

The University of Chicago  
FOUNDED BY JOHN D. ROCKEFELLER

*July 1904*

*Tracy*

November 21st, 1904.

*Board of Trustees  
Recommendation*

Mr. T. A. Jenkins,

My dear Mr. Jenkins:-

I have taken the time to confer with some of the gentlemen in reference to the suggestion contained in your letter of October 31st. I am returning the Johns Hopkins pamphlet. Do I understand that these pamphlets still continue to be issued, and that they are issued in all the departments? Mr. Judson agrees with me that this would be an admirable thing to do and I suggest that you confer with the Dean of the Graduate School, Mr. Small, in reference to the detail of carrying it out.

Yours very truly,

Mr. T. A. Jenkins

My dear Mr. Jenkins:-

I have taken the time to confer with

some of the gentlemen in reference to the suggestion contained in  
your letter of October 21st. I am returning the Johns Hopkins  
pamphlet. Do I understand that these pamphlets still continue to be  
issued, and that they are issued in all the departments? Mr. Judson  
agrees with me that this would be an admirable thing to do and I  
suggest that you confer with the Dean of the Graduate School, Mr.  
Smith, in reference to the detail of carrying it out.

Yours very truly,

*Handwritten notes:*  
Mr. T. A. Jenkins  
Oct 21st

President W. R. Harper

*Mr. Jenkins  
this Dept  
& report  
MRH  
I like the  
of finances  
legitimate  
Harper*

My Dear Mr. President :-

In pursuance of the work of the Board of University Relations it would be of very great service if we had in detached form a statement of what the department has done in the past to place our Doctors and Masters in advantageous positions, somewhat in the style of the accompanying leaflet issued at Johns Hopkins. This would also serve to keep us in touch with our graduates, and it would interest present matriculates.

The contents might be as follows:--

- I. The present staff
  - a. academic record
  - b. professional publications
- II. Doctors of Philosophy (now 8 in number).
  - a. present positions
  - b. title of dissertation
  - c. professional publications.
- III. Doctors of Philosophy with Minor subject Romance.
- IV. Persons admitted to candidacy for Doctor's degree who are now teaching.
- V. Masters of Philosophy
  - a. positions held
  - b. title of dissertation.
- VI. An alphabetical list of students, not candidates for degrees, who have pursued advanced courses in the department, with their present positions.  
( Perhaps 30 names )

An unpretentious leaflet of this description, of six or eight pages of a size to fold into a letter, might certainly be used to great advantage in informing graduate students as to what they may expect the department to do for them. On looking over the list I find what seems to me a good record of college and university positions in spite of the fact that we have been so long in getting on our feet. I am writing to know if <sup>we</sup> may have such a leaflet printed; if so, we will complete the collection of the data.

Yours very truly,

*J. A. Jenkins*

President A. R. Harper

My Dear Mr. President:

In pursuance of the work of the Board  
of University Relations it would be of very great service if we  
had in detached form a statement of what the department has done in  
the past to place our Doctors and Masters in advantageous positions,  
somewhat in the style of the accompanying leaflet issued at Johns  
Hopkins. This would also serve to keep us in touch with our grad-  
uates, and it would interest present matriculants.

The contents might be as follows:

- I. The present staff
  - a. Academic record
  - b. Professional positions
- II. Doctors of Philosophy (Law & Medicine)
  - a. present positions
  - b. title of dissertation
  - c. professional positions
- III. Doctors of Philosophy with minor subject honores
- IV. Persons admitted to candidacy for Doctor's degree who are  
now teaching
- V. Masters of Philosophy
  - a. positions held
  - b. title of dissertation
- VI. An alphabetical list of students, not candidates for degrees,  
who have pursued advanced courses in the department,  
with their present positions.  
(Perhaps 50 names)

An unpretentious leaflet of this description, of six or eight  
pages of a size to fold into a letter, might certainly be used to  
great advantage in informing graduate students as to what they  
may expect the department to do for them. On looking over the list  
I find what seems to me a good record of college and university pos-  
itions in spite of the fact that we have been so long in getting on  
our feet. I am writing to know if you have such a leaflet printed;  
if so, we will complete the collection of the data.

Yours very truly,

*J. P. ...*

*Chicago, Illinois  
October 21, 1904  
J. P. ...  
J. P. ...  
J. P. ...*

*(Circular stamp)*

The Board of Recommendations  
H. E. Slaught, Secretary

The University of Chicago  
Founded by John D. Rockefeller  
Office of the President

Chicago, Nov. 22, 1904.

My dear Dr. Harper:-

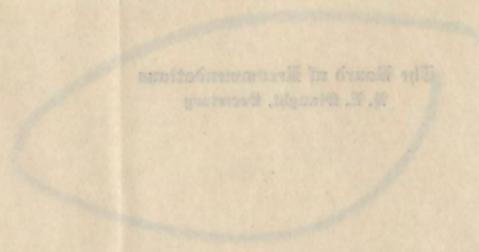
In response to your letter concerning the desirability of more definite work in connection with the Employment Bureau for students, I assure you of my interest and co-operation so far as possible. It occurs to me that if any Member of the Faculty can be found who will take general interest in the matter, he might well co-operate with the Board of Recommendations, at least so far as office facilities are concerned. I believe the heaviest part of his work would be in the Autumn and Winter at the time when that of the Board of Recommendations is lightest, so that use could be made of this office for his work and possibly in that way we could afford to keep our stenographer on full time for the year.

I have been looking over the names of various persons. I do not know that I have found anyone who will be available. I have jotted down the following:

Mr. T. R. Moulton,  
Mr. T. L. Neff,  
Mr. A. W. Moore,  
Mr. J. W. Thompson,  
Mr. H. J. Davenport,  
Mr. C. E. Merriam,  
Mr. J. C. Hessler,  
Mr. T. P. Warren,  
Mr. A. C. Lunn.

The most important work, it seems to me in connection with a Bureau of Employment, is to discover opportunities where students can be employed, and this might well engage the at-

The University of Chicago  
Office of the President



Chicago, Nov. 22, 1904.

My dear Dr. Harper:-

In response to your letter concerning the desirability of more definite work in connection with the Employment Bureau for students, I assure you of my interest and co-operation as far as possible. It occurs to me that if any Member of the Faculty can be found who will take general interest in the matter, he might well co-operate with the Board of Recommendations, at least so far as office facilities are concerned. I believe the heaviest part of his work would be in the Autumn and Winter at the time when that of the Board of Recommendations is lightest, so that use could be made of this office for his work and possibly in that way we could afford to keep our stenographer on full time for the year.

I have been looking over the names of various persons. I do not know that I have found anyone who will be available.

I have jotted down the following:

- Mr. T. R. Morrison,
- Mr. T. I. Nell,
- Mr. A. W. Moore,
- Mr. J. W. Thompson,
- Mr. H. J. Lavenport,
- Mr. C. E. Merriam,
- Mr. J. C. Hessler,
- Mr. T. P. Warren,
- Mr. A. C. Lunn.

The most important work, it seems to me in connection with a Bureau of Employment, is to discover opportunities where students can be employed, and this might well engage the at-

The Board of Recommendations  
H. E. Slaughter, Secretary

The University of Chicago  
Founded by John D. Rockefeller  
Office of the President

Chicago

tention of a committee of several individuals and would require investigation in many directions both in the neighborhood of the University and in the city.

