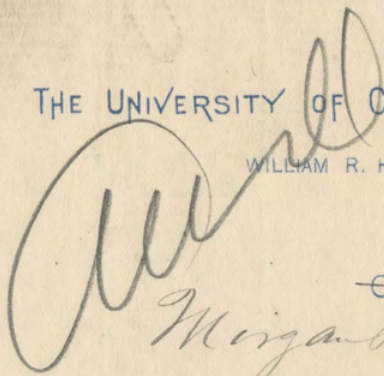


ISAAC BRONSON BURGESS
Acting Dean

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

Burgess~~CHICAGO~~Morgan Park, Ill. Nov. 1st 1892

Dear Dr. Harper:—

The Reception arrangements are well under way. The invitations are all written and the envelopes directed. They will be distributed tomorrow. We will try to arrange here for the refreshments as Mr. Robertson's note of today suggests.

Mr. Caldwell says that the ale he drank in one of the boys' rooms was ginger ale. He says he was playing Cards with the boys at the time. Yesterday when I was at the Post office Mrs. Husted (Mrs. Washburn's daughter) complained that the preceding evening Mr. Caldwell was laughing and shuffling with the boys in the office and that the Steward Burgess was very impertinent to the postmaster.

When I pulled Burgess up for it today he denied that he had been impertinent and went down to see Mr. Washburn about it. He seemed much

CHICAGO

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[Faint, illegible handwriting]

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CHICAGO

exercised and claimed that he had always been very careful of his department. Mr. Caldwell thinks that the postmaster exaggerated the disorder. I tell him that I am a good deal more particular than Mr. Washburn.

You will remember my telling you of my anxiety about Mr. C's smoking habit. He smokes in his room for I found him at it the other evening and a boy came in while he was at it. I had a very plain talk with him about it today and told him he would certainly undermine his influence and injure the school by continuing the practice. He promised to leave it off if I wished it and told him I certainly wished him to. He denies telling the boys that it is a good thing to smoke.

I have had a good deal of trouble about his leaving the study room during the time he has been in charge. The boys get to talking too loud and one day got into a scuffling. Today I told him I was entirely dissatisfied with the order which he kept (or failed to keep) and that the

ISAAC BROWDER BURGESS
Vice President

THE UNIVERSITY OF CHICAGO

WILLIAM A. HARPER, President

CHICAGO

Dear Sir,
I have the honor to acknowledge the receipt of your letter of the 10th inst. in relation to the purchase of the first edition of the "History of the University of Chicago" by the University of Chicago.
The book is now in the hands of the printer and will be ready for shipment in a few days.
I am, Sir, very respectfully,
Yours,
W. A. Harper

CHICAGO

Must stay in the room all the time.

(i.e. the teachers)

We all agreed to sit in Chapel before the School. Mr. Caldwell has been absent more than all the rest put together. I have had to request him to be present.

You will remember that I spoke of his indiscretion in accepting an offer of a present of an expensive dog from a student who was just then under discipline. Fortunately this fell through. He finds a good deal of fault and I know at least once he criticised Mrs. Woodruff before a boy's parents. He has lost the respect of the Sup't of the Building Mr. McLean by angry and undignified deportment towards him.

In short he is slow mentally and lacks discretion. Furthermore he seems to have no high idea of discipline. He says he likes his place and promises to be more careful. I had a very frank conference with him this P. M. I have rather a favorable idea of his work in the class-room; he seems much interested in it, and to take pride in it. It has occurred to me more or twice that he may be putting a

JOHN BROWN BURGESS
JANUARY 1891

THE UNIVERSITY OF CHICAGO

WILLIAM B. HARTER, PRESIDENT

CHICAGO

Dear Sir,
I have the honor to acknowledge the receipt of your letter of the 10th inst. in relation to the proposed purchase of the book "The History of the United States" by John Brown Burgess. I am sorry to hear that the book is not available at the time. I will endeavor to locate a copy for you as soon as possible. Very respectfully,
John Brown Burgess

ISAAC BRONSON BURGESS
Acting Dean

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

-CHICAGO

little too much time on the theory of the subject
(algebra) and leaving too little for practice. I
am by no means sure of this, however. Prof.
Moore has his examination books and I think
they are to be corrected at the University. Prof.
Moore was in his class at Yale and may
be able to tell you something of him. Letty
of Andover who knew him well at Yale thought
him rather disagreeable and slow mentally.
His success here seems doubtful but I will
try to do all I can and shall be glad of
any suggestions from you.

With this exception, all the members of the
faculty here are giving me royal support
and my earnest and I believe successful work.
I am ~~not~~ surprised that they are so ready to take
my suggestions since I am so nearly of the same
age with them all. I hope we shall have
a good night Monday.

Very sincerely yours
Isaac B. Burgess,

ISAAC BRONSON BURGESS
Acting Dean

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

MORGAN PARK, ILL. Jan. 26/93.

President William R. Harper,

The University of Chicago,

Chicago, Illinois.

Dear Dr. Harper:-

Thank you very much for the minute of teachers for the summer school. The exact time, whether the first six weeks or the last six weeks, seems to be a matter of importance and I have, therefore, inserted it opposite the names just as I have previously planned it. I also add some notes as to compensation.

One or two points in regard to deficiencies in the list of teachers; the English on your list is provided for only six weeks. You will remember I sent you a note from Mr. Collar highly complimentary to Mr. D. O. S. Lowell, teacher of English in the Roxbury Latin School, Roxbury, Massachusetts. I designed him for the first six weeks of the quarter. Mr. Lewis whom you name would perhaps be a good man for the last six weeks. You spoke highly the other night of Miss Reynolds, one of your Fellows, and I like her record very much. I note that she has been four years a teacher in Vassar College. Would not this be a very considerable recommendation for her in advertising? I note too that Vassar College has the requirements in English of the New England Commission, and I feel very strongly that we ought to have English teachers who understand those requirements. Might

ISAAC BROWN BURGESS
Acting Dean

The University of Chicago

MORGAN PARK, Ill. Jan. 28/93.

President William R. Harper,

The University of Chicago,

Chicago, Illinois.

