

August 22nd, 1900.

Polio
Dr. T. W. Goodspeed,

Sayner, Vilas County, Wisconsin.

My dear Dr. Goodspeed:

I note what you say concerning the assistant mechanic, at forty dollars a month, to be charged to the Ryerson fund.

I am glad that you are having so quiet and pleasant a time. We shall all be glad to welcome Ed. back, and I suppose that we shall see him before he reaches you.

The plans for the gymnasium have been finished, and the estimate on them is one hundred and forty thousand dollars. Mr. B. is absent from the city for three or four days. The plans for the other buildings are also finished, and were presented to the Board of Trustees yesterday.

The committee on instruction and equipment held a three hours' meeting last week, at which Barton, Bartlett and F. A. Smith were present. It was one of the best meetings which I have ever seen. A large number of fundamental questions were settled. Most of these were reported to the Trustees yester-

August 22nd, 1900.

Dr. T. W. Campbell,

Chicago, Illinois.

My dear Dr. Campbell:

I hope that you are enjoying the

pleasant weather, my forty dollars a month, as per

check to the American Fund.

I am glad that you are having so good

and pleasant results. We shall all be glad to visit

you in New York, and I suppose that we shall see you

before we reach you.

The plans for the symposium have been

made, and the committee on them is now working on

the subject of the symposium. Mr. B. is absent from the

city for some time now. The plans for the

other subjects are also finished, and are now being

sent to the Board of Trustees.

The committee on instruction and

work has held a series of meetings, and will

report to the Board of Trustees.

One of the most interesting of the

papers which will be presented at the

meeting of the Board of Trustees.

* 2 *

day, and passed. They involve setting apart Beecher and Kelly as French and German halls, French and German to be the only languages used, and I am authorized to prepare details of the plan covering this. The action also involved appointments to the vacancy caused by Thurber, to the Romance department, and in the department of history. They involved a great many other most interesting things, among which is the charging of the exchanged books and periodicals to the credit of the journals furnishing the exchange.

As you know, Mr. Bowen has died, and Major Rust and myself went to Detroit to attend the funeral.

We have arranged to have the repairs made in Beecher and Kelly which were requested by the heads of those houses. All the other details of repairs were passed upon by the committee, and we are to attend to them.

Mrs. Congdon has resigned, to go to Oahu College, and we shall put Mrs. Stokes, the Beecher housekeeper, in her place. Will. Burns also goes

day, and passed. They invited nothing more than
us and Kelly as French and German allies, French and
German to be the only languages used, and I am
thoroughly to prepare details of the plan covering the
the action also invited representatives to the various
departments by the other, as the language department, and in
the department of history. They passed a great
many other most interesting things, among which is
the character of the exchange books and articles
to the committee, the journals, including the exchange.
Major Hunt and myself went to Detroit to attend the
convention.
We have arranged to have the meeting held
in Rochester and Kelly which were requested by the
heads of those houses. All the other details of
reports were passed upon by the committee, and we
are to attend to them.
Mrs. Condon has resigned, to go to Ohio
College, and we shall put Mrs. Stokes, the teacher
homesteader, in her place. Will. Jones also goes

* 3 *

with Mr. Smith to Oahu College, to take charge of the department of mathematics.

Miss Yeomans has been appointed for the next year, at a thousand dollars. You remember, she wanted twelve hundred.

Dr. Lorimer will give the convocation address on September nineteenth, and will preach for us on the seventeenth. The summer convocation passed off pleasantly. Everything was satisfactory. A large audience was present, and the General made a good impression.

It has been very hot during the last week, but this week is agreeable.

Very truly yours,

W. R. Harper

Read
under En

at 3, 1300.

Dear Dr. Hare

to your verbal
Board had auth

with Mr. Hare to the College, to take charge of
the department of mathematics.
It is thought has been suggested for the
next year, at a distance of five miles.
The student committee has been
Dr. Hare will give the committee of
these on the department of mathematics, and will present for
us on the mathematics. The student committee
has been off to the department. Everything was satisfactory.
A large number of students were present, and the result was
a good impression.
It has been very hot during the last week,
but this week is agreeable.