The extent and amount of work necessary to make such a Bureau successful makes it impossible, it seems to me, to add it to the duties of the Secretary of the Board of Recommendations, as some one has suggested. Moreover the work of such a Bureau is of an entirely different character from that of the recommendation of teachers. One is entirely commercial in its character and the other is entirely educational, and the two, I think, should be kept quite distinct.

I should be glad to give any assistance possible in furthering any plans for the assistance of students.

Yours very truly,

Pres. Harper,  
Faculty Exchange.

*H. E. Slaughter.*

The University of Chicago  
Founded by John D. Rockefeller  
Office of the President

The Board of Recommendations  
W. E. Duggan, Secretary

Chicago

tion of a committee of several individuals and would require  
investigation in many directions both in the neighborhood of  
the University and in the city.

The extent and amount of work necessary to make such a  
Bureau successful makes it impossible, it seems to me, to add  
it to the duties of the Secretary of the Board of Recommenda-  
tions, as some one has suggested. Moreover the work of such  
a Bureau is of an entirely different character from that of the  
recommendation of teachers. One is entirely commercial in its  
character and the other is entirely educational, and the two,  
I think, should be kept quite distinct.

I should be glad to give any assistance possible in  
furthering any plans for the assistance of students.

Yours very truly,

*H. C. Duggan*

Pres. Harper,  
Faculty Exchange.

27

*Board of Recommendations*

October 5th, 1906.

My dear Mr. Slaughter:-

Yours of the 3rd inst. is received. We very likely shall not attempt to reorganize the offices immediately and I hope to have matters on some better basis for the opening of the winter quarter. The reasons for retaining the office in Cobb do not strike me as very cogent. We are not yet prepared for expanding the office force and I am quite reluctant to have the plan of a fee adopted.

Very truly yours,

October 8th, 1908.

My dear Mr. Slaughter:-

Yours of the 3rd inst. is

received. We very likely shall not attempt to reorganize the office immediately and I hope to have matters on some better basis for the opening of the winter quarter. The reasons for retaining the office in Cobb do not strike me as very cogent. We are not yet prepared for expanding the office force and I am quite reluctant to have the plan of a fee adopted.

Very truly yours,

My dear President J

The University of Chicago  
Founded by John D. Rockefeller  
Office of the President

27

Chicago , Oct. 3, 1906.

My dear President Judson:-

I find your letter on my desk on my return. It would seem to me inadvisable to move the office from Cobb Hall until we are ready to provide a full time clerk and stenographer. Since at present the office can be open only a part of the time, strangers have a better chance of getting information and satisfaction here in the midst of other offices than in a more isolated place, and the departmental representatives are much more easily consultable here in juxtaposition to the faculty Exchange. Incidentally, also, I should dislike to move while I am out of residence and engaged in some strenuous editorial work demanding my closest attention.

I am hoping still that some way may be devised to carry out the plan I suggested, especially as the word from Mr. Heckman concerning the charging of a fee to the students is so restricted that it will be difficult to follow out. (I will explain this in person). And so the best solution seems to be to have the work done in the office by regular assistants, which could easily be accomplished with a full time clerk and stenographer.

Yours very truly,

H. E. Slaughter

The University of Chicago  
Number 1234  
Office of the President

Chicago, Oct. 3, 1908.

My dear President Johnson:-

I find your letter on my desk on my

return. It would seem to me inadvisable to move the office from Cobb Hall until we are ready to provide a full time clerk and stenographer. Since at present the office can be open only a part of the time, strangers have a better chance of getting information and satisfaction here in the midst of other offices than in a more isolated place, and the departmental representatives are much more easily consultable here in juxtaposition to the Faculty Exchange. Incidentally, also, I should dislike to move while I am out of residence and engaged in some strenuous editorial work demanding my closest attention.

I am hoping still that some way may be devised to carry out the plan I suggested, especially as the word from Mr. Heekman concerning the charging of a fee to the students is so restricted that it will be difficult to follow out. (I will explain this in person). And so the best solution seems to be to have the work done in the office by regular assistants, which could easily be accomplished with a full time clerk and stenographer.

Yours very truly,

*H. E. Dwight*

## The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Political Economy

20-J

March 3, 1911.

*Vocational  
evidence*

President Harry Pratt Judson,

Faculty Exchange.

Dear Mr. Judson:-

Last Spring I made an investigation concerning the vocational choices of students at the University of Chicago and at Ohio Wesleyan University. To the best of my knowledge this is the only investigation of this kind that has ever been made, and accordingly has some little value from the point of view of learning how the students view such matters. I was preparing this report for publication when it occurred to me that the publication of the <sup>report</sup> Committee on instruction was attended by some undesirable notoriety because of the too zealous attentions of the public press. Accordingly I am enclosing herewith a rough draft of the results of this investigation, and I should be glad if you would glance through it and see whether you think there would be any trouble involved in case it were published. It seems to me that the only points of any serious danger would be found on pages 7 and 8 and on pages 10 and 11 of the manuscript. It would require a good deal of stretching to get harm even out of these pages, but no comment is needed on the propensities of the public press.

Yours sincerely,

*L C Marshall*

LCM:LBJ



50-1

March 6, 1911

Dear Mr. Marshall:-

Herewith I am returning the material of the

questionnaire. I cannot see any serious objection to its being

published. While it may be that more use could be made of faculty

advice than is at present the case, still I am a little doubtful about

it. Students are much more likely on the question of a vocation to

consult not merely other students but their own mature friends

already engaged in the special line in question. So far as the

replies from women are concerned, it is very plain that only those

have any value which relate to specific vocations, such as teaching

for instance. Of course the great proportion of women who make no

reply at all about their vocation do so for an obvious reason, and

a reason which I consider a very wise one.

Very truly yours,

H.C.G.

Dean L. C. Marshall,  
The University of Chicago.

The University of Chicago  
Department of Political Economy

March 5, 1911

March 6, 1911

Dear Mr. Marshall:-

Herewith I am returning the material of the  
questionnaire. I cannot see any serious objection to its being  
published. While it may be that more use could be made of faculty  
advice than is at present the case, still I am a little doubtful about  
it. Students are much more likely on the question of a vocation to  
consult not merely other students but their own mature friends  
already engaged in the special line in question. So far as the  
replies from women are concerned, it is very plain that only those  
have any value which relate to specific vocations, such as teaching  
for instance. Of course the great proportion of women who make no  
reply at all about their vocation do so for an obvious reason, and  
a reason which I cannot see as a very wise one.

Very truly yours,

A. P. J.

Dean J. C. Marshall,  
The University of Chicago.

J. C. Marshall

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the President

Budget  
Acclm

-2-

2. While not requiring immediate action, the President may desire to have in mind the situation in the Bureau of Recommendations.

It had not been Mr. Angell's understanding that Mr. Slaughter was to be continued in a salaried position in connection with the Bureau during the present year. It appears also not to have been Mr. Slaughter's understanding. Nevertheless, the Board reappointed Mr. Slaughter, and he decided to occupy the post during the year. This arrangement was also at variance with the understanding of Dr. Hoyt, who had expected to be in supervising charge of the office, provided her competency had been satisfactorily proved by the previous year of apprenticeship. As a temporary adjustment of the situation Mr. Slaughter was made Advisor to the Bureau, and Dr. Hoyt was made Secretary. It is understood, however, that the President will give consideration to the conditions for the next academic year.

See copy of letter to Dr. Hoyt in folder "Agenda" A.