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summer school. The exact time, whether the first six weeks or

the last six weeks, seems to be a matter of importance and I

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ISAAC BRONSON BURGESS
Acting Dean

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

-2-

MORGAN PARK, ILL.

she not be a better person than Mr. Lewis? I note too that French is provided for only six weeks. Ought we not to have twelve weeks of French, especially since we do not offer any French during the rest of the year? I note you have down Mr. Miller's name. You thought the other night that he was going to Chautauqua. Has he modified his plans? In retaining him we have no place for Mr. Owen. Personally, for the work required, I think Mr. Miller would probably fit in better than Mr. Owen. I could doubtless get a good many points from Mr. Miller to help me in my work. I am looking about all the time and getting together advertising material.

I was rather pleased the other day in looking over the list of our pupils with their work appended to find that we have only five students who are taking three minors; so you see we are carrying out with a good deal of consistency ^{the} a major and a minor system. I find that the teachers like it very much, especially in language work.

Prof. Butler lectures here to-morrow night. We are observing the Day of Prayer to-day. At a meeting this noon three of the village pastors and Profs. Anderson and Price were present and took part, along with a good many students.

Yours sincerely,

Isaac B. Burgess

What has been done in placing College students to work here during the Summer? The thought of bringing the matter before the students of Académie College.

ISAAC BRONSON BURGESS
Acting Dean

THE UNIVERSITY OF CHICAGO

WILLIAM B. HARPER, President

-2-

MORGAN PARK, ILL.

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present and took part, along with a good many students.

Yours sincerely,

THE ACADEMY
FOR BOYS
WAYLAND J. CHASE, DEAN

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILL., March 27, 1902.

President William R. Harper,

University of Chicago.

My dear Dr. Harper,

In accordance with your suggestion and invitation I left Chicago on the afternoon of March 6th and went east on a tour of inspection of schools for boys. I was absent till the early morning of March 18 and visited Phillips Exeter, Phillips Andover, and Lawrenceville academies, and the Hill School at Pottstown, Pennsylvania. The first two represent one extreme of school discipline, that which relies largely upon the boy's sense of responsibility and gives to the individual student large liberty; the other two are at the other extreme and stand for restraint and close supervision of the student.

How extensive the privileges granted to the student shall be is always to the head of a school like ours a very vital question and I was much interested in the observations and comparisons I was able to make. At Exeter except for the 26 young boys in one hall there are no required evening study hours, all the other boys numbering about 225 being required to be in their rooms by 10 o'clock at night, and of these approximately 100 who live in the three other dormitories are self reporting as to absence after that hour. All the boys young and old are per-

The University of Chicago

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WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILL.

March 27, 1902.

President William R. Harper,

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My dear Dr. Harper,

In accordance with your suggestion and invitation I left Chicago on the afternoon of March 26th and went east on a tour of inspection of schools for boys. I was absent till the early morning of March 18 and visited Phillips Exeter, Phillips Andover, and Lawrenceville academies, and the Hill School at Pottstown, Pennsylvania. The first two represent one extreme of school discipline, that which relies largely upon the boy's sense of responsibility and gives to the individual student large liberty; the other two are at the other extreme and stand for restriction and close supervision of the student.

How extensive the privileges granted to the student shall be is always to the head of a school like ours a very vital question and I was much interested in the observations and comparisons I was able to make. At Exeter except for the 24 hours of the boys in one hall there are no restricted evening study hours. All the other boys numbering about 225 being required to be in their rooms by 10 o'clock at night, and of those approximately 100 who live in the three upper dormitories are still reporting as to absence after that hour. All the boys young and old are per-

MORGAN PARK, ILL.,

W. R. H.--2.

mitted to smoke in their rooms, save that students on scholarships are denied that right. It would at once suggest itself that this method of school control requires careful culling out of those not strong enough to stand under this freedom and Principal Amen informed me (not for publication) that 300 have been sent away during the last six years. The other extreme is well represented by the Hill school where all the students' interests are kept within the school ground and where both as to study hours and as to recreation the pupil is under close and constant supervision. The advocate of the first method contends that his system develops strength in the boy so that he is better fitted for the larger freedom of college and later life than he would have become under a system of close supervision, and that it reduces in a desirable degree the demand that the teaching of boys makes upon the teacher.

The defender of the second method urges that the first method is too wasteful of boys, that though the survivors are strengthened by their experience there are too many who are ruined or crippled by the system. Of course, the arguments of each side is met in rebuttal by the other and still other arguments are adduced.

For our own school that which has commended itself to me is a system of discipline between these two extremes so that

MORGAN PARK, ILL.

W. H. H. -- 2.

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ships are denied that right. It would at once suggest itself
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constant supervision. The advocate of the first method contends
that his system develops strength in the boy so that he is better
fitted for the larger freedom of college and later life than he
would have become under a system of close supervision, and that
it results in a desirable degree of freedom that the boy
at boys' schools upon the teacher.
The defender of the second method urges that the first
method is too wasteful of boys, and though the advocates
attempted to show their experience there are too many who are
ruined or crippled by the system. Of course, the argument of
each side is met in rebuttal by the other and still other argu-
ments are adduced.
For our own school that which has commanded itself to
me is a system of discipline between these two extremes so that

MORGAN PARK, ILL.,

W.:R. H.--3.

careful supervision shall obtain and yet recognition shall be made of individual responsibility when it has been developed, trained and proved. This implies a more careful supervision and direction of the younger boys than of the older and I took pains to observe all that was being done in these schools in this particular, desiring to put into effect as soon as seems practicable at our academy plans providing for this differentiation in discipline.

Now that we have a good gymnasium our equipment of buildings and grounds compares in most respects not unfavorably with that of Exeter, which is better than Andover's. In the embellishment of chapel and class-room with pictures and statuary and in provisions for chemistry and physics our equipment is inferior and especially striking is the difference in methods of lighting. All of these four schools are lighted either in full or in part by electricity and with this method of lighting students' rooms the school officers declared themselves perfectly satisfied.

With us kerosene lamps are our sole dependence for gymnasium, library, East and West Halls and for student rooms in Morgan and Blake Halls. For the two first named, the gymnasium and library, I believe there can be no question as to the inadequacy of this means of lighting. The use of kerosene lamps in

MORGAN PARK, ILL.