Very truly yours,

W. A. Hare

We have to day read 100 pages of Lowells letters & have
read two Fabrics English Seamen in the 16th Century 230 pp

Sayner Wis

Aug. 14 / 1900

Dear Dr. Harper.

Before leaving I reported
to you verbally on the within that the
Board had authorized this Asst Mech.
an \$40. per month, to be charged to the Ryer-
son Fund. I should have reported in writ-
ting.

We are having a quiet & restful vacation
Ed. sails from Southampton to day on
the Crosser Turpint & expects to reach
New York on the 29th possibly on the 28th
N. E. Lloyd. Write this for David's infor-
mation as I understand she may try to greet
him. This would be a great satisfaction to him.

Please write me a line as to any new
developments. He is not here to day & I
fear the summer student may be getting
discouraged by a hot summer. If warm here
it is likely to be hot in Chicago.

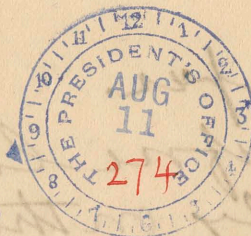
We are doing little fishing. Waiting for Ed.
Resting up for a period of activity when he
arrives.

As ever yours T M Woodhead

The University of Chicago
Ryerson Physical Laboratory

Chicago

August 9, 1900.



President W. R. Harper,
University of Chicago.

My dear Doctor Harper:-

In reply to the inclosed letter I would state that a few weeks ago a young man applied for the position of Assistant Mechanician, however we desired to try him before recommending his permanent appointment, and gave him a piece of work to do which occupied him during the latter half of July. The test was entirely satisfactory and we can arrange to pay him for this piece of work out of our regular funds. In the meantime I took up the matter with you with the view of securing his permanent appointment, and some correspondence has passed between us as you know. Last week I happened to be interviewing Dr. Goodspeed in regard to Mr. Jewett's relief for the summer, and he made the statement that the matter concerning the Assistant Mechanician had been arranged and on the strength of that, Mr. Pearson, the party in question was allowed to remain. His appointment should be from August first, and I inferred from what Dr. Goodspeed said that it had been made. If I am mistaken in regard to this, please notify me.

One inclosure.

Yours truly,

S. M. Stratton

*There is no information
in this office regarding
this matter
8/15/00*

CHICAGO

Objections to a single term for the summer

1. Students who are here for the summer must wish to go on in the Autumn would find an in convenient break.
There were such last summer.
2. If the work were made 6 days in the week, as suggested by some, it would be an unduly heavy burden.
3. If the work were made to run for 9 or 10 weeks, it is quite true that many teachers would stay through. But they might not to do so. They would then go right from the school room to our work, and from that right to the school room again. One great advantage of the present system for teachers is that they can work six weeks and then get a rest before school opens. Better let the few who care to do, stay a fraction of the second term, than induce the many to do work which they might not to do.
4. The second term is especially valuable for those who wish to bring up a part of their

work and then go right on in the fall. There
get a rest through the first term.

I doubt whether we can better the
matter by changing.

The disadvantages of the present
system are —

1) The number who stay but a
part of the 2^d term, thus somewhat con-
fusing classes.

2) The small number here the
second term, thus making its cost dis-
proportionate.

I do not regard the first as vital.
The second may be modified if care is
planning courses. But on the whole the
advantages seem to me to outweigh
the disadvantages.

Very truly Yrs,

H. P. Hudson

More documents, &c.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Judson

CHICAGO Dec. 8, 1897.

My dear President:

What would you say to these suggestions.