2. While not requiring immediate action, the President may desire to have in mind the situation in the Bureau of Recommendations. It had not been Mr. Angell's understanding that Mr. Slaught was to be continued in a salaried position in connection with the Bureau during the present year. It appears also not to have been Mr. Slaught's understanding. Nevertheless, the Board reappointed Mr. Slaught, and he decided to occupy the post during the year. This arrangement was also at variance with the understanding of Dr. Hoyt, who had expected to be in supervising charge of the office, provided her competency had been satisfactorily proved by the previous year of apprenticeship. As a temporary adjustment of the situation Mr. Slaught was made Advisor to the Bureau, and Dr. Hoyt was made Secretary. It is understood, however, that the President will give consideration to the conditions for the next academic year.

*Respectfully  
Yours  
John D. Rockefeller*

*The report of the Committee on the President's Report is being prepared.*

Chicago, May 21, 1914

My dear Dr. Hoyt:-

After due consideration of all the elements in the situation I wish to propose the following plan of organization of your office for the coming year:

I propose that until July 1, 1915, Professor Slaughter retain connection with the Board of Recommendations, with the title of Advisor to the Board; that you be appointed Secretary of the Board, and that you be put in actual charge of the detailed administration of the office.

I should understand that under this arrangement Professor Slaughter would stand merely in the relation of consultant and advisor to the office; that he would presumably find occasion to be in the office only once or twice a week; and that his main duties would be connected with the following up of the relations with our teachers already placed by the Bureau. This

Chicago, May 21, 1914

My dear Dr. Hoyt:-

After due consideration of all the elements in the situation I wish to propose the following plan of organization of your office for the coming year:

I propose that until July 1, 1915, Professor Slaught retain connection with the Board of Recommendations, with the title of Advisor to the Board; that you be appointed Secretary of the Board, and that you be put in actual charge of the detailed administration of the office.

I should understand that under this arrangement Professor Slaught would stand merely in the relation of consultant and advisor to the office; that he would presumably find occasion to be in the office only once or twice a week; and that his main duties would be connected with the following up of the relations with our teachers already placed by the Bureau. This

might be done either through correspondence or by actual visitation. In the former case it would be necessary for him to make some use of the stenographic facilities of the office, and hours for this purpose would necessarily be adjusted with you. The administrative detail of the office would, however, be entirely in your hands. I have in this connection a recent note from Mr. Slaughter expressing his opinion that the previous arrangements with Miss Knight had best be discontinued at your discretion.

Yours very truly,

Acting Vice-President

J.R.A. - L.

Dr. Mary C. Hoyt,  
The Bureau of Recommendations.

might be done either through correspondence or by  
 actual visitation. In the former case it would be  
 necessary for him to make some use of the stenographic  
 facilities of the office, and hours for this purpose  
 would necessarily be adjusted with you. The adminis-  
 trative detail of the office would, however, be entirely  
 in your hands. I have in this connection a recent  
 note from Mr. Slaught expressing his opinion that the  
 following plan of organization of your office for the  
 coming year: previous arrangements with Miss Knight had best be  
 discontinued at your discretion. I propose that until July 1, 1915, Professor  
 Slaught retain connection with the Board of Recommendations.  
 Yours very truly,  
 Acting Vice-President  
 be appointed Secretary of the Board and that you  
 be put in actual charge of the detailed administration  
 of the office.  
 J.R.A. - L.  
 I should understand that under this arrangement  
 Professor Slaught would stand merely in the relation  
 of consultant and advisor to the office; that he would  
 Dr. Mary G. Hoyt, occasion to be in the office only once  
 The Bureau of Recommendations.  
 or twice a week; and that his main duties would be  
 connected with the following up of the relations with  
 our teachers already placed by the Bureau. This

*Budget* 57

The University of Chicago

The Faculties of Arts, Literature, and Science

OFFICE OF THE DEAN

April 5th, 1913.

*My dear* President Judson:

After consultation with Mr. Slaughter and with Dr. Hoyt, I find first, that Mr. Slaughter is disposed to accept your proposal for the coming year that he retain general supervision of the Bureau and give such time to it as such general supervision may require; second, that he have under him a paid assistant of a competent kind who may be expected to develop capacity for entire charge of the office.

In conference with Dr. Hoyt I gained the impression that on the whole she is a thoroughly promising person to undertake the work. The point at which we are likely to encounter serious difficulty in dealing with her is that of expense. She feels obliged to curtail her medical practice because of the fact that her mother, who is now a somewhat aged woman, is made very anxious by having her out of the house for long periods in attendance on cases and especially in the evening. For this reason Dr. Hoyt feels under moral obligation, if possible, to give up her practice. I judge from her statements to me that probably at the present time it amounts to somewhat over \$100 a month.

She would be willing to come to us for a nominal salary during the early months of her apprenticeship, but she would not be willing to undertake the work at all unless it had ahead of it prospects of what she would regard as a reasonable salary as substitute for her medical practice.

I think if you are willing to contemplate, after the close of the next year, a salary of \$1000 a year moving up to \$1200 the year after, that Dr. Hoyt would be disposed to undertake the year of apprenticeship at a considerably lower figure. It would be understood in this, of course, *W.-* her work would be satisfactory to us if the arrangement were to continue.

I think the saving in the expense of the office in the matter of emergency clerical work which would be represented by her continuous presence in the office would amount perhaps to \$100 or \$200 a year and if Mr. Slaughter leaves the office next year, there would revert to the office budget the \$500 which we now pay to him, so that possibly the total added expense to the office on its annual budget would not exceed that which we should be paying Dr. Hoyt for the first year, i. e., let us say, \$600 or \$700.

The University of Chicago

The Faculty of Arts, Literature, and Science

OFFICE OF THE DEAN

April 25, 1915

President Johnson

After consultation with Mr. Elsworth and with Dr. Hoyt, I find that Mr. Elsworth is disposed to accept your proposal for the coming year, that he has certain general supervision of the Bureau and give such time to it as such general supervision may require; second, that he have under his a paid assistant of competent kind who may be expected to develop capacity for entire charge of the office.

In conference with Dr. Hoyt I gained the impression that on the whole she is a thoroughly promising person to undertake the work. The point at which we are likely to encounter serious difficulty is dealing with her in that of expense. She is obliged to curtail her medical practice because of the fact that her mother, who is now a housewife and woman, is made very anxious by having her out of the house for long periods in attendance on cases and especially in the evening. For this reason Dr. Hoyt feels under moral obligation, if possible to give up her practice. I judge from her statements to me that probably at the present time it amounts to an amount over \$100 a month.

She would be willing to come to us for a nominal salary during the early months of her apprenticeship, but she would not be willing to undertake the work at all unless it had ahead of it prospects of what she would regard as a reasonable salary as substitute for her medical practice.

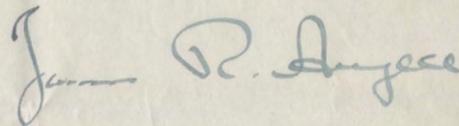
I think if you are willing to contemplate, after the close of the next year, a salary of \$1000 a year moving up to \$1200 the year after, that Dr. Hoyt would be disposed to undertake the year of apprenticeship at a considerably lower figure. It would be understood in this, of course, that her work would be satisfactory to us if the arrangement were to continue.

I think the saving in the expense of the office in the matter of emergency clinical work which would be represented by her continuous presence in the office would amount perhaps to \$100 or \$200 a year and if Mr. Elsworth leaves the office next year, there would revert to the office budget the \$200 which we now pay to him, so that possibly the total added expense to the office on its annual budget would not exceed that which we should be paying Dr. Hoyt for the first year, i. e., let us say, \$800 or \$700.