W. R. H. -- 8.

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and in provisions for chemistry and physics our equipment is in-
ferior and especially wanting is the difference in methods of
lighting. All of these four schools are lighted either by gas
or in part by electricity and with this method of lighting stu-
dents' rooms the school officers at Exeter have never been
satisfied.
With no kerosene lamps are our schools dependent for gym-
nasium, library, East and West Halls and for student rooms in
Morgan and Blake Halls. For the two first named, the gymnasium
and library, I believe there can be no question as to the inade-
quacy of this means of lighting. The use of kerosene lamps in

MORGAN PARK, ILL.,

W. R. H.--4.

students' rooms greatly increases the labor, and cost of servants and is a constant source of danger from fire. One of our dormitories, Park Hall, was destroyed by fire originating from a student's lamp and from the same cause there have been in the last three years incipient fires in Morgan, East and West Halls and the library. Under the present system of lighting Blake Hall and our laboratories it is impracticable to hold recitations in the evening or the late afternoons of the winter quarter except in one room in Blake Hall.

In view, therefore, of these considerations I urge that existing methods of lighting our buildings be supplanted by electric lighting.

All of the schools visited give larger attention to physical training than we do, having in each case an expert who devotes his whole time to the athletic interests, organizing and directing the play of all so that all exercise daily indoors or out, rather than watch others play. Moreover, we are not yet making for the growing boy's body the same provisions that we make for his mind, to the end that physical misdevelopment shall be corrected and prevented. My observation has been that these other schools are doing this really and intelligently, as we are not. In this direction, therefore, I plan to add strength and scope to our school's purpose.

MORGAN PARK, ILL.

W. E. H. --4.

Students' rooms greatly increase the labor and cost of maintenance and is a constant source of danger from fire. One of our dormitories, Park Hall, was destroyed by fire originating from a student's lamp and from the same cause there have been in the last three years incipient fires in Morgan, East and West Halls and the library. Under the present system of lighting Bixby Hall and our laboratories it is impracticable to hold recitations in the evening or the late afternoon of the winter quarter except in one room in Bixby Hall.

In view, therefore, of these considerations I urge that existing methods of lighting our buildings be supplanted by electric lighting.

All of the schools visited give larger attention to physical training than we do, having in each case an expert who devotes his whole time to the athletic interests, organizing and directing the play of all so that all exercise daily indoors or out, rather than watch others play. Moreover, we are not taking for the growing boy's body the same provisions that we make for the mind, to the end that physical misdevelopment shall be corrected and prevented. My observation has been that these other schools are doing this really and intelligently, as we are not. In this direction, therefore, I plan to add strength and scope to our school's purpose.

THE ACADEMY
FOR BOYS
WAYLAND J. CHASE, DEAN

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILL.,

W. R. H.--5.

Of course, concerning many other details of school management I made observations and enquiries, such as quality of board furnished, construction and arrangement of dormitories, special provision made for care of the younger boys, accommodations furnished to married teachers in dormitories, penalties, and punishments, salaries paid to teachers and many others of which I make no detailed report at this time.

Respectfully submitted,

Wayland J. Chase

MORGAN PARK, ILL.

W. R. H. -- 5

Of course, concerning many other details of school management I made observations and inquiries, such as quality of food furnished, correction and arrangement of classrooms, special provision made for care of the younger boys, accommodations furnished to married teachers in dormitories, and punishments, salaries paid to teachers and many others of which I make no detailed report at this time.

W. R. H. Chase

THE ACADEMY
FOR BOYS
WAYLAND J. CHASE, DEAN

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILL., April 7, 1902.

President William R. Harper,
University of Chicago.

My dear Dr. Harper,

I herewith present a supplementary report of my eastern trip, regretting that I put an incorrect interpretation on your original request that I make the report brief.

Exeter's buildings consist of four dormitories of brick and stone and one of wood, a main recitation building, two two-story laboratory buildings for chemistry and for physics, a gymnasium, a central heating plant structure, a principal's residence and a building recently acquired to be used for offices of administration, library and students' club-room. These are grouped together on practically contiguous territory. The town itself has about 5000 population and is 50 miles distant from Boston, the nearest city of considerable size, though Portsmouth is 14 miles away and Haverhill and Dover about 25 miles each. The neighborhood furnishes abundant advantages as to outdoor recreation, both for winter and other seasons, for in the town are both ponds and rivers. The grounds about their buildings are spacious and their athletic field, two blocks away, contains seven acres. Their gymnasium is a good one, spacious and well-equipped, having a bowling alley but no swimming tank.

The endowment amounts to something over \$300,000 from



File

Boys' School
Prof. J. Chase
aff

MORGAN PARK, ILL., April 7, 1902.



President William R. Harper,

University of Chicago.

My dear Dr. Harper,

I herewith present a supplementary report of my earlier trip, requesting that I be understood to have no interest in your original request that I make the report brief.

Exeter's buildings consist of four dormitories of brick and stone and one of wood, a main recitation building, two two-story laboratory buildings for chemistry and for physics, a gymnasium, a central heating plant structure, a principal's residence and a building recently acquired to be used for offices of administration, library and students' club room. These are grouped together on practically contiguous territory. The town itself has about 5000 population and is 30 miles distant from Boston, the nearest city of considerable size, though Portsmouth is 14 miles away and Newbury and Dover about 25 miles each. The neighborhood furnishes abundant advantages as to outdoor recreation, both for winter and other seasons, for in the town are both ponds and rivers. The grounds about their buildings are spacious and their athletic field, two blocks away, contains seven acres. Their gymnasium is a good one, spacious and well-equipped, having a bowling alley but no swimming tank. The endowment amounts to something over \$300,000.

W. R. H.--2

MORGAN PARK, ILL.,

all sources. It is because of the inadequacy of this that they have temporarily increased the tuition and are endeavoring to get from the alumni the funds they need. Of the present attendance of 250, 115 receive financial aid of some sort and degree from the Academy's funds. Last summer they increased the tuition fee to \$150. and no lessening of numbers has resulted. Yet the necessity of doing this is greatly deplored by the trustees who intend to reduce the fee at the earliest opportunity, believing that they are getting now a fewer number of boys from the moderately well-to-do class of people, from whom in times past their strength has been principally derived. The prices of rooms in dormitories varies just about as ours do from \$25 per year per individual for the lowest priced to \$100 for the best rooms.

I visited, their school dining rooms in one of which, the lowest priced of all, where 100 boys board, the cost is \$3.00 per week. In the other, run by the school, where the 26 young boys board the trustees have directed the woman in charge to pay an average of \$5.00 per week per boy for the raw food. The other 125 boys board at private boarding houses, paying from \$5.00 to \$6.00 for board per week. In my observation on this point I had in mind the dissatisfaction which many of our boys have because they are required to board in our Commons where a \$3.50 quality of board is served. Undoubtedly another year the rate of board in our Commons must be \$4.00. It is doubtful, however, if the

MORGAN PARK, ILL.