1. Abolish documents. If any such teaching is done, call the teachers Assistants, and in place of document fees pay them a salary.
 2. Classify graduate students according to the degree held, as
 - 1) Bachelors
 - 2) Masters
 - 3) Doctors.
 3. Give Doctors special privileges, viz:
 - 1) If pursuing research, exemption from tuition fees. They would pay only laboratory fees, & perhaps, library fees.
 - 2) Exemption from tuition in lecture courses of the department of the main work in which the doctorate was given. But if ~~courses~~ courses are taken in any other department, the usual fees would be paid.
- Very truly Yrs,
H. C. Judson

Hathaway

Jan. 13 1893

Pres. Harper,
Dear Sir,

28 and

Will it meet your approval, and the requirements of the case, if at the special meeting for which my motion provided I propose the following motion:—

That it is the sense of this meeting that for the good of the University, the present faculty of Arts, Sciences and Literature, ought to be divided into three separate faculties to consist respectively of, 1st those who give instruction in the Academic College 2nd those who give instruction in the University College 3rd those who give instruction in the Graduate Schools; and, moved further, That The President is hereby empowered to carry out the details of this division—

If you prefer that someone of higher rank
should propose the motion I have no
desire to put myself forward or if you
wish me to make the motion but pre-
fer that the wording be altered I have
no objections.

Very respectfully
Frank R. Hathaway.

CHICAGO

No date
My dear President Harper:

I am convinced from our ^{experience} ~~experience~~ in the Ex. Dept. that it is a mistake to have a distinct ^{BREAK} break (and, generally, drop) in graduate courses at the end of first term. The great number of our students have been desirous of accumulating as much credit as possible toward the higher degrees in the summer, and they will stay of their work here is such as to keep them. And yet, as Mr. Jackson says, they need a vacation.

In my opinion the case is different in the Colleges, except so far as the ^{unclassified} ~~unclassified~~ ~~Senior~~ Colleges are concerned. There we may well continue to offer either ~~unclassified~~ or double minors each term. But more care should be taken to move the minor courses of the 2d term in each department westward, in subject and time, the minors of the first term.

CHICAGO

My dear President Messrs:
I am writing you in
reference to the 2nd. It is a matter
of a student's name (name, possibly, Clark) in
connection with the 1st term. The
first name of our student has been
as I communicated to each school in
reference to the 1st term. The
first name of this was there is one in
each term. But yet, in the first term, the
first name was
by my opinion to be in the 1st term in
the 1st term, except in the 1st term
in connection. There is no connection
to the 1st term or better name and
term. But there is no connection
with the 1st term of the 1st term
and the 1st term of the 1st term
and the 1st term of the 1st term

CHICAGO

How would this suggestion meet the deficiencies of the present system without encroaching on the vacation of teachers too much?

1) all graduate courses to be majors, six hours per week for eight weeks (July 1st to Aug. 22^d), or five hours per week for nine weeks (July 1st to Sept. 1st).

2) If outside attractions are brought in, and can be kept here for six weeks only, the courses offered to be double-minors or minors, as usual. But in such cases departments should take special pains to ~~supply~~ continue the work of such instructors for the second term.

Yours very truly

Edw. C. Lippitt,

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Judson

OR

CHICAGO, Nov. 23, 1897

My dear Mr. Judson:-

Mr. Shepardson tells me that you and Mr. Capps have some ideas of how to hold all the students from nine to ten weeks for the summer quarter. Will you let me have them as early as possible. This is an important matter.

Yours very truly,

William R. Harper

My dear President!

*Mr. Capps and I have no plan.
I appended some remarks on the subject
H. D. S.*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO, NOV. 23, 1927

My dear Mr. Johnson:-

Mr. Stearns tells me that you and Mr. Capps

have some ideas of how to hold all the students from nine to ten
weeks for the winter quarter. Will you let me have them as early

as possible. This is an important matter.

Yours very truly,

William D. Hays

My dear Mr. Johnson:
The Capps and I have no plan
to hold some students for 10 weeks.