I recognize the embarrassment which the financial administration of this office represents, At the same time I am so firmly convinced of the value of its work to us that I should strongly urge deducting from our ordinary advertising budget anything which might be necessary to finance properly the undertaking.

I question somewhat the propriety of not a little of our present mode of advertising and certainly it is a good deal of it quite expensive. The conduct of this Bureau seems to me ~~not only~~ absolutely legitimate, and I think the service which it renders not only to us but to schools, colleges and various employing agencies, is of a thoroughly sound and valuable kind, deserving recognition and development solely upon its own merits.

Yours very truly,

A handwritten signature in blue ink, appearing to read "James R. Angese". The signature is written in a cursive style with a large initial "J".

Dean

JRA/n

I recognize the embarrassment which the financial administration of this office represents. At the same time I am so firmly convinced of the value of the work to us that I should strongly urge deducting from our ordinary advertising budget anything which might be necessary to finance properly the undertaking.

I question somewhat the propriety of not a little of our present mode of advertising and certainly it is a good deal of it quite expensive. The conduct of this Bureau seems to me somewhat absolutely legitimate, and I think the service which it renders not only to us but to schools, colleges and various employing agencies, is of a thoroughly sound and valuable kind; deserving recognition and development solely upon its own merits.

Yours very truly,

*W. A. ...*

Dean

JRA/n

*Culm*

Chicago, January 19, 1915

Dear Mr. Angell:-

While the appropriations have not been settled for next year there is no doubt that we shall be able to employ more or less of the fund heretofore assigned to Professor Slaughter in connection with the Bureau for the year 1915-16.

Very truly yours,

H.P.J. - L.

Dean J. R. Angell,  
The University of Chicago.

Wm

Chicago, January 19, 1915

Dear Mr. Angell:-

While the appropriations have not been settled for next year there is no doubt that we shall be able to employ more or less of the fund heretofore assigned to Professor Slaughter in connection with the Bureau for the year 1915-16.  
Very truly yours,

H. P. J. - L.

Dean J. R. Angell,  
The University of Chicago.

# You may procure copy of recent letter from Board of Recommendations. I am on the road again in interest of your school and forgot this letter, so cannot enclose it w/ Bradley ✓

DEPARTMENT OF HISTORY

SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA, GA.

August 30, 1914.

President Harry Pratt Judson,  
University of Chicago.

Dear Mr. President:

# I am enclosing letter from Board of Recommendations .

# While away from home my wife in my name sent telegram to the Board of Recommendations in the University of Chicago for my record to be sent the University of Tennessee. She did not know that I had requested that the Board destroy my testimonials and that I did not wish it longer to damage my reputation as a teacher. It seems that I should in justice to myself make some reply to the enclosed letter, as it misrepresents the facts. I answered indirectly the letter of 1912 by sending Dr. Tufts all the letter I had received and all the letter, or outlines of all the letters that I had sent Mr. Slaughter in order that I might set myself in the right light in the department in which I did my work while in the University of Chicago. Furthermore, the photos and other data was not returned at any time, but I trusted that they were destroyed as I requested.

Now, Dr. Judson, I refer you to facts, as to why ~~you~~ I severed my connections with the Board of Recommendations. In the year 1911 I resigned my position in the North Georgia Agricultural College <sup>(Branch of State University)</sup> after holding the position four years and after just being elected for another year and elected unanimously by the Board of Trustees. I resigned in a public meeting of

SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA, GA.

DEPARTMENT OF HISTORY

August 30, 1914.

President Harry Pratt Judson,  
University of Chicago.

Dear Mr. President:

I am enclosing letter from Board of Recommendations.

While away from home my wife in my name sent telegram to the Board of Recommendations in the University of Chicago for my record to be sent the University of Tennessee. She did not know that I had requested that the Board destroy my testimonials and that I did not want it longer to damage my reputation as a teacher. It seems that I should in justice to myself make some reply to the enclosed letter, as it misrepresents the facts. I answered indirectly the letter of 1912 by sending Dr. Traft all the letters I had received and all the letter, or outlines of all the letters that I had sent Mr. Slaughter in order that I might set myself in the right light in the department in which I did my work while in the University of Chicago. Furthermore, the photos and other data was not returned at any time, but I trusted that they were destroyed as I requested.

Now, Dr. Judson, I refer you to facts, as to why have I severed my connections with the Board of Recommendations. In the year 1911 I resigned my position in the North Georgia Agricultural College after holding the position four years and after just being elected for another year and elected unanimously by the Board of Trustees. I resigned in a public meeting of

SOUTH GEORGIA  
STATE NORMAL COLLEGE

2  
VALDOSTA, GA.

DEPARTMENT OF HISTORY

the faculty and board because I would not promise to support an administration that I thought damaging to the educational interests of the State. I would not have applied in the first instance had I not been assured by practically every member of the board that a change in administration would be made.

Now, after my resignation or about that time, June 1911, the Board of Recommendations wrote Dr. Glenn, without my consent and I think over my advice to the contrary, for his estimate of my work and character. In reply to this letter by the Board of Recommendations, Dr. Glenn wrote a very damaging testimonial. I know its contents and had them in hand upon writing the Board for Recommendations and assistance during the summer, 1911. If you will consult the correspondence I sent Dr. Tufts or the copies of letters, if preserved, sent me in the fall and winter of 1911-1912 by Mr. Slaughter over his own signature, you will find that in answer to my letter asking point-blank if he had sent out any testimonial damaging to my character as a teacher, he first wrote, No. In a few days afterwards I wrote again that I had proof in writing that he had. ~~Then~~ Then he admitted he had, but said that it was through clerical error. These are absolute facts. In consequence I requested that the Board of Recommendations strike me off their register as I joined the Board for help and not for harm. I am morally certain that the Board caused me to lose a \$2500.00 position in consequence of the Glenn letter. I have had to explain this letter in the school I am now connected with.

SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA, GA.

DEPARTMENT OF HISTORY

the faculty and board because I would not promise to support an administration that I thought damaging to the educational interests of the State. I would not have applied in the first instance had I not been assured by practically every member of the board that a change in administration would be made.

Now, after my resignation of about that time, June 1911, the Board of Recommendations wrote Dr. Glenn without my consent and I think over my advice to the contrary, for his estimate of my work and character. In reply to this letter by the Board of Recommendations, Dr. Glenn wrote a very damaging testimonial. I know its contents and had them in hand upon writing the Board for Recommendations and this testimonial during the summer, 1911. If you will consult the correspondence I sent Dr. Telfer on the copies of letters, it preserved, sent me in the fall and winter of 1911-1912 by Mr. Blawie cover his own signature, you will find that in answer to my letter asking point-blank if he had sent out any testimonial damaging to my character as a teacher, he first wrote, "No. In a few days afterwards I wrote again that I had proof in writing that he had. ~~xxxx~~ Then he admitted he had, but said that it was through clerical error. These are absolute facts. In consequence I requested that the Board of Recommendations strike me off their register as I joined the Board for help and not for harm. I am morally certain that the Board caused me to lose a \$2500.00 position in consequence of the Glenn letter. I have had to explain this letter in the schools I am now connected with.

SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA, GA.

DEPARTMENT OF HISTORY

3

I am enclosing you two letters confirming my relation of facts about leaving Dahlonega. In one of these letters you will find where Dr. Glenn absolutely falsified his statement to the Board of Recommendations in a statement to the Registrar of ~~one~~ his school. If you wish to have this matter investigated and the <sup>facts</sup> ~~truth~~ verified, I will gladly furnish you with the names of the leading educators in Georgia, of prominent citizens in the town where Dr. Glenn resides, Etc., . , Etc.

