

The main portion of these files covers President Harper's Administration and the earlier part of President Judson's, 1906-12.

This blue sheet indicates that the letter to which it is attached belongs in the period 1912-1923 of President Judson's Administration, or in President Burton's Administration, 1923-1925.

7 186
AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

PRESIDENT, J. H. WIGMORE
NORTHWESTERN UNIVERSITY

VICE-PRESIDENT, E. R. A. SELIGMAN
COLUMBIA UNIVERSITY

SECRETARY, H. W. TYLER
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

TREASURER, J. C. ROLFE
UNIVERSITY OF PENNSYLVANIA

May 1, 1916.

Dr. Harry P. Judson,
University of Chicago,
Chicago, Ill.

Dear Sir:

I am sending herewith a copy of a report of a committee of this Association on Academic Freedom and Academic Tenure.

This report was presented and unanimously approved at the annual meeting of the Association held at Washington, December 31, 1915. It has since been printed by the Association and circulated, by the U. S. Bureau of Education, to Presidents of all American Colleges and Universities and to a considerable proportion of the individual trustees. It is doubtless already known to you that regulations embodying the general principles of these proposals have already been adopted in some institutions, for example, the University of Pennsylvania and the University of Utah.

In view of the importance of the subject discussed to the welfare and conduct of the institutions, it is the hope of the Council of the Association that its proposals as to procedure in case of dismissal will receive careful consideration on the part of college presidents and trustees.

The Association has a standing committee on Academic Freedom and Academic Tenure; this committee will doubtless, in future, issue some further declaration on the subject, and, in particular, will attempt to formulate somewhat more definitely the legitimate grounds for dismissal or other disciplinary action. We shall be grateful for any views or suggestions bearing upon these matters which you may care to communicate.

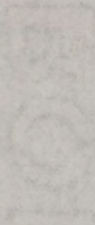
Very truly yours,

John H. Wigmore
President

NEW YORK, N. Y.

OFFICE OF THE SECRETARY

1914



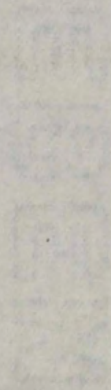
CHICAGO, ILL.

TO THE AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

FROM THE AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

TO THE AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

TO THE AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS



Chicago, May 18, 1916

Dear Dean Wigmore:-

Your favor of the 1st inst. is received. I have been interested in examining the report of the committee of your organization. The traditions and policies of the University of Chicago on this subject are quite satisfactory to us, and we have no occasion to consider any change.

Very truly yours,

H.P.J. - L.

Dean John E. Wigmore,
Northwestern University Law School, Chicago.

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Northwestern University Law School, Chicago.

PRESIDENT'S OFFICE

BRYN MAWR COLLEGE
BRYN MAWR,
PENNA.

Mr. Ryerson
May 28, 1916

Dear President Judson,

I enclose the plan for the government of the college which we have been working on since January. It was finally adopted on May 19th by our Board of Directors, and we have reorganized our Faculty under it this week and elected the necessary committees.

I believe that it is a step in the right direction and that in operating under it we shall gain in sympathy and cooperation what we shall probably lose in efficiency.

In a small college like Bryn Mawr with so inadequate an endowment that we cannot duplicate instructors keeping a poor teacher or an unproductive scholar means practically putting the department to which he, or she, belongs out of existence so that we have had no choice but have had to get rid of incompetent men and women. The process, however, has been so terrible and the abuse of the president so violent ~~that~~ after the closing of each engagement ^{shall} during the past few years I have been slowly reaching the conclusion that no future president of Bryn Mawr College could be expected to go through what I have had to endure and reorganization along the lines of the report of American Association of University Professors seemed to us to be worth a serious trial.

It is our misfortune that while we were busily engaged in reforming ourselves on the 12th of last April the Philadelphia Public Ledger began to make a "Nearing Case" out of our failure to reappoint Dr. Richard T.