W. F. H. 1-2

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I visited their school dining rooms in one of which the lowest priced of all, where 100 boys board. The cost is \$2.00 per week. In the other, run by the school, where the 25 young boys board the trustees have directed the women in charge to pay an average of \$5.00 per week per boy for the raw food. The other 125 boys board at private boarding houses, paying from \$5.00 to \$6.00 for board per week. In my observation on this point I had in mind the distinction which many of our boys have become they are required to board in our Commons where a \$5.00 quality of board is served. Undoubtedly another year the rate of board in our Commons must be \$4.00. It is doubtful, however, if the

MORGAN PARK, ILL.,

W. R. H.--3.

board that this will buy will satisfy our richer boys.

There are 14 teachers whose aggregate salaries are \$26450.00. Of these, eight live in dormitories. Only one of these eight is married. He and his wife live in Dunbar Hall, where 26 young boys live, and have for their sole use seven rooms. His wife has general charge of the cuisine of the establishment, for these boys board in this building. In the supervision of these 26 boys another resident teacher aids.

The scope of the courses of instruction there is about the same as ours, except that they offer neither physiography nor manual training. In English, Chemistry and Physics they offer more advanced courses than we do and for this science work have much superior equipment. They have courses, as we do not, in declamation.

The town of Andover is in size like Exeter but less favorably situated, inasmuch as the city of South Lawrence is but six miles away and connected by street cars and Boston is but 20 miles distant. Like Exeter the neighborhood furnishes adequate advantages for boys' sports. Unlike Exeter's well-arranged group of buildings, Phillip Andover's buildings are scattered over a considerable area without apparent system of grouping. These are two recitation buildings, a new gymnasium just completed, an ad-

MORGAN PARK, ILL.

W. R. H. -- 3.

board that this will satisfy our richer boys.

There are 16 teachers whose aggregate salaries are

\$28,500.00. Of these, eight live in dormitories. Only one of them

is married. He and his wife live in Dunbar Hall, where 28

young boys live and have for their sole use seven rooms. His wife

has general charge of the outside of the establishment. For these

boys board in this building. In the supervision of these 28

boys another resident teacher aids.

The scope of the courses of instruction there is about

the same as ours, except that they offer neither physiology nor

manual training. In English, Chemistry and Physics they offer

more advanced courses than we do and for this science work have

much superior equipment. They have courses, as we do not, in

book-keeping.

The town of Andover is in this like Exeter but less

favorably situated, inasmuch as the city of South Lawrence is

but six miles away and connected by street cars and Boston is but

30 miles distant. Like Exeter the neighborhood for business purposes

advantages for boys' sports. Unlike Exeter's well-arranged group

of buildings, Philip Andover's buildings are scattered over a

considerable area without apparent system of grouping. There are

two recitation buildings, a new gymnasium just completed, an ad-

MORGAN PARK, ILL.,

W. R. H.--4.

ministration building, a students' club-room and library now building, the principal's house, five dormitories and eight ancient, two-story frame buildings called the English and Latin Commons, which survive the early period of Andover's history and are used by the poorer boys. The grounds because of the recent acquisition of much land are spacious and provide for the playing of golf as well as of the ordinary school games. ✓

There are 22 teachers whose aggregate of salaries is \$35200. There are no married teachers living in the dormitories. The courses taught are essentially the same as at Ex^{ter}. The prices of rooms and board are also about as Ex^{ter}. Of the 406 boys in attendance at present full two-thirds room in private houses.

The invested funds of Andover are less than at Exeter and they are feeling sorely the insufficiency of this ^{Endowment}. I was told that they had a considerable deficit at the close of last year and that they are about to raise their tuition from \$100 to \$150, though they are reluctant to do this. In the expectation of the abandonment of the Andover Theological Seminary, which with four great buildings has now 14 students, they are expecting soon to come into possession of these grounds and buildings, which are contiguous to the Academy property.

To the characteristics of discipline at Exeter and

MORGAN PARK, ILL.

W. R. H. - 4.

administration building, a students' club room and library now
building, the principal's house, five dormitories and eight
ancient, two-story frame buildings called the English and Latin
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of the abandonment of the Anderson Theological Seminary which with
four great buildings has now 14 students they are expecting soon
to come into possession of these grounds and buildings, which are
continuous to the Academy property.

To the characteristics of discipline at Exeter and

MORGAN PARK, ILL.,

W. R. H.--5.

Andover I referred in my first report to you; also to the emphasis laid upon physical training.

The construction of the new dormitories at both ~~Exter~~ and Andover interested me not a little. They are either small buildings, accommodating from 16 to 20 as their maximum, or else they are larger buildings divided into parts between which there is no communication except from outdoors, each division accommodating from 10 to 12. Moreover, at both schools the latest dormitories were narrow in width, providing for a suite of rooms which extended from front to back, so that light and fresh air came from both ends and a free draught of air was thus provided for. I think they are patterned after Holworthy Hall at Harvard.

The cost of athletics at Andover and Exeter both of which schools go in very extensively for this school interest is great. The faculty chairman of the athletic committee at Andover told me that he had just hired at the expense of the student ^{association} athletic ~~A~~ a football coach for next fall to whom they had agreed to pay \$50 a day, three days a week, for three months. Andover has just built a new gymnasium, which seemed to me to be not so good on the whole as our ~~own~~. It had neither bowling alleys nor swimming tank. It was superior, however, in one particular and that was in the lockers, which are made of iron grating entirely, and are open for ventilation on either side. I am ambitious to

MORGAN PARK, ILL.

W. R. H. ---

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laid upon physical training.

The construction of the new dormitories at both Exeter
and Andover has been most satisfactory. The new buildings, on sites
outlying, accommodating from 10 to 20 as their maximum, on sites
they are larger buildings divided into parts between which there
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that was in the locker, which are made of iron grating entirely,
and are open for ventilation on either side. I am ambitious to

MORGAN PARK, ILL.,

W. R. H.--6.

supplant our inadequate lockers with these, if it is possible to do it.