Professor J. R. Mosley, formerly Fellow under you, can give you and will gladly give you all the information you may desire about the Glenn matter. *His address is Macon, Ga.*

President Brown Ayers, University of Tennessee, has written the Board <sup>of R.</sup> direct for information about me. I have written him, however, that I for a cause had requested the Board not to send out further reports about me. I referred him to Dr. Tufts. I would appreciate a letter from you to President Ayers stating just why I have severed my connections with the Board. I am sending him testimonials and have referred him to Dr. Tufts.

Of course the situation is embarrassing to me and my loyalty to the University has unavoidably suffered, but when a man in authority will even allow a clerical error to exist thru maintaining a testimonial contrary to all testimonial it is possible for him to procure about me, it seems that the

SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA GA.

DEPARTMENT OF HISTORY

I am enclosing you two letters confirming my relation of facts about leaving Valdosta. In one of these letters you will find where Dr. Glenn absolutely falsified his statement to the Board of Recommendations in a statement to the Registrar of other his school. If you wish to have this matter investigated and the facts verified, I will gladly furnish you with the names of the leading educators in Georgia, of prominent citizens in the town where Dr. Glenn resides, etc., etc.

Professor J. R. Mosley, formerly fellow under you, can give you and will gladly give you all the information you may desire about the Glenn matter.

President Brown Ayers, University of Tennessee, has written the Board direct for information about me. I have written him, however, that I for a case had requested the Board not to send out further reports about me. I referred him to Dr. Tutts. I would appreciate a letter from you to President Ayers stating just why I have severed my connections with the Board. I am sending him testimonials and have referred him to Dr. Tutts.

Of course the situation is embarrassing to me and my loyalty to the University has unavoidably suffered, but when a man in authority will even allow a clerical error to exist thus maintaining a testimonial contrary to all testimonials it is possible for him to procure about me, it seems that the

4  
SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA, GA.

DEPARTMENT OF HISTORY

Board of Recommendation is guilty of gross carelessness. In fact I would have never gotten the information that the Glenn testimonial was damaging me unless a friend of mine has communicated the fact to me. Mr. Slaught, as stated, would not ~~confirm~~ say in letter that he had this nature of a testimonial until I asked him the second time and told him that I knew he had it. Of course under the circumstances it is hard to see how I would be protected in the future. I have no assurances now that the Glenn testimonial may not be of record, and so may be through another clerical error spread broadcast over the country. The testimonial should be returned to sender or absolutely destroyed. Putting it on the shelf or "out of business" is not sufficient protection as long as it is procurable. He, Mr. Slaught, has already stated that he did not intend to use it, but that it was accidentally copied and placed among my testimonials by mistake, etc.

If Mr. Slaught is no longer connected with the Board, I would be glad to have its further service. I am sure you appreciate my position, and I am writing you that you may know my feelings and the cause of the same.

Yours truly,

*W. J. Bradley*

*Please return  
testimonials  
Enclosed - Stamp ✓  
Enclosed*

SOUTH GEORGIA  
STATE NORMAL COLLEGE  
VALDOSTA, GA.

DEPARTMENT OF HISTORY

Board of Recommendation is guilty of gross carelessness. In fact I would have never gotten the information that the Glenn testimonial was damaging me unless a friend of mine has communicated the fact to me. Mr. Blaght, as stated, would not ~~write~~ say in letter that he had this nature of a testimonial until I asked him the second time and told him that I knew he had it. Of course under the circumstances it is hard to see how I would be protected in the future. I have no assurance now that the Glenn testimonial may not be of record, and so may be through another clerical error spread broadcast over the country. The testimonial should be returned to sender or absolutely destroyed. Putting it on the shelf or "out of business" is not sufficient protection as long as it is readable. He, Mr. Blaght, has already stated that he did not intend to use it, but that it was accidentally copied and placed among my testimonials by mistake, etc.

If Mr. Blaght is no longer connected with the Board, I would be glad to have his further service. I am sure you appreciate my position, and I am writing you that you may know my feelings and the cause of the same.

Yours truly,

*W. J. Blaght*

*Please return  
testimonial  
Richard - Stamp  
enclaves*

Chicago, September 1, 1914

Dear Mr. Bradley:-

Your letter of August 30th has been received during the absence of President Judson in Japan.

Of course President Judson cannot write the letter you request to President Ayers. It is not his custom in any case to write such letters, or even letters of recommendation, except through the Board of Recommendations. I am returning herewith the testimonials, the return of which you request: a letter from Mr. Howard Thompson and a sheet containing extracts from testimonials written by James H. Tufts, E. C. Branson, and E. B. Vickery.

The recent letter to which you refer I have seen in the office of the Board of Recommendations. The misrepresentations of fact concerning which you complain amount to two charges: (1) you assert that the office is wrong in saying that you did not answer the letter of 1912. I note, however, that in the first paragraph of your letter of August 30th you clearly say: "I answered indirectly the letter of 1912 by sending Dr. Tufts all the letter I had received and all the letter, or outlines

Chicago, September 11, 1911

Dear Mr. Bradley:-

Your letter of August 30th has been received during the absence of President Nelson in Japan. Of course President Nelson would write the letter you request to President Nelson. It is not his custom in any case to write such letters, or give letters of recommendation, except through the board of recommendations. I am returning herewith the testimonials the return of which you request a letter from Mr. Howard Thompson and a sheet containing extracts from testimonials written by James H. Telfer, D. D. Stenman, and E. S. Wickersham. The present letter to which you refer I have seen in the office of the board of recommendations. The misrepresentation of fact concerning which you complain amounts to two charges. If you assure that the office is wrong in saying that you did not answer the letter of 1911. I note, however, that in the fifth paragraph of your letter of August 30th you clearly say: "I answered indirectly the letter of 1911 by sending Dr. Telfer all the letters I had received and all the letters, or replies

of all the letters that I had sent Mr. Slaughter in order that I might set myself in the right light", etc. This certainly cannot be construed as an answer to the Board of Recommendations. The assertion that photographs and other data were not returned at any time must mean, of course, that they were not received by you. The records of the office show that they were returned. (2) As to the use of a testimonial from a certain Dr. Glenn, I cannot understand how the office could possibly know of the existence of Dr. Glenn unless you referred the office to that person. It certainly is counter to all custom in accumulating testimonials to write to anybody not referred to by the candidate. Can you give me further light on this point?

Of course the Board of Recommendations can hardly be held responsible for opinions expressed by any candidate of those to whom reference is made. Honesty, indeed efficiency, in the administration of the office requires frankness in dealing both with candidates and employers. It is well known that the ordinary, flattering letters addressed "To Whom It May Concern", and delivered

of all the letters that I had sent Mr. [Name] in order  
that I might see myself in the right light, and I  
certainly cannot be considered as an answer to the Board  
of Commissioners. The question of photographs and  
other data were not referred to any time until now, and  
of course, that they were not received by you. The records  
of the office show that they were referred to [Name] as to  
the use of a testimonial from a certain Dr. [Name], a certain  
understand how the office could possibly know of the  
existence of Dr. [Name] unless you referred the office to  
that person. It certainly is peculiar to all papers in  
concerning testimonials to write to anybody not referred  
to by the candidate. Can you give me further light on  
this point?