May 27, 1955

Mr. M. W. Ladd
1000
Ladd

President's Office

Dear President Ladd,

I enclose the plan for the presentation of the
colleges which we have been working on since January. It was finally
submitted to the Board of Trustees at their meeting on May 10, 1955.
Our study under it this week and elected the necessary committee.
I believe that it is a step in the right direction
and that in general terms it is well suited to the needs and conditions
that we shall probably face in the future.
In a small college like Bryn Mawr it is hard-
ly possible to have an organization that is not a part of the college's
life. As an administrative organization it is essential that the department
be able to, on the one hand, bring out of existence or that we have had no choice
but have had to get rid of it. The process, however,
has been so far from the mind of the president so far from the
the clearing of each department during the past few years I have been slowly
reaching the conclusion that no future president of Bryn Mawr College could
be expected to go through what I have had to endure and reorganization along
the lines of the report of American Association of University Professors
seemed to us to be worth a serious trial.
It is our intention that while we were busily engaged
in reforming ourselves on the 15th of last April the Philadelphia Public Ledger
began to make a "Hunting Case" out of our failure to reappoint Dr. Richard T.

Holbrook as Associate Professor of Italian, of which fact, unfortunately, we had given him eighteen months' notice. We believe that the Public Ledger has allowed itself to be used as an instrument of private revenge but, however this may be, it has spread broadcast through the press every kind of false statement far faster than we could contradict them. I am in good company, however, as Mr. Brougham, the newspaper reporter who attacked me in the Public Ledger, was the man whose attacks on President Wilson nearly disrupted Princeton just before he resigned to become Governor of New Jersey.

I have ventured to give you this explanation because the Public Ledger has maliciously brought what it calls the "Bryn Mawr Nearing Case" and its own attacks on my administration into a wholly false connection with our reorganization plan. It began to attack me four months after we had first taken reorganization under consideration.

I should like to thank you once again for the assistance you so kindly gave us by replying so fully to my questions. I hope that you may not think our plan too radical.

Sincerely yours,

Mr. Carey Thomas

President Harry P. Judson

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President Harry F. Judson

PREAMBLE

The Committee to which was referred the request of the Full Professors of Bryn Mawr College addressed to President Thomas under date of March 29th, 1916, report:

That they have had conferences with all the full professors, and a committee thereof; with all the associate professors and associates; with members of the Alumnae Academic Committee; with Dean Reilly, Dean Maddison, and with several other members of the teaching staff as well as with the president of the College.

The Committee recommends adopting measures granting in principle the following rights to the Faculty:

1. Representation at meetings of the Board of Directors.
2. A committee elected by the Faculty to make recommendations to the Directors as to re-appointments and terminations of appointments.
3. Provisions safeguarding the tenure of office of full professors after a certain number of years of service.

The Committee submits herewith a plan embodying the above principles and recommends that it be adopted to go into effect at once with the expectation that experience may demonstrate the necessity of modifications in details from time to time.

MEMORANDUM

The Committee to which was referred the report of the Fall

Professors of Bryn Mawr College addressed to President Thomas under date of

March 22nd, 1918, report:

That they have had conferences with all the full professors,

and a committee thereof; with all the associate professors and associates; with

members of the Alumni Academic Committee; with Dean Kelly, Dean Haddison,

and with several other members of the teaching staff as well as with the

President of the College.

The Committee recommend adopting measures granting in principle

the following rights to the Faculty:

1. Representation at meetings of the Board of Directors.

2. A committee elected by the Faculty to make recommendations

to the Directors as to re-appointments and terminations of appointments.

3. Provisions safeguarding the tenure of office of full

professors after a certain number of years of service.

The Committee submit herewith a plan embodying the above principles

and recommends that it be adopted as an interim measure with the expectation

that experience may demonstrate the necessity of modifications in details from

time to time.

April 3, 1914.

My dear George:

I cannot express the gratification which both Rebecca and I felt at your goodness in coming to Paris for a final visit with us before our departure. The days were made happier by reason of our visit together and I hope that the memories which we both will have will be all the more precious for it. You must give the best love from both of us to Clara with a great regret that we could not have seen her also.

