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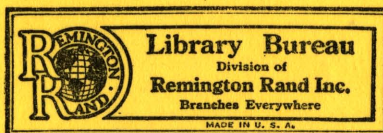
Regarding Date

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Name or Subject File No.

A. W. Small

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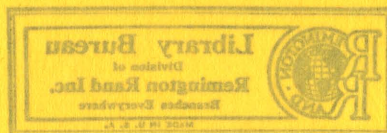
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WILLIAM R. HARPER
President
ALBION W. SMALL
Head of Department of Sociology
and
Dean of Graduate School of
Arts and Literature
THE AMERICAN JOURNAL OF
SOCIOLOGY

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

Chicago, November 18th, 1905.

President W. R. Harper,
The University.

My dear Chief:

Although I am not trying to promote personal and departmental schemes, I confess I have the guilty consciousness of a mercenary spirit in putting up to you such a series of recommendations that mean money. You would not, however, forgive me if I neglected to give you my opinion about these cases.

I understand that Professor Graham Taylor was to mail you yesterday his recommendation with budget for the Institute of Social Service. The material was submitted to Dr. Henderson and myself ten days ago and we have consulted upon it with very great interest. We have agreed that apart from the question of sources of supply, the outline itself, with possible modifications in minor particulars, deserves our most hearty support. The essential points from our outlook are these:

First: Professor Taylor has been very moderate in his budget. It is hardly to be expected that the Institute maintain itself at all within more restricted lines than he draws.

7
By S.S. Finley
transferred
H.P.

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2. W.R.H.

Second: The demand for the kind of training that the scheme has begun to furnish and that is proposed in the present outline, exists. That has been proved beyond a doubt by the experience of the year past and of the present autumn. If reasonably good work can be continued it will develop a decided increase in the demand.

Third: Professor Taylor himself is a personal factor, important not only to this particular work but to the University. He is developing this enterprise successfully and in so doing he is furnishing a medium between the University and a public that we could not otherwise influence in an equal degree. It is in every way politic from our own side to furnish him with cordial and sufficient support.

Fourth: It would be humiliating to the University to let a movement drop which is favored by experts in all the civilized countries and in which we have made an honorable beginning. The New York school, with an endowment of \$250,000, is serving a constituency which cannot for a long time to come help the Middle West very much. With the plans that Professor Taylor submits we could at a much less expense provide for our western constituency, if not adequate, at least acceptable training that would supply the importunate needs of welfare work in our region during its next stage of development .

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3. W.R.H.

Fifth: I am not always in sympathy with the argumnt that if we do not do a thing some competitor will take it up and do it. I think there is danger that this argument will thinly cover a dog-in-the-manger spirit. I would not fall into this plea in the present connection but there is a consideration that at first glance slants that way,- viz: there is no doubt that the University of Illinois is flirting with the scheme of undertaking this kind of work. Now there seems to be no doubt among the people best acquainted with its requirements, that it would be a misfortune for this kind of training to fall into the hands of a State University, chiefly for two reasons: 1) its location so far from the center of operations, which would have to be in this city to get the best results; 2) the political connections of the University, which would be alleged in favor of its handling of the work, but which would be a substantial detriment, because a large part of the efficiency of such a school must consist in pointing out the inefficiencies of present political management of charitable institutions. A school would be to a considerable extent gagged if under State management.

Dr. Henderson and I are therefore in complete accord in the earnest hope that means may be found to carry on Professor Taylor's enterprise upon the extremely modest scale which he plans.

Sincerely,

Albion W. Small

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THE UNIVERSITY OF CHICAGO
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