I noted that the beginning classes at Exeter and Andover are small and that they recruit pretty largely by pupils entering either next to the highest class and the highest class. In talking with the heads of these eastern schools I noted a disposition to deny to new students admission to the Senior class, so that no one should graduate who had not been in attendance at the school at least two years.

I note that at both Exeter and Andover the age requirement for entrance is 14 years. Both of the other schools receive boys of at least two years younger. This has significance because my own observation and experience here have made me very doubtful of the propriety of receiving so many boys as we have in times past taken in at 13 and even 12. That is to say, that the dormitory provision which is adequate for boys 14 years of age and older is inadequate for the younger boys, who require housing by themselves and very much closer supervision than the older ones.

Despite the large freedom allowed boys at Andover and Exeter the average of boys in dormitories to teachers resident there is no larger on the whole than is the case here, for Andover's five dormitories which are filled with boys numbering 80 there are at least five and perhaps six teachers in residence.

MORGAN PARK, ILL.

W. R. H. -- 6.

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W. R. H.--7.

MORGAN PARK, ILL.,

I haven't the exact figures for Exeter though my impression of conditions there is that they are about the same as at Anover. *I think 8 teachers to 125 boys.*

Both of these schools ~~have~~ required declamations as a part of the curriculum. At Lawrenceville and the Hill School the elocutionary training includes more than declamation, required debating being a feature at both.

Lawrenceville's buildings and grounds are very ornate and beautiful. Situated midway between Trenton and Princeton, *each* distant six miles and connected by street car, this school constitutes the town of Lawrenceville, for besides the school buildings there are but a dozen houses, the environment being that of a beautiful country side. The school buildings, grouped in a circle about a shrub-bedecked lawn, consist of principal's house, recitation building, chapel, power-house, and seven houses. Of these seven student houses, five are really houses, rather than dormitories, where masters and their families live. The number of boys assigned to a master's house varies from seven to 32. ✓ Whenever that number exceeds 16 an assistant master also resides in the house. All the boys in the house take their meals with the master, each house group constituting a household in fact. The two other houses of these seven are real dormitories, one accommodating 74 and the other somewhat less. Besides these seven

MORGAN PARK, ILL.

W. R. H. -- 7.

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commodating 74 and the other somewhat less. Besides these seven

W. R. H.--8/

MORGAN PARK, ILL.,

there are somewhat apart from this group five frame houses where students room, and a \$95000 gymnasium now building. The grounds contain 250 acres and include golf links, an artificial lake for skating and provision for all other forms of sport. The cost of attendance varies from \$500. to \$800. according to location of room.

Of the careful supervision here and at the Hill School I have previously made mention. A proctor patrols the grounds at night.

The Hill School, situated on a small hill just outside of Pottstown, Pennsylvania, is an expanded principal's home and the general scheme of management is that of an enlarged family. It is, in other words, a home school into which only those are admitted who are endorsed by a present or former patron. The school charges are \$910. and the number of boarders is fixed at 200. As intimated above the recitation building, gymnasium and dormitories are all under one continuous roof with the principal's home. The relation of both headmaster and wife and the other resident masters to the pupils is very close and intimate, consistent with the family idea that characterizes the school.

Salaries paid here are high as at Lawrenceville. Dr. Meigs, the headmaster and owner of the school, informed me that he seldom paid a new teacher less than \$1600 per year with rooms and

MORGAN PARK, ILL.

W. R. R.--a

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Salaries paid here are high as at Lawrenceville. Dr.

Wetzel, the headmaster and owner of the school, informed me that he

seldom paid a new teacher less than \$1800 per year with room and

W. R. H.--9.

MORGAN PARK, ILL.,

board and to several of his teachers he paid twice as much.

Both Lawrenceville and the Hill School have a separate house reserved for infirmary uses and have a resident trained nurse and ^{school} physician.

At both these schools the equipment included a swimming tank and gave impression generally of expensiveness. They are not schools for the poor nor for sons of well-to-do parents, but for the rich primarily and, I judge, principally.

The faculty attitude ~~to~~ the matter of smoking at the different schools is varied. At Exeter the boys smoke in their rooms without let or hindrance, if they are not on school scholarships. They are not permitted to smoke on the streets. The statement was made to me that the athletic instructor succeeds by his influence in preventing great excess in smoking. At Andover about a third of the boys are in the English and Latin Commons and the five dormitories. Residents of the Commons are not permitted to smoke and the 80 boys who are in the five dormitories are required to sign a contract, which their parents also sign, that they will not be smokers while they are residents of these academy buildings. There is no smoking prohibition upon the 350 boys more or less who room in private houses. At Lawrenceville Dr. McPherson is trying a new plan, prohibiting smoking for all

MORGAN PARK, ILL.

W. R. H. -- 2.

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academy buildings. There is no smoking prohibition upon the 300
boys more or less who room in private houses. At Lawrenceville
Dr. Wetherston is trying a new plan, prohibiting smoking for all

W. R. H.--10.

MORGAN PARK, ILL.,

but the boys of the fourth form, that is, the senior boys. These fourth form boys live by themselves in dormitories reserved for them and besides this smoking privilege are under no school requirements as to study hours. This smoking privilege is conditioned upon their signing an agreement which is as follows: that they will smoke in moderation; that they will abstain from cigarettes and smoke only pipes and cigars; that they will refrain from smoking in the private rooms, on play grounds in the village and outside places involving danger to property; that they will never smoke with members of the school who are not entitled to the privilege; and that they will use all legitimate efforts to confine the smoking in the school to themselves. Furthermore, they have to furnish the headmaster with written permission of parents or guardians. Smoking rooms are set aside for them, and I found pleasure in visiting these rooms and talking with the boys whom I found smoking there as early as nine o'clock in the morning. At the Hill School the regulation is practically identical with ours, forbidding smoking everywhere except on the outskirts of civilization. *i.e. off the principal streets of the village.* This privilege does not include cigarette smoking, and an infraction of the smoking rule brings a very much more heavy penalty than has thus far been the practice with us, being practically synonymous with suspension from the school. At the Hill School as well as at Lawrenceville the Seniors room by

MORGAN PARK, ILL.

W. R. H. -- 10.

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MORGAN PARK, ILL.,

W. R. H.--11.

themselves and enjoy exemption from study hour requirements of the rest of the school.