I am sorry not to have had a longer time for discussing with you the matters of educational organization of which we were speaking at the Continental. [I myself am convinced, and have been convinced for a long time that we have worked out in the United States a system of administration ^{for} of institutions of higher learning which on the whole is the most suitable under our conditions. It is not imitative nor is it an accident; it is the result of an entirely natural evolution. I should not myself care to change it by way of mere imitation and least of all by way of imitation of the system prevailing in England. So far as my acquaintance

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goes with educational methods in Europe and in America, I regard the methods in England as the least effective of all. This I think is rather notorious. However, they are perfectly welcome to use the method which they like, but it does not at all follow that those methods are of any use for us. For example; we might take the Johns Hopkins University. This is an institution on a private foundation. Money was given originally by one individual, other funds have been added from other sources. The funds were given, however, to found and endow an institution of a certain type. In order to carry out the purposes of the foundation, the funds were vested in trust in the hands of a group of individuals as trustees who are presumable laymen in education. The fact that they are laymen is in my mind rather an advantage than otherwise. It is their business to see to it that the trust funds are not diverted from their purpose, that the institution is not changed to one of a totally different type and that the ideas of the founders are sustained. To accomplish these ends they have seen fit to associate with them^{advis} as an educational adviser the President of the University. He is not an officer of the faculty but^{is} the educational administrative officer of the Board of Trustees. Of course, if they saw fit they could vest these

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functions in a triumvirate ^{or} ⁱⁿ a larger body, but for the sake of simplicity and efficiency they thought best to vest the function in question in a single person. Acting with the advice of such administrative officer they then constitute the various faculties. These faculties act within the limits of the powers confided in them.

Of course, if any person or persons are asked whether they would like to have put in their hands emoluments, powers or privileges which belong to others, they would be very likely to answer in the affirmative. Nevertheless the foundation of the Johns Hopkins University prescribes generally, or enables the Board of Trustees to prescribe, the powers and prerogatives of the faculties and what shall be outside of their jurisdiction. Within the limits of their jurisdiction there is and will be little interference on the part of the trustees, but it is also essential that the trustees shall maintain in their hands, ^{with} ~~under~~ the advice of the President ^{So far as educational questions are concerned.} all financial power, and all appointing power, and all fundamental questions which bear on the structure of the institution.

In other words, the funds and the final power over these funds and their uses are confided in the Trustees, and not to

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faculty, students and alumni. Indeed, faculty, students and alumni are in different senses, and yet in a very real sense, beneficiaries of the trust. To have the trust administered by its beneficiaries we have thought in the main in the United States to be inadvisable. The result of such administering ^{action} might easily be the total diversion of the institution from its purpose or the total diversion of the trust funds from their primary intent. ^

Some of our institutions of higher learning are founded by particular religious bodies. One purpose of the trust is to maintain control of the trust in the hands of such bodies. At the same time faculties are appointed, students are admitted and degrees are given without the slightest regard to membership in such religious body. If the final power over the trust funds pass from the hands of the trustees either to faculties or alumni one can see at a glance that it would not be long before the control ceased to be vested in the religious body in question. This would be wholly unjust and improper.

For all these and many other reasons, I am convinced,:

(1st) That the control of an institution of learning by a body of Trustees composed on the whole of laymen is for us in the United States advisable.

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For all these and many other reasons, I am convinced: (1st) That the control of an institution of learning by a body of Trustees composed on the whole of laymen is for us in the United States advisable.

(2nd) That the educational adviser relationship established by that officer of the Board of Trustees commonly known as President or Chancellor is the most effective.

(3rd) That within the sphere of the power conferred on them by the Board of Trustees the faculties should exercise control, but outside of such sphere they should have no authority. ~~whatever.~~

This in a brief way expresses my views on these matters. Of course, the various points might be discussed at great length but this is enough to indicate the outline.

With kind regards, I am

Very truly yours,

Dr. George E. MacLean,
Whitehall,

Bloomsbury Square, W.C.
London.

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