CROSS REFERENCE SHEET

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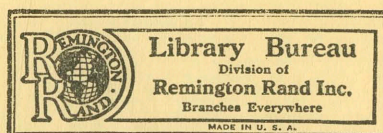
Regarding Date

SEE

Name or Subject File No.

See: Gifts - New York Tribune
Goodspeed, T. W.
Summer Quarter (Judson)

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."



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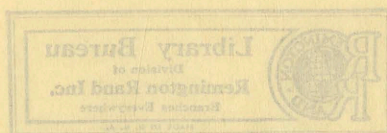
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~~Ed. Policy~~
October 20th, 1900.

Mr. C. W. French,

Superintendent of the Hyde Park High School,
Chicago.

My dear Mr. French:

We are going to discuss on
Saturday, November , at a conference
of University officers and officers of the high
schools, the subject of election in the high schools.
Do I understand that you are opposed to Mr. Night-
ingale's view, and that you also hold a position
that is more conservative than that adopted by Mr.
Cooley? If so, I should like very much indeed to
have you present a paper of twenty minutes' length,
urging your position. Mr. Nightingale will present
his opinion, Mr. Cooley will present the middle
ground; we should like to have you present the more
conservative view.

It is proposed to have each of these pa-
pers followed by one of the professors of the Uni-
versity who is in sympathy with the paper. I think
Professor W. G. Hale would follow you. This, of

October 20th, 1900.

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Professor W. G. Hale would follow you. This, of

* 2 *

course, depends upon your personal position. If you are in sympathy with Mr. Nightingale's position, or that of Mr. Cooley, will you kindly name for me a strong man, from the high schools, who would take the conservative view?

Hoping to hear from you favorably,

I remain

Very truly yours,

W. R. Harper

N. B.:

We are hoping to make this meeting of the conference a very strong one.

course, depends upon your personal position. If
you are in sympathy with Mr. Nightingale's position,
or that of Mr. Greeley, will you kindly name for me
a strong man, from the high schools, who would take
the conservative view?

Hoping to hear from you favorably,

I remain

Very truly yours,

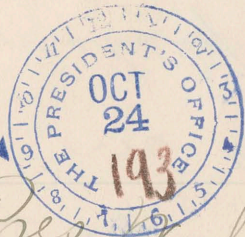
W. R. Harper

N. B.:

We are hoping to make this meeting of
the conference a very strong one.

Hyde Park High School

Chicago, Oct. 23, 1900

Pres. W. R. Harper
University

Chicago

My dear Dr. Harper:

Your letter of the 20th is just received. I fear I am not eligible as I have been fully in sympathy with Dr. Nightingale's policy. I am not sure but my experience with the new system has modified my opinions somewhat, but of course it is too early yet to draw any final conclusions.

I know of but three men in the City who opposed the scheme, and these are Prins. Westbrook, of North Div.,

Fiske, of Northwest, and
Gayberg of West Division.
I think your program
is a very interesting one,
and I am sorry I am not
conservative enough to
enable me to accept your
kind invitation.

Respectfully
A. French

March 5th, 1902.

My dear Mr. Hatfield:-

In thinking further over the question of the Settlement collections, I think it would be a good idea to have an exact knowledge of the facts in the case. Would you be kind enough to ascertain, if possible, how much of the collections has been used for other purposes than the Settlement? I am inclined to think that we can handle the matter in a better way than we have in the past.

Yours very truly,

W. R. Harper

March 5th, 1902.

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Yours very truly,

W. R. Harper

May 14th, 1902.

My dear Mr. Hatfield:-

I have your note of May tenth concerning the collections at the Sunday service and the printing bills. I am still more strongly inclined to think that it is proper and right that the payment of the little expenses of the Sunday morning service should be taken from the collection. If it is necessary to make a change in the statement, let us make it. The University has no fund on which to draw, and there is no good reason why any fund should be appropriated. The whole question of having a collection at the morning service, and of giving it to the Settlement, was inaugurated by myself without the official authority of the trustees. If the question is taken up and considered, it is probable that there are other causes for which collections should be taken, and the collection for the Settlement limited to one or two Sundays in the month. On the whole, I am inclined to think that we would better let the matter rest. I further do not see why the printing of the ballots for the election of the officers of the Christian Union should not be deducted from this fund.

