 65-66
 donations to, 64
 history of, 63-66
 subscription paper, 65 (f. 212)
 Pierpont, Ebenezer, 99-100
 Pinker, Steven, 162-164
 Plymouth Colony, 15, 189
 "post-nationalism" at Harvard, 157, 160
praeses, xv, 36-37 (f. 126)
 prescription, def. of, 49
 Presidency, U.S., 36, 39, 40
 President/presidency (of the College), 94-95, 105, 125, 128, 133, 135, 137-138, 145, 165, 169, 180, 189
 bully pulpit, 116
 impact on U.S. Presidency 36, 39-40
 personality of, 107
 powers of, 107
 removal of, 124
 resignation of HD, 121
 title, origin/history of, 36-40, 39 (f. 134)
 "President and Fellows of Harvard College," 79, 82, 97
 phrase adopted by HD, 89
 "President of the Council for New England." See "Dudley, Joseph," 183
 Press, the Cambridge, 175
 pride of learning, 173-174
- Prince, Nathan, 104-106, 123 (f. 399), 199
 appointment to Corporation controversy, 104-105
The Constitution and Government of Harvard College (1743), 106, 123
 Overseers' action against 106
 Princeton University, 72, 74
 printer, first in America, 30
 printing, early, 175 (f. 515)
 Privy Council, 184
 public good, corporations serving 57
 Pulitzer Prize, 151
 punch, prohibition of, 98
 Puritan/Puritans, 11, 29, 33, 88 (f. 283), 135, 141, 144, 146, 167, 172, 173, 176, 189
 Pusey, Nathan M. (President), xv
 Queen's College, 37 (f. 126)
 Quincy, Josiah (President), 10, 34,

89, 98, 100, 101, 103, 105, 106, 117, 126 (f. 408), 177, 183, 200
History of Harvard Univ., 37, 80
 91 (f. 295), 100 (f. 326), 104, 117, 127 (f. 410), 177, 183
 Mathers, attitude toward, 200
 Quincy Street, 94
 quorum, of the Corporation, 81 (f. 259), 94-95

Radcliffe, Anne (see also "Lady Mowlson"), 59 (f. 192)
 Radcliffe College, 59
 Ravis, Professor Christian, 150
 correspondence with Dunster, 150
 "Reason and Faith" course proposal, 161-163
Recovering the Lost Tools of Learning: An Approach to Distinctly Christian Education 173 (see also "Wilson, Doug")
 Rector of Harvard, 183. (See also "Mather, Increase")
 "Red Book" curriculum, 152 (f. 471)
 redemption, 141-145
 Reformation, the Protestant, 170 184
 religion-restricted gifts at Harvard, 63-72, 75
 Republican Party, 52, 54, 56 (f. 182)
 Reserve Officer Training Corps. See "ROTC"
 revenues of HC, 178, 180
 Rhode Island, 14, 16
 Richards, Major John, 83 (f. 269)
 Robertson, Charles and Marie, 74
 lawsuit against Princeton, 72, 74
 Robie, Thomas (Senior Resident Tutor and Fellow of the Corporation), 104
 Roche, George, 116
The Fall of the Ivory Tower, 116
 Rogers, John, 93
 Romans, Epistle to the, 145
 ROTC, treatment of, 157-160
 Roxbury, 141, 178
 royal charter, 183
 "royal will," 13, 50 (f. 164)
 Rudenstine, Neil L. (President), ii, v, 71
 Russia, 61

Saint John's College, 72 (f. 233)
 salary,
 Chauncy's, 33-34 (f. 114)
 HD's, 33
 collection of commodities, 28
 Sargeants, Thomas, 83
 granted degree ahead of schedule, 83-84
 Sayers, Dorothy, 173
 Schlesinger, Andrew, 3, 34, (f. 114), 44, 46 (f. 150), 172
Veritas: Harvard College and the American Experience, 172
 "School of the Prophets," 117
 science training at Harvard, 62-63
 Scituate (Mass.), ii, 189
 Scotland, 33
 seal, Harvard, "Christo et Ecclesia" and "Veritas," 70, 151, 164 (f. 498)

second chances, Puritan view of 141, 143-144
 Senior Executives, Program for
 See "Kennedy School of Government"
 Senior Fellow of the Corporation 91-94, 97, 127 (f. 410), 170
 Houghton, James R., 1, 92
 Mitchell, Jonathan, 92
 Stone, Robert G., 92
 Sever, Mr. Nicholas, 100-101
 collision of the Governing Boards, 100-101
 Sewall, Rev. Joseph, 10 (f. 36)
 Latin oration at Leverett's installation, 10 (f. 36)
 Sewall, Judge Samuel
 diary excerpts at reinstatement of Charter of 1650, 10 (f. 36)
 Shaw, Jim and Vera, i-ii, 72
 Shepard, Samuel, 175
 Shepard, Rev. Thomas, 77-79, 118-119, 175
 HD and the "memorial"