Of course the Board of Commissioners can  
hardly be held responsible for opinions expressed by any  
candidate of those to whom reference is made. However,  
indeed efficiency, in the administration of the office  
requires fairness in dealing with candidates and  
employers. It is well known that the ordinary, classifying  
letters addressed "To His Majesty's Government," and delivered

to the most interested parties, are discounted heavily. The most valuable letters for all concerned are frank, confidential statements from those best qualified to judge. I gather from the carbons of the letters addressed to you that an honest effort was made by the Board of Recommendations to be of service to you. I am sorry that you do not seem to agree with me in this view.

On President Judson's return to Chicago, about the middle of October, I shall be glad to lay before him your letter of August 30th and to report to him what I have learned from the Board of Recommendations. I trust that you may have no further difficulty and that you will see the importance for yourself and for all graduates of the University of having an appointment office managed on a basis of frankness and confidence, not only of superintendents and other prospective employers, but of alumni seeking the aid of that office.

Sincerely yours,

D.A.R.-D.

Secretary to the President.

Mr. W. J. Bradley  
Valdosta, Georgia.



Harold H. Swift  
Union Stock Yards  
Chicago

December 27, 1916.

President Harry Pratt Judson,  
The University of Chicago,  
Chicago, Illinois.

Dear President Judson:

I quote from the letter I received this morning, which I mentioned to you this noon, after our committee meeting:

"Referring to your reply to my letter, wherein I stated I thought I might be able to make some suggestions of value to the University of Chicago:

Perhaps its just as well that this has hung fire as it has for I have had opportunity to observe the workings of their "Teachers Placement Committee" - I think this is correct term- which confirms me in my opinion of earlier in the year, that this department is not as efficient as it should be.

You are aware that the Department of Education in the University of Chicago is second only to that of Columbia University in this country and at least three cases have come to my knowledge within the past year where capable men have passed by Chicago and have gone to Columbia, largely because of Columbia's reputation in placing her graduate students of Education in teaching positions.

I do not recall in the last four years in which I have been in close touch with the University, one expression of good will toward the woman in charge of this work, and many decidedly against her and her methods. If I may be permitted to suggest, I would say that a careful canvass among the graduate students of the School of Education would show that my view in this matter is not biased.

Trusting that this letter may be of some benefit to the University, I am."

Yours faithfully,

Harold H. Swift

Handwritten notes at the top right of the page.

December 27, 1916

President Harry Pratt Judson,  
The University of Chicago,  
Chicago, Illinois.

Dear President Judson:

I quote from the letter I received this morning, which  
I mentioned to you this noon, after our committee meeting:

"Referring to your reply to my letter, wherein  
I stated I thought I might be able to make some suggestions  
of value to the University of Chicago:  
Perhaps the best as well as that this has hung fire  
as it has for I have had opportunity to observe the workings  
of their 'Teachers Placement Committee' - I think this is  
correct term - which confirms me in my opinion of earlier in  
the year, that this department is not as efficient as it  
should be.

You are aware that the Department of Education in  
the University of Chicago is second only to that of Columbia  
University in this country and at least three orders have come  
to my knowledge within the past year where principals and have  
passed by Chicago and have gone to Columbia, largely because  
of Columbia's reputation in placing her graduate students of  
Education in teaching positions.

I do not recall in the last four years in which I  
have been in close touch with the University, one expression  
of good will toward the woman in charge of this work, and many  
decisively against her and her methods. If I may be permitted  
to suggest, I would say that a careful census among the grad-  
uate students of the School of Education would show that my  
view in this matter is not biased.

Trusting that this letter may be of some benefit  
to the University, I am,

Yours faithfully,

*Handwritten signature*

# Centralia Township High School

ESTON V. TUBBS, PRINCIPAL

AARON V. TRENWITH, SECRETARY

FACULTY

CLARA ERBES  
FLORENCE EIS  
AGNES BARRETT  
DOROTHY BUNDY  
MARGARET FULLER  
DOROTHY MARTIN  
FRONIE MURRAY  
T. D. FOSTER  
E. P. FAGER

FACULTY

A. L. TROUT  
ANN STOKER  
ALICE E. SHURTLEFF  
GEORGE D. WALRAVEN  
EMERALD C. ROBBINS  
CLAIRE VOTAW  
C. E. TROUT  
MAE SEXAUER

Centralia, Illinois

April 25, 1917.

Pres. Harry Pratt Judson,  
Chicago, Illinois.

Dear Pres. Judson:

For several years past we have been getting a good many of our teachers from the University of Chicago. It seems that every time I get in touch with Dr. Mary Hoyt there is always some unpleasantness caused, I think, by her unsocial and crabid disposition. I have no difficulties whatever with the secretaries of other appointments committees or the managers of teachers' agencies, and I cannot convince myself that the responsibility for the blame rests upon me. I have come to the point where I refuse to have any business relations with the Appointments Committee of the University of Chicago if they have to be conducted through Miss Hoyt.

I am in need of at least four teachers for the coming year. We have had some excellent U. of C. people on our faculty in the past, and I hope we shall always have this point of contact with the institution of which you are the president. If I can be given some assurance that I shall not be under the necessity of coming in touch with Miss Hoyt, I will be glad to give further details concerning the positions we have to be filled for the coming school year.

Yours very truly,  
Eston V. Tubbs.

*Board of Trustees*

*4/28/17*

*Dr. Hoyt 189*

Centralia Community High School

Eston V. Tubbs, PRINCIPAL

AARON V. TREWINTH, SECRETARY

FACULTY

A. J. TROTT  
W. H. STOKER  
L. J. E. BURNETT  
REV. J. D. WALKER  
EMORY D. ROBERTS  
CLARA VOTAW  
D. E. TROTT  
W. H. STOKER

FACULTY

CLARA TROTT  
W. H. STOKER  
L. J. E. BURNETT  
REV. J. D. WALKER  
EMORY D. ROBERTS  
CLARA VOTAW  
D. E. TROTT  
W. H. STOKER

Centralia, Illinois

April 25, 1917.

Pres. Harry Pratt Johnson,  
Chicago, Illinois.

Dear Pres. Johnson:

For several years past we have been getting a good many of our teachers from the University of Chicago. It seems that every time I get in touch with Dr. Mary Hoyt there is always some recommendation made. I think by her association and credit disputation. I have no difficulties whatever with the secretaries of other appointments committees or the managers of teachers' agencies, and I cannot convince myself that the responsibility for the plans rests upon me. I have come to the point where I refuse to have any business relations with the Appointments Committee of the University of Chicago if they have to be contacted through Miss Hoyt.

I am in need of at least four teachers for the coming year. We have had some excellent U. of C. people on our faculty in the past, and I hope we shall always have this point of contact with the institution of which you are the president. If I can be given some assurance that I shall not be under the necessity of coming in touch with Miss Hoyt, I will be glad to give further details concerning the positions we have to be filled for the coming school year.

Yours very truly,  
Eston V. Tubbs

*Mr. Angell*  
?  
*H. P. J.*

The University of Chicago

The Board of Recommendations

OFFICE OF THE SECRETARY

April 30, 1917.

President Harry Pratt Judson,  
University of Chicago.

My dear President Judson:-

The most effective comment I can make on Mr. Tubbs' letter is to send you the correspondence with Mr. Tubbs during the past four years with such recollections as occur to me of personal interviews with him.