Yours very truly,

W. R. Harper

May 14th, 1903.

My dear Mr. Hatfield:-

I have your note of May tenth concerning the collections at the Sunday service and the printing bills. I am still more strongly inclined to think that it is proper and right that the payment of the little expenses of the Sunday morning service should be taken from the collection. If it is necessary to make a change in the statement, let us make it. The University has no fund on which to draw, and there is no good reason why any fund should be appropriated. The whole question of having a collection at the morning service, and of giving it to the Settlement, was inaugurated by myself without the official authority of the trustees. If the question is taken up and considered, it is probable that there are other causes for which collections should be taken, and the collection for the Settlement limited to one or two Sundays in the month. On the whole, I am inclined to think that we would better let the matter rest. I further do not see why the printing of the ballots for the election of the officers of the Christian Union should not be deducted from this fund.

Yours very truly,

W. R. Harper

My dear Pre

THE COLLEGE OF COMMERCE
AND ADMINISTRATION
UNIVERSITY OF CHICAGO

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO,

May 10, 1902.

53

My dear President Harper:-

Some time ago you wrote me, saying that you hoped that some better arrangement could be made in regard to paying the printing bills for the Sunday morning service than the present one of charging them up against the receipts from the collections. I have heard nothing further in the matter, and am led to write you again because of the fact that I have had sent to me a bill for printing 1000 ballots for the election of officers of the Christian Union. In the other case, the argument was that the printing of programs was intimately connected with the attendance at the Sunday morning services. This would hardly apply to the printing of ballots for the election of officers, and I would respectfully suggest that it hardly seems to me that such a bill should be charged.

Yours very truly,

Henry Rand Harper
R.

July 27 1902

Pres. W. R. Harper.

Dear Sir.

As Treasurer of the Union Settlement
I write in reference to the Sunday Collections.

The printed announcements state that
these collections are for the benefit of the
Settlement. I find however it has
been the custom to use a considerable
proportion for other purposes. These include
the printing of the announcements, the
purchase of collection baskets, the moving
of the piano to and from Cobb, and possibly
other items.

It seems to the Committee that there is at least
no more reason why the moving of the piano
should come out of the collection than that
the car fare of the preacher should be thus
paid, the collection baskets seem a more
legitimate charge but they are also used
at division meetings etc, and the printing bill
are surely no more involved in the question
than the expenses of music, janitor, heat and
honorary to the preacher.

HENRY RAND HATFIELD
COLLEGE OF COMMERCE AND ADMINISTRATION
THE UNIVERSITY OF CHICAGO

It is not a very large matter, But the Settlement is in financial straits and needs every cent, and one can with much better grace urge contributions when the whole donation goes to the settlement. It may be a question as to whether it is quite justifiable to divert part of the funds for purposes which were not expected by the donors, and I am sure that almost everyone interprets the printed announcement to mean that the total collection goes to the settlement, and not, in fact, to the support of religious services at the University. Indeed everyone to whom I have spoken so far has expressed surprise to find that such has been the custom.

Respectfully submitted

Henry Rand Hatfield, Treas.

UNIVERSITY OF CHICAGO SETTLEMENT

Polio
(14)

New York Tribune.

"ALL THE NEWS THAT IS NEWS"

New York.

March 27, 1905.

The Rev. Dr. William R. Harper,
Lakewood, N. J.