At Lawrenceville I found an interesting institution existing in one of the houses. When the master of that house sees that any boy is, as boys are quite wont to do, omitting the regular bath he appoints a bath committee from the other students to whom he delegates the duty of seeing that that boy is properly bathed.

that
I found at all four of these schools very much of the detail of supervision which is absolutely essential to the success of a boys' boarding school and which takes up so much of my time was done not by the head of the school but by paid officials variously named as secretary of the faculty at Exeter and Lawrenceville, registrar at Andover (and his functions were not at all financial as with us), and vice-principal of which there are two at the Hill School. The burden of other administrative duties in these larger schools is so great as to have taken all four of these headmasters from the class-room, no one of them now having class work.

My judgment, confirmed by observation is that the Dean of the Academy of the University of Chicago should be released from much of the varied details which force themselves upon the

MORGAN PARK, ILL.

W. R. H. -- 11

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duties in these larger schools is so great as to have taken all

four of these headmasters from the class-room, no one of them now

doing class work.

My judgment, confirmed by observation is that the Dean

of the Academy of the University of Chicago should be released

from much of the varied details which force themselves upon the

W. R. H.--12.

MORGAN PARK, ILL.,

present Dean in his multifold capacity of superintendent of buildings and grounds, local responsible financial officer of the Academy, teacher of one class in history, intermediary between parents and the school, disciplinary and social head, arranger of students' courses, guide, councillor and friend to the boys as to their personal and school interests and general overseer of all school details. There is a large Chicago public which should know of the Academy through its Dean and the interests of the Academy require that this public should be cultivated more personally and more fully.

Moreover, my observation of other schools whose success we desire to approach and eventually equal, confirms a judgment previously held that one essential means to this end is the strengthening of our teaching force which is at present not uniformly strong. The aggregate salary of our teaching force of 11 is, (including remuneration in the form of board to three of them), \$15378, which is an average salary of a little less than \$1400. The average at Exeter is about \$1800.; at Andover \$1600.; and at Lawrenceville and the Hill School much larger. This year five of our teachers are paid salaries which average \$845. and room. I know that Exeter, Andover, Lawrenceville and the Hill School would not expect to get the right sort of new men for this salary, and I feel that we must pay more to our younger teachers.

Respectfully submitted,

Wayland J. Chase

MORGAN PARK, ILL.

W. R. H. -- 12.

present Dean in his multifarious capacity of superintendent of buildings and grounds, local responsible financial officer of the Academy, teacher of one class in history, intermediary between parents and the Academy, and in many other ways, a large Chicago public school of all school details. There is a large Chicago public school which should show of the Academy through its Dean and the interest of the Academy require that this public should be cultivated more personally and more fully.

Moreover, my observation of other schools whose success we desire to approach and eventually equal, confirms a judgment previously held that one essential means to this end is the strengthening of our teaching force which is at present not only largely untrained, but also untrained in the modern sense of the word. It is (including remuneration in the form of board, to those of them \$2,500, which is an average salary of a little less than \$1,400. The average at Exeter is about \$1,800, at Andover \$1,900, and at Lawrenceville and the Hill School much higher. This year five of our teachers are paid salaries which average \$2,400, and I know that Exeter, Andover, Lawrenceville and the Hill School would not expect to get the right sort of new men for this salary, and I feel that we must pay more to our younger teachers.

Respectfully submitted,

May 20th, 1904.

affiliation

My dear Mr. Chase:-

Yours very truly,
It was agreed-

1. That we should plan for a parent's day, at the same time this was regarded with some hesitation.
2. That William R. Harper was (a) to prepare a list of boys on which he was to work, (b) secure the introduction of a page in the journals, (c) secure the introduction of a page in the Record, (d) call together the Morgan Park Club, (e) invite to Chicago the senior class, (f) address the divinity students on the subject of Morgan Park Academy, (g) secure a presentation of the subject to the ministers, (h) talk to Owen and Belfield about boys who ought to go from the University High School to Morgan Park, (i) talk to F.J. Miller, (j) talk to Shailer Mathews, (k) Talk to Nathaniel Butler, (l) send a letter to 500 city parents, (m) talk to McKee, (n) order the introduction into every letter that goes out from the university of a slip on the Morgan Park Academy, (o) talk to Bestor.
3. Mr. Chase was to consider (a) the holding of an office hour in the city, (b) talking to the Congregational ministers, (c) visiting Todd School, (d) Talking with French and Armstrong, (e) writing to old Morgan Park theological students.

This I think was the bulk of the business. You have in hand what was suggested for the other men. Will you kindly prepare the pages for the journals and Record? Confer with me about the Morgan Park Club

and the senior class. Please prepare the material for the slip
to be inserted in the letters.

Yours very truly,

and the senior class. Please prepare the material for the slip

to be inserted in the letters.

Yours very truly,

PRESS CLUB OF CHICAGO

Oct 13, 1902

Oct. 14, 1902.

Dear Sir,
Homer J. Carr,

Press Club of Chicago.

Dear Sir:

I am very much obliged to you for your letter

that a vast amount of good

I think it is

of October 3rd and the suggestions it contains.

can be obtained by having

a good one and we shall, at once take it up.

the Academy team on

Marshall Field as often Very truly yours,

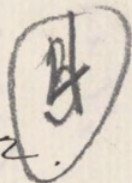
possible in the certain
raiser before the big games
this fall.

The advertising the Academy
received last Saturday was
worth hundreds of dollars.
No newspaper advertising could
have called so forcibly to
the minds of the spectators
the existence of the academy
as did the actual presence

PRESS CLUB OF CHICAGO

Machine
please
B. M.

Oct 13, 1902.



Dear Sir,

In the way of advertising Morgan Park Academy, I would respectfully suggest that a vast amount of good can be obtained by having the Academy team on Marshall Field as often as possible in the certain raises before the big games this fall.

The advertising the Academy received last Saturday was worth hundreds of dollars. No newspaper advertising could have called so forcibly to the minds of the spectators the existence of the academy as did the actual presence

of its team. It seems to me that as the money all comes out of one pot, it is the plain duty of the Athletic Department to bring in the Morgan Parkers at every possible opportunity. Certainly the games between Morgan Park and South Side and between Morgan Park and

Hyde Park ought to be certain raises.

All of which is duly submitted

Yours
Honorable Thomas J. Carr

To Dr. W. R. Harper

President University of
Chicago

July 20, 1896

of the train. It always to me that
nothing all comes out of my pocket
plane duty of the all the
to bring in the money and
to take opportunity of writing
and to give the first
and to give the first

The Morgan Park Academy

FRANKLIN W. JOHNSON, PRINCIPAL
WAYLAND J. CHASE, DEAN

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILLINOIS, July 29, 1905.