My first meeting with Mr. Tubbs was in the spring of 1913 shortly after I came into the office. He spent most of his time in commenting on the deficiencies of the man Herger referred to in his letter of July 1912 and in blaming the University of Chicago for sending out such a man. I supposed Herger had been sent out from here and told Mr. Tubbs that while we tried to exercise every care in securing information about our students I supposed some mistakes in judgment were bound to occur. After Mr. Tubbs left, our stenographer, greatly incensed at the man's tone and manner, brought me the letter of July 1912 and called my attention to the fact that Herger had not been recommended by the University. Realizing that Mr. Tubbs was the kind of person who might at some time make trouble I at once made the pencilled notation which you will find on the above mentioned letter.

When Mr. Tubbs came in the spring of 1914 he again reverted to the case of Herger and I called his attention to the fact that he did not secure him through the instrumentality of the Board of Recommendations.

In Mr. Tubbs' reply to my letter of May 1, 1915, I noted evident irritation. The wisdom of my making inquiries before making recommendations was evidenced by the second paragraph of his reply (letter of May 6th). You may note that after this time I made no inquiries concerning the nature of the vacancies reported. On Mr. Tubbs' letter of May 9, 1915, you will find my notation "Did not appear". His failure to keep his appointment caused considerable inconvenience to the people whom I had arranged to have him meet as they waited for a considerable time for him.

Last spring after he had interviewed a number of candidates he expressed strong interest in one young woman. I told him that in fairness to him I should tell him that she was being considered for another position. He seemed greatly incensed at this and undertook to make me agree to keep back any offer from the other man until he should reach a decision. Failing to succeed in this, he then wished me to agree not to recommend this person for any other position until he had reached a decision. I told him I could not agree to this proposition as we felt that the candidates had as much right to consider several positions as had school authorities to consider

*Mr. C. C. ...*  
*H. J. ...*

The University of Chicago  
The Board of Recommendations

OFFICE OF THE SECRETARY

April 30, 1917.

President Harry Pratt Judson,  
University of Chicago.

My dear President Judson:-

The most effective comment I can make on Mr. Tubbs' letter is to send you the correspondence with Mr. Tubbs during the past four years with such recollections as occur to me of personal interviews with him.

My first meeting with Mr. Tubbs was in the spring of 1913 shortly after I came into the office. He spent most of his time in commenting on the deficiencies of the man Harger referred to in his letter of July 1912 and in blaming the University of Chicago for sending out such a man. I supposed Harger had been sent out from here and told Mr. Tubbs that while we tried to exercise every care in securing information about our students I supposed some mistakes in judgment were bound to occur. After Mr. Tubbs left our stenographer, greatly incensed at the man's tone and manner, brought me the letter of July 1912 and called my attention to the fact that Harger had not been recommended by the University. Realizing that Mr. Tubbs was the kind of person who might at some time make trouble I at once made the pencilled notation which you will find on the above mentioned letter.

When Mr. Tubbs came in the spring of 1914 he again reverted to the case of Harger and I called his attention to the fact that he did not secure him through the instrumentality of the Board of Recommendations.

In Mr. Tubbs' reply to my letter of May 1, 1915, I noted evident irritation. The wisdom of my making inquiries before making recommendations was evidenced by the second paragraph of his reply (letter of May 6th). You may note that after this time I made no inquiries concerning the nature of the vacancies reported. On Mr. Tubbs' letter of May 9, 1915, you will find my notation "Did not appear". His failure to keep his appointment caused considerable inconvenience to the people whom I had arranged to have him meet as they waited for a considerable time for him.

Last spring after he had interviewed a number of candidates he expressed strong interest in one young woman. I told him that in fairness to him I should tell him that she was being considered for another position. He seemed greatly incensed at this and undertook to make me agree to keep back any offer from the other man until he should reach a decision. Failing to succeed in this, he then wished me to agree not to recommend this person for any other position until he had reached a decision. I told him I could not agree to this proposition as we felt that the candidates had as much right to consider several positions as had school authorities to consider

The University of Chicago

The Board of Recommendations

OFFICE OF THE SECRETARY

- 2 -

several candidates. The incident closed by my doing considerable telephoning for him and his employing the young woman before he left the city that evening. Evidently his inability to control our policies still rankles in his mind and I, as the administrator of the policies am the goat.

I suppose no one person can meet the requirements of all the people who come to us. Judging from various remarks, my predecessor did not do this and quite evidently I am not doing it. However as the number of people coming to us for teachers is steadily increasing I doubt whether many share Mr. Tubbs' opinion in regard to my disposition.

Yours very truly,

*Mary D. Hoyt.*  
Secretary.

MOH/R

several candidates. The incident closed by my doing consider-  
able telephoning for him and his employing the young woman be-  
fore he left the city that evening. Evidently his inability to  
control our policies still rankles in his mind and I as the ad-  
ministrator of the policies am the goat.

I suppose no one person can meet the requirements of all  
the people who come to us. Judging from various remarks my pre-  
decessor did not do this and quite evidently I am not doing it.  
However as the number of people coming to us for teachers is  
steadily increasing I doubt whether many share Mr. Tupper's opinion  
in regard to my disposition.

Yours very truly,

*May A. Wright*  
Secretary

MOH/R

*Bd. Recommendations*

The University of Chicago

The School of Education

OFFICE OF THE DIRECTOR

August 19, 1920.

President Harry Pratt Judson,  
University of Chicago.

My dear President Judson:

I have a number of cases of the type which in my judgment ought to be reported to you. One very definite example came up today and in such detail that I am reporting it.

Superintendent Bentley of Richmond, Indiana, one of the most progressive and keen-minded school men in this region, came to me with the statement that he found it impossible to do business with our Board of Recommendations. I asked him what the difficulty seemed to be. He said that Dr. Hoyt insisted on passing her own judgment on all candidates and was quite unwilling to supply information and allow him to pass his own judgment. He said that she always decided who was available for a given position. He said that he frequently came back from teachers' agencies down town with suggestions that she had not made and that sometimes she assented to these suggestions. Evidently they had not occurred to her in the first

August 19, 1930

President Harry Pratt Johnson  
University of Chicago

My dear President Johnson:

I have a number of cases of  
the type which in my judgment ought to be reported to  
you. One very definite example came up today and in  
such detail that I am reporting it.

Superintendent Bentley of

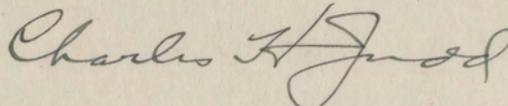
Richmond, Indiana, one of the most progressive and  
keen-minded school men in this region, came to me with  
the statement that he found it impossible to do business  
with our Board of Recommendations. I asked him what  
the difficulty seemed to be. He said that Dr. Hoyt in-  
sisted on passing her own judgment on all candidates  
and was quite unwilling to supply information and allow  
him to pass his own judgment. He said that she always  
decided who was available for a given position. He  
said that he frequently came back from teachers' agencies  
down town with suggestions that she had not made and  
that sometimes she assumed to those suggestions.  
Evidently they had not occurred to her in the first

President Judson--2.

conversation and she has not set up the machinery of passing all possible names on to those who are seeking candidates. In fact Mr. Bentley said he was able to get much more information about Chicago graduates from the teachers' agencies in the city than from Dr. Hoyt. He also said that he went over some credentials at her office and because the addresses of the people were not attached he asked for these addresses in order that he might get into personal communication with the people. These addresses were not given to him.

I am writing this letter because I get from time to time similar complaints from superintendents and principals who come to my office after having attempted to deal with Dr. Hoyt. Personally I believe that the work of this placement bureau is a matter of major importance to the University. I think that in some respects Dr. Hoyt does a very faithful piece of work but complaints of the sort I am reporting are far too common in my judgment to be accepted complacently.