Dear Mr Harper:-

I do not know whether you are too ill or not, to be bothered with requests of the kind I am about to make. But if you are, please pay no attention to this one. Nevertheless, if you feel well enough and feel inclined to do it, you would be conferring a great favor upon The Tribune and also upon thousands of our readers if you would dictate a letter to the Editor of The Tribune upon the subject which has recently caused so much discussion in the newspapers and amongst philanthropic people all the world over. That is the foolish stand taken by some good people that they should decline donations of money for philanthropic or educational purposes unless they can be absolutely certain that this money was acquired by the donor in a way which meets with their approval. Such a letter, coming from you at this juncture, would command great respect and would be widely quoted throughout the land. If you see fit to grant this favor, the courtesy will be highly appreciated.

Yours truly,

A. D. Howard

Day Editor.

The New York Tribune

"ALL THE NEWS THAT IS NEWS"

March 27, 1905.

New York

The Rev. Dr. William B. Harper,
Lakeview, N. J.

Dear Mr. Harper:-

I do not know whether you are foolish or not to be bothered with requests of the kind I am about to make. But if you are, please pay no attention to this one. Nevertheless, if you feel well enough and feel inclined to do it, you would be conferring a great favor upon The Tribune and also upon thousands of our readers if you would dictate a letter to the Editor of The Tribune upon the subject which has recently caused so much discussion in the newspapers and amongst philanthropic people all the world over. That is the foolish stand taken by some good people that they should decline donations of money for philanthropy or educational purposes unless they can be absolutely certain that this money was acquired by the donor in a way which meets with their approval. Such a letter, coming from you at this juncture, would command great respect and would be widely quoted throughout the land. If you see fit to grant this favor, the courtesy will be highly appreciated.

Yours truly,

Day Editor.

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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE DIRECTOR

The School of Education

Chicago, December 10, 1909.

Polished

My dear President Judson:-

I enclose a letter which has just been received from Dean Russell of Teachers College. I wrote to him asking him whether they expected to make any change in the title of that institution. The more I have considered the case since you referred to the matter the more firmly I am convinced that any change in the name of the School of Education would seriously affect our standing in the educational world. It would cut us off from the history which we have had in the past and would require unlimited explanation to a body of people who have no relation whatsoever to the Association of American Universities. I trust that it will not be found necessary to make the change.

We have of course this justification for continuing the use of the name "School", that we do graduate work and expect to increase the scope of that work. The additional organizations in the School of Education are here primarily for the purpose of supporting the graduate work.

Very sincerely yours,

Charles H. Judson

Dic.CHJ:H

Chicago, December 10, 1908.

My Dear President Johnson:-

I enclose a letter which has just been received from Dean Russell of Teachers College. I wrote to him asking him whether they expected to make any change in the title of that institution. The more I have considered the case since you referred to the matter the more firmly I am convinced that any change in the name of the School of Education would seriously affect our standing in the educational world. It would cut us off from the history which we have had in the past and would require a complete re-orientation to a body of people who have no relation whatsoever to the Association of American Universities. I trust that it will not be found necessary to make the change.

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Very sincerely yours,

Charles H. Johnson

CHU:H

TEACHERS COLLEGE

COLUMBIA UNIVERSITY

NEW YORK

December 8, 1909

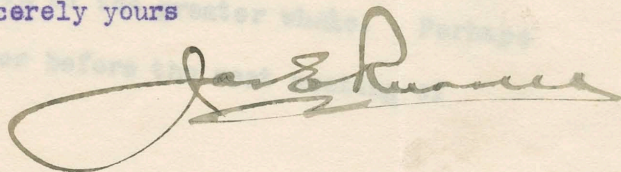
Prof. Charles H. Judd
University of Chicago
Chicago, Ill.

Dear Professor Judd:

There has been no proposition from any quarter so far as I know to change the name of Teachers College. In fact, I think such a suggestion would receive scant consideration here. Teachers College is an independent corporation, and is only by working agreement a "School" of Columbia University. This may have some bearing on the general question. While I cannot speak for the rest of the University, I am disposed to feel that the term "School" will not soon be confined to graduate work in this University. Our School of Law, School of Chemistry, School of Household Arts, etc., are in point of terminology strictly in accord with Columbia precedent, and so far as I know Columbia, ~~my own~~ ^{the} feeling is that the term "School" is peculiarly appropriate to any division of the University engaged in some specific work requiring its own faculty and meeting the needs of a distinct group of students.