President William R. Harper,
The University of Chicago.

My dear President Harper:-

I enclose samples of letters we have sent out within the last week, which may interest you.

There are two or three matters I would like to talk over with you briefly, if we can arrange for an interview early next week.

I shall be in the city Monday and will call up your office in the hope that I may see you a few minutes then.

Yours very truly,

Franklin W. Johnson

At this time our rooms are being reserved and a much better choice of location can be secured by you now than will be possible later. I shall be glad to send you an application blank on which to apply for admission to our school, or to give you further information about any feature of the Academy.

Yours truly,

This letter has been sent to 500 addresses obtained from students and in other ways.

Park Academy
JOHNSON, PRINCIPAL
J. CHASE, DEAN

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILLINOIS,

I am sending you at this time, under separate cover, a copy of the special edition of the Academy News. This will give you a glimpse of the student interests of the school, just as the calendar which I sent you some time ago presented the school on its class-room side. In our judgment the varied students' interests contribute much to the education as well as to the enjoyment of our boys, and these interests are encouraged here. In these days, though, when athletic interests are often permitted to dominate and crowd out other more important concerns it may be essential that I should assure you that with us athletics are subordinated to the chief affairs of a boy's life. You will see that social, musical, dramatic, literary and religious interests flourish, contributing zest to school life and affording opportunity for practical training.

I think you will concede that the school that gives the completest training to the pupil is the best. Does not your school present an exceptionally well-rounded educational opportunity? I ask you to note that we have a thoroughly trained teaching force, (all men), an excellent equipment of buildings, a favorable situation, accessible and healthful, good educational ideals, and a school body whose interests and traditions are stimulating and helpful, and that the cost of attendance is not excessive.

At this time our rooms are being reserved and a much better choice of location can be secured by you now than will be possible later. I shall be glad to send you an application blank on which to apply for admission to our school, or to give you further information about any feature of the Academy.

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HNSON, PRINCIPAL
J. CHASE, DEAN

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILLINOIS,

To Students of last year
below Senior Class.

✓
We are making a strong canvass for students this summer and the prospect for next year's school is at this time a promising one. We ought to have two hundred boys here at the opening of the year, and we can have them if we will work together. You, who have been here during the past year, can do more than anyone, or all others, to accomplish this.

You have recently received a circular from President Harper suggesting that each of you try to bring back a new boy. Will you not write me whether you think you can do this? Give me the address of any likely boys and state any particulars that might help us to interest them. You know the kind of boys we want, those who will make strong fellows for our various school activities: athletic, literary, religious, social, etc. We can not have too many of the right sort.

I hope you are to return to the Academy next fall. We must plan to make this the best year in our history. I hope to hear from you soon and that I shall find you enthusiastic for Morgan Park.

Yours very truly,

Franklin W. Johnson.

Mark Academy
INSON, PRINCIPAL
J. CHASE, DEAN

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

MORGAN PARK, ILLINOIS,

Sent to Senior Class.

We are making a strong canvass for students this summer and the prospect for next year's school is at this time a promising one. We ought to have two hundred boys here at the opening of the year, and we can have them if we will work together. You, who have been here during the past year, can do more than anyone, or all others, to accomplish this.

You have recently received a circular from President Harper suggesting that you try to send back a new boy. Will you not write me whether you think you can do this? Give me the address of any likely boys and state any particulars that might help us to interest them. You know the kind of boys we want, those who will make strong fellows for our various school activities: athletic, literary, religious, social, etc. We can not have too many of the right sort.

The departure of the class of 1905 left a large place to be filled. You must at least make sure that some new boy fills your place. Can you not send us two, in case one fails to do his part? Remember that we shall be glad to see you at the Academy at any time, the oftener the better.

Very truly yours,

MORGAN PARK, ILLINOIS

Letter to Mr. [illegible]

We are making a strong canvass for students this summer
and the prospect for next year's school is at this time a promising one.
We ought to have two hundred boys here at the opening of the year, and
we can have them if we will work together. You, who have been here
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social, etc. We can not have too many of the right sort.
The departure of the class of 1905 left a large place to be
filled. You must at least make sure that you get new boys to fill your place.
Can you not send us two, in case one fails to do his part? Remember
that we shall be glad to see you at the Academy at any time, the
older the better.
Very truly yours,

Coburn Classical Institute

WATERVILLE, MAINE

OFFICE OF THE PRINCIPAL

Morgan Park

(20)

May 16th, 1905.

May 13, 1905.

My dear Mr. Harper:

Our week in Chicago was a most pleasant
Mr. Franklin W. Johnson, well. At the Academy I feel that I have
established Waterville, Maine personal relations both with the faculty
and with the boys. I met the men of the faculty individually

My dear Mr. Johnson:-

and Mrs. Johnson and I were entertained at the homes of sev-

I have read with great interest and
eral of them. Many of the boys I met personally, and at
satisfaction your letter of May 13th. I find upon my return home
chapel one morning I spoke to them briefly. The uniform
that you have made a decidedly strong impression upon the boys at
cordiality of both faculty and boys promises hearty co-
operation in the work.

I will talk with Mr. Chase about the question of "duties" and

I spent much time with Dean Chase. The illness of Mrs.
"responsibilities". I have never been able to draw a line between
Chase prevented their entertaining us, as they would have
these two things.

done otherwise. The spirit of helpfulness which he shows

I am glad that you agree with us in reference to Mr. Caldwell.
is admirable. We are on a basis of perfect friendship and I
I note what you say concerning the office in the University and
am sure will work together harmoniously. In a definition
concerning the help that other Academy officers are to give. I
of our duties, Mr. Chase distinguishes carefully between
shall take an early opportunity to bring them together and talk
administrative duties and responsibilities. Of the former,
over matters with them. We must have a good record next autumn.

he will perform whatever he is able; of the latter, he in-
I am greatly pleased that Mrs. Johnson enjoyed the trip and that
sists that he must be wholly relieved. The probability of
the matter has turned out to her satisfaction. I have just returned
my absence for any extended time seems to him likely to in-
home and so am not writing you at length, but I want you to understand
volve responsibility. I think it would be well for you to
that everything seems to be in excellent shape.
have an interview with him touching this matter.