- proposal for HC funding, 118 (f. 382 & 383)
 Overseer, as, 78-79, 118
 Shleifer, Andrei, 61-62, 72
 friendship with former University president
 Summers, 61 (f. 196)
 legal settlement, 61-62
 Shorto, Russell, 191
Island at the Center of the World: The Epic Story of Dutch Manhattan and the Forgotten Colony that Shaped America, 191
 Shute, Governor Samuel, 98
 Sibley, John Langdon, 86, 190 (f. 519), 200
Biographical Sketches of Graduates of Harvard University, 86
 Classes taught by HD, 200
 Silk, Leonard and Mark, ix
The American Establishment, ix
Sketch of the History of Harvard College and of Its Present State (1848) . See "Eliot, Samuel A." 109 (f. 350), 128
 slavery, 192 (Appendix D)
 Smith, Darwin, 136
 Smith, Richard Norton, ix-x, 55 (f. 178)
 Sniffin-Marinoﬀ, Megan (Univ. Archivist), 193
socius, definition of, xv, 88 (f. 283)
 soullessness at Harvard, 149, 174
 South Africa, divestment, 96 (f. 314)
 Starr, Comfort (founding member of first Corporation), 179
 Statutes of Harvard University, 107 (f. 346), 112, 149 (f. 460), 154 (f. 477)
 Stevens, Joseph, 91
 Stone, Robert G., Jr. (Senior Fellow of the Corp.), 4, 92
 Storer, Ebenezer, 46
 Story, Joseph (U.S. Supreme Court Assoc. Justice), 54 (f. 174), 57-58 (f. 190)
 Sudan, Darfur region, 96 (f. 314)
 Sullivan, Michael J. (U.S. Attorney), 62
 USAID case, 62
 Summers, Lawrence (President), 1-2, 6, 97 (f. 317), 189
 friendship with Prof. Andrei Shleifer, 61 (f. 196)
 resignation of. (see Appendix C), 189
 ROTC, attitude to, 157-158, 160
 University Professorship 189
 Supreme Court (see "U.S. Supreme Court")
 Syriac, teaching of, 88
 Taylor, Anne, 71 (f. 231)
 Thiel College, 72 (f. 233)
 Titanic, 59
 Tolman, Bertha I., 193
 Tolman Index of Early University Records (area for further research on Governing Boards), HU Archives, 193
 Tottington, 23
 transparency, 75
 Treasurer, Colony
 HD letter to, 34
 Treasurer (of Harvard College), 44-46, 94, 99, 101, 111, 112, 120-125, 137, 179
 Bellingham, Richard, 41, 46 (f. 151)
 Claflin, William, 122
 Danforth, Thomas, 46 (f. 151), 120-122, 125, 179
 Daniel, D. Ronald, 82
 Dudley, Gov. Joseph, wanted son William to be, 122-123
 Hancock, John, 44-47
 Pelham, Herbert, 46 (f. 151)
 Storer, Ebenezer, 46
 Trivium of learning, 173

Tutors, 99, 102, 103, 106, 200
 distinction from Fellows
 Tyler, Lyon Gardiner, 12, 13 (f. 42
 & 43)

 United Kingdom (UK), 190
 University of Cambridge
 (see "Cambridge University")
 U.S. Agency for International
 Development (AID), 61-62, 74
 case against HU, 61-62
 U.S. Congress. See "Congress"
 U.S. Senate, 4, 80, 101
 U.S. Supreme Court, 53-55

Veritas, 27, 173-176
 seal, 151, 164
 Truth, meaning, 162, 170
 Veritas Forum, 67-68, 163-164
 (f. 498)
 vice-presidency of Harvard, 185
 (See Appendix B and
 "Willard, Rev. Samuel")
 Virginia, 29
 "Virginia Companie," 12, 14
 vision, as an attribute, 135
 visitatorial power, 183-184
 "visitors" as overseers, 77-78

 Wadsworth, Benjamin (President),
 103
 Wainwright, John, 84-85
 case before the Corporation
 84-85
 Walker, Charles, 22-23 (f. 75)
 Walker, Dr. James (President), 4
 (f. 19)
The Wall Street Journal, 74
 wampum, 31, 121, 168
 Ward, James, 141-145
 burglary incident, 59 (f. 192),
 141-143
 first degree and credit transfer
 from New World to Old, 144
 Harvard degree accepted
 at Oxford, 144-145
 Ward, Nathaniel, 141
 Washington elm, 39
 Washington, President George, 39
 water company, Boston (1652)

 16
 Watertown, 93, 178
 Webb, Joseph, 143
 expulsion story, 143
 Webster, Daniel, 53, 55
 Weld, John, 141-142 (f. 452), 143
 burglary incident, 59 (f. 192),
 141
 Weld, Joseph, 141
 Weld, Rev. Thomas, 59 (f. 192),
 141
 Welsted, Tutor, 102
 Western civilization, 151, 155
 Westminster College (PA), ii, 215
 Whitman, Zachariah, 19
 Widener, Harry Elkins, 60
 Widener Library, 60, 161, 167, 176
 (f. 517)
 Wigglesworth,
 Edward, 102-103
 Hall, 176 (f. 517)
 Wikipedia, use of, 19 (f. 66), 39
 (f. 134)
 Willard, Rev. Joseph (President),
 45

 Willard, Rev. Samuel (Vice-Pres.)
 184-185
 William and Mary (sovereigns),
 13, 183
 William and Mary, College of,
 12-14, 183
 Williamsburg (VA), 12
 Wilson, Doug, 171 (f. 506), 173
 *Recovering the Lost Tools of
 Learning: An Approach to
 Distinctly Christian Education*,
 173
 Wilson, James Q., 35 (f. 122)
 Winthrop, Governor John, 18, 34,
 76, 141 (f. 448), 143, 172, 191

 Yale, Elihu, 3
 Yale University, 19 (f. 65), 48
 (f. 160), 114, 126 (f. 407), 157
 Law School, 14 (f. 47 & 48)
 See also "Chauncy, Nathaniel"
The Yard, 79
 yeoman, 22
 YMCA (See "Harvard Young

Mens' Christian Association")