Very truly yours,



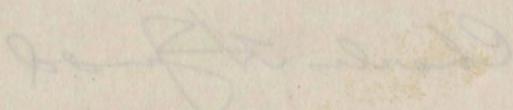
Charles H. Judd.

President Johnson--E.

conversation and she has not set up the machinery of  
passing all possible names on to those who are seeking  
candidates. In fact Mr. Portley said he was able to get  
much more information about Chicago graduates from the  
teachers' agencies in the city than from Dr. Hoyt. He  
also said that he would have some essentials at her  
office and because the addresses of the people were not  
attached he asked for these addresses in order that he  
might get into personal communication with the people.  
These addresses were not given to him.

I am writing this letter because I get from  
time to time similar complaints from superintendents and  
principals who come to my office after having attempted  
to deal with Dr. Hoyt. Personally I believe that the  
work of this placement bureau is a matter of major im-  
portance to the University. I think that in some re-  
spects Dr. Hoyt does a very faithful piece of work but  
complaints of the sort I am reporting are far too common  
in my judgment to be accepted complacently.

Very truly yours,



Charles E. Judd

The University of Chicago

The Board of Recommendations

OFFICE OF THE SECRETARY

September 11, 1920

My dear President Judson:

Your letter of August 25th enclosing Mr. Judd's letter of August 19th came while I was away on a two weeks vacation. Let me thank you for sending me Mr. Judd's letter. It gives me the opportunity not only of commenting on the case cited and the policies involved but of setting before you some matters which I have hoped for some time to discuss with you face to face.

In reply I shall take up first the specific instance cited. My contact with Mr. Bentley this spring and summer has been as follows: Mr. Bentley was here on the 14th day of May and reported to me nine positions. For some of these I made immediate recommendations, and he met the people recommended. I wrote him on the 18th of May sending him the material concerning the people whom I had suggested, and advising them to write to him at once concerning their possible interest in the positions. On the first day of July Mr. Bentley, through one of his teachers who was in our Summer School, asked for recommendations for another position, and I sent him material concerning a number of people. As no one

The University of Chicago

The Board of Recommendations

OFFICE OF THE SECRETARY

September 11, 1930

My dear President Johnson:

Your letter of August 25th enclosing Mr. Judd's letter of August 19th came while I was away on a two weeks vacation. Let me thank you for sending me Mr. Judd's letter. It gives me the opportunity not only of commenting on the case cited and the position involved but of setting before you some matters which I have hoped for some time to discuss with you face to face.

In reply I shall take up first the specific instance cited. My contact with Mr. Bentley this spring and summer has been as follows: Mr. Bentley was here on the 14th day of May and reported to me nine positions. For some of these I made immediate recommendations, and he met the people recommended. I wrote him on the 18th of May sending him the material concerning the people whom I had suggested, and advising them to write to him at once concerning their possible interest in the positions. On the first day of July Mr. Bentley, through one of his teachers who was in our Summer School, asked for recommendations for another position, and I sent him material concerning a number of people. As no one

of them fully met his needs, I did not advise any of them to write to him until I heard further from him. On the 28th day of July I had a letter from Mr. Bentley in which he reported eleven more positions. This letter I answered on the 4th day of August sending him material concerning twentyone people. I explained that, as the amount of material sent was so large, I thought he would prefer not to be deluged by applications, and told him that I should wait for his reaction before asking the people to write to him. On the 14th of August I had a letter from Mr. Bentley saying that he would be in Chicago the following Monday for interviews and that he needed two more teachers. On the 13th of August, through Miss Temple, I learned that he wanted a Supervisor and that Miss Temple was making certain suggestions. We sent the material of the people whom Miss Temple had suggested on the same day that the matter was reported. On the 13th of August I had a letter from Mr. Bentley in which he asked for information concerning a man whom we had suggested, and also reported another position. For this position he wanted to interview candidates the following week when he came to the city. I hunted up the information he wished concerning the man and made an appointment for him to meet one person who was to be recommended for the position named. In all, we have suggested fiftyfive people to Mr. Bentley since May 14th. When Mr. Bentley was in the office the last time he

of them fully met his needs, I did not advise any of them  
to write to him until I heard further from him. On the  
26th day of July I had a letter from Mr. Bentley in which  
he reported eleven more positions. This letter I answer-  
ed on the 4th day of August sending him material concerning  
twentyone people. I explained that, as the amount of material  
sent was so large, I thought he would prefer not to be deluged  
by applications, and told him that I should wait for his re-  
action before asking the people to write to him. On the 14th  
of August I had a letter from Mr. Bentley saying that he would  
be in Chicago the following Monday for interviews and that  
he needed two more teachers. On the 13th of August, through  
Miss Temple, I learned that he wanted a supervisor and that  
Miss Temple was making certain suggestions. We sent the  
material of the people whom Miss Temple had suggested on the  
same day that the matter was reported. On the 13th of Aug-  
ust I had a letter from Mr. Bentley in which he asked for in-  
formation concerning a man whom we had suggested, and also  
reported another position. For this position he wanted to  
interview candidates the following week when he came to the  
city. I hunted up the information he wished concerning the  
man and made an appointment for him to meet one person who  
was to be recommended for the position named. In all, we  
have suggested fiftyfive people to Mr. Bentley since May  
14th. When Mr. Bentley was in the office the last time he

mentioned for one position a person from whom I had not heard for several years. I agreed that she would be an excellent person. He also asked for the addresses of certain people whom we had recommended and whom we could not get for interviews. I gave him all but two, as I remember it, and told him that we had been unable to reach these people at the addresses furnished; that we were trying to trace them and that as soon as we could find them we would ask them to communicate with him.

This matter of not furnishing addresses has often been a source of criticism. I should be entirely willing to change our custom if it were not for two things: One is, that in the busy season it would require the time of an extra clerk. The second is, that the addresses change so frequently that we would be told that we had sent the wrong addresses. It is our custom to care for this in two ways: If the letter of inquiry concerning teachers gives no directions, we recommend people, enclose material concerning them, and state that we are advising the candidates to write if interested. If the letter of inquiry states that they do not wish applications, or if the people whom we have to recommend do not fully meet the requirements, we send the material and state that we shall take pleasure in putting them in direct communication with any in whom they express an interest. So much for facts.

In all dealings with Mr. Bentley he has expressed satisfaction with the help he received and continues to write

mentioned for one position a person from whom I had not heard for several years. I agreed that she would be an excellent person. He also asked for the addresses of certain people whom we had recommended and whom we could not get for interviews. I gave him all but two; as I remember it, and told him that we had been unable to reach these people at the addresses furnished; that we were trying to trace them and that as soon as we could find them we would ask them to communicate with him.

This matter of not furnishing addresses has often been a source of criticism. I should be entirely willing to change our custom if it were not for two things: One is, that in the busy season it would require the time of an extra clerk. The second is, that the addresses change so frequently that we would be told that we had sent the wrong address. It is our custom to care for this in two ways: If the letter of inquiry concerning teachers gives no directions, we recommend people on whose material concerning them, and state that we are advising the candidate to write if interested. If the letter of inquiry states that they do not wish applications, or if the people whom we have to recommend do not fully meet the requirements, we send the material and state that we shall take pleasure in putting them in direct communication with any in whom they express an interest. So much for facts.

In all dealings with Mr. Bentley he has expressed satisfaction with the help he received and continues to write