Yours very truly,

May 13, 1905.

My dear Dr. Harper:

Our week in Chicago was a most pleasant one and valuable as well. At the Academy I feel that I have established agreeable personal relations both with the faculty and with the boys. I met the men of the faculty individually and Mrs. Johnson and I were entertained at the homes of several of them. Many of the boys I met personally, and at chapel one morning I spoke to them briefly. The uniform cordiality of both faculty and boys promises hearty co-operation in the work.

I spent much time with Dean Chase. The illness of Mrs. Chase prevented their entertaining us, as they would have done otherwise. The spirit of helpfulness which he shows is admirable. We are on a basis of perfect frankness and I am sure will work together harmoniously. In a definition of our duties, Mr. Chase distinguishes carefully between administrative duties and responsibilities. Of the former, he will perform whatever he is able; of the latter, he insists that he must be wholly relieved. The probability of my absence for any extended time seems to him likely to involve responsibility. I think it would be well for you to have an interview with him touching this matter.

Mr. Caldwell invited us to dinner and gave me a very full account of what he regards his unjust treatment. From my observation and information received I judge it is most important for the Academy that he should go. I am glad I am relieved of any connection with the troublesome situation. I judge also that Mr. Pratt has been an undesirable man. In the selection of their successors I hope strong men may be secured. The discipline and general effectiveness of the Academy depend in great measure upon the life of the dormitories. The house masters must be not only good instructors but men of character and personal attractiveness.

I shall go to Chicago the first of July. Mr. Chase will, in the meantime, send out calendars, attend to the printed advertising, and conduct such correspondence as he has been accustomed to do. I shall hope at once by correspondence and personal interviews to come into touch with the boys of the school and their parents, and shall follow up whatever openings seem most likely to yield immediate results. Dr. Goodspeed, who by the way was most kind to me, suggests that I have an office hour in the city. It was the opinion of Dean Chase that his experience had proven this undesirable. I will be governed in this by your opinion. If such an office is to be maintained, I suppose the newspaper

advertising should mention it. It seems to me that our aim should be to get prospective patrons to visit the Academy grounds if possible. If a city office will serve as an aid to this, or will enable us to secure interviews otherwise impossible, it is certainly desirable.

I learn that other Academy officers have given considerable time, either gratuitously or for pay, to the work of solicitation. This seems to me very important this year. With my small acquaintance with the field, if the work is given wholly to me, it seems almost certain that the attendance in the fall will be unsatisfactory. While I feel sure the University will not expect anything unreasonable from me, yet the less discriminating public might form an early unfavorable impression.

Some of the men seem likely to be at Morgan Park for the summer. If I felt that I could call on some one of them whenever necessary, perhaps this would be sufficient. I understand Mr. Abels has been successful in this work. Does it seem desirable to you and could his services be secured for a time?

We shall probably secure a house situated next that of Dr. Price. This is a smaller house, but is well situated and seems well adapted to our needs. Mrs. Johnson was delighted

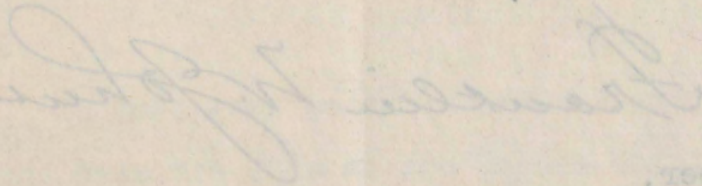
WATERVILLE, MAINE

OFFICE OF THE PRINCIPAL

with Morgan Park. The meetings with old friends and the
hospitality of new ones, together with the delightful surround-
ings at Morgan Park, have gone far toward reconciling her to
this long, hard away from home.
The result of the trip has been to make me enthusiastic
over the work before me. While I met some people who felt
that the conditions were unfavorable for the development of
an Academy in the west, and some who thought I had a particu-
larly hard task at Morgan Park, I met with much encouragement
from others. The excellent equipment, devoted faculty and
loyal students, with the support of the great and growing
University, give me great hope. I shall begin my work with
good courage, and trust that the results may at last fulfill
our highest expectations.

The reports of your improvement in health are most
gratifying and I trust may continue to come to me. I am sure
you cannot realize how general and genuine is the interest in
your welfare and how eagerly people in New England learn of
good news regarding you.

Yours very truly,



President William H. Hargis,

Chicago University,

Chicago, Ill.

Judson
James
Dixon
Slagg
Lytle

Mac Clintock

Salisbury

Hulbert
Hawkins

Campbell
g. g.

May, 3rd, 1901.

Administrative

copy

My Dear Sir: The volume, and to this end, I desire to suggest that you We ought long since to have taken up the question of the administrative reports. You will remember that no report was made or published for the scholastic year 1899-1900 and that this was omitted on the ground that a decennial report would include not only the resume' of the first eight years, but also a comparatively full statement ^{for} ~~of~~ the scholastic years 1899-1900 and 1900-1901. It is extremely desirable that the material for the administrative reports (volume I of the proposed group of three volumes) should be ready for the printer June first. It is proposed that this volume shall be issued from the press not later than August first. Volume II of the proposed group will be issued October first and volume III, including the contributions, January first. The plan proposed for the administrative reports will follow in general that of preceding annual reports. It is, however to be noted that an effort should be made in every case to ~~present a~~ ^{gather up} ~~briefly~~ the material of the first seven or eight years of the decade as a preliminary statement in somewhat full form preparatory to the more detailed statement covering the last two years.

-2-

4-2-51
~~filed statement covering the last two years.~~ Tables will, of course, go back as far as the material in each case will warrant. It is quite important that there should be no duplication in the volume, and to this end, I desire to suggest that you will kindly furnish me at your early convenience a somewhat minute list of topics which you will propose to cover in your particular report. These various lists will be compared in my office and it is probable that suggestions may be made which will reduce the possibility of duplication.

I need not remind you that the ^{report}~~volume~~ will be an historical volume of very great significance, that it will be examined quite critically by our educational friends in ^{America}~~this country~~ and in foreign countries, and that it deserves, therefore, our most careful consideration.

If, after you have prepared the list of topics which you will present, you may desire to discuss the subjects with me before proceeding to the preparation of the report, it will give me great pleasure to appoint a special time for ^a~~the~~ conference.

Very truly yours,

~~presented statement covering the last two years. Tables will,~~

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warrant. It is quite important that there should be no

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