I am,

Sincerely yours



Director C. H. Judd.

H. P. Judson

TEACHERS COLLEGE
COLUMBIA UNIVERSITY
NEW YORK

December 8, 1908

Prof. Charles H. Judd
University of Chicago
Chicago, Ill.

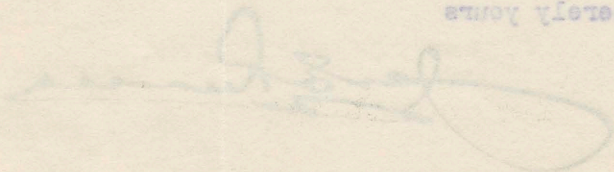
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I am,

Sincerely yours



George J. Judd

December 11, 1909

Dear Mr. Judd:-

Yours of the 10th inst. received, with enclosed letter from Dean Russell. Of course I hardly expect that Teachers College will make any change, as they seem to have a peculiar relation to the University, being themselves a separate corporation and not much in sympathy with the University work anyway. The action of the Association of American Universities was taken in full view of the attitude in question and with the conviction that that attitude is not a wise one. In other words, the term "School" as defined by the Association doesn't relate to the content of the work done, but rather to the grade of the work. Of course the School of Education in that sense would include simply the Department of Education. Perhaps the College and the two laboratory schools might be included in it, but if so only as subordinate parts of the greater whole. Perhaps we will have a chance to talk this over before the next meeting of the Association.

Very truly yours,

Director C. H. Judd.

H. P. Judson

H. P. J.

December 11, 1909

Dear Mr. Ladd:-

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H. P. Judson

Director C. H. Ladd.

*Will Dean Tucker
confer with the
President about this?*
OFFICE OF THE DIRECTOR

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER
The School of Education

167

Policies

Chicago, January 17, 1910.

My dear President Judson:-

The organization of the high school at the present time conforms to the general organization of the University in that it is divided into three quarters. The summer quarter is wholly different from the other quarters and our printed matter explicitly advises high school students not to take more than three quarters of regular work. This organization of our high school in quarters is not advantageous when we come to make up credits for admission to other institutions or even to our own University. The minimum credits given are for half-year courses and it would be very much better for our administration of admission credits if our high school had a period of a half year rather than its present periods of three quarters. The faculty of the high school is favorable to a change and has recommended this. I have gone over the matter carefully with Mr. Johnson and he and I are of the opinion that a change to the semester system in the high school would be a very great advantage both in administration and in the organization of the courses from the point of view of their subject matter. I should be very glad indeed to consult with you about this matter if you wish to take it up at this time. In any case will you be good enough to consider our recommendation that the change be made as soon as possible.

Dic. CHJ:H

Very truly yours,

Charles H. Judson

Chicago, January 17, 1910.

My dear President Johnson:-

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Very truly yours,

Dir. CHJ:H

January 22, 1910

Dear Mr. Judd:-

Yours of the 17th inst. relating to the High School is at hand. I am quite reluctant to have our quarter system modified if it can be avoided. It seems to me that it is not at all difficult to translate majors into terms of units, as it is done every day in the Office of the University Examiner. Of course it is a matter, if it should come to that, for the General Administrative Board. I shall be glad at any time to confer with you if you wish.

Very truly yours,

H. P. J.

H. P. Judson

Director C. H. Judd,
The University of Chicago.

The University of Chicago
The School of Education

Chicago, January 22, 1910

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Dir. CHJ:H

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

April 16, 1923

Professor J. H. Tufts
Faculty Exchange

My dear Mr. Tufts:

I am enclosing herewith copy of the statement read by Mr. Howard G. Grey at the Board of Trustees at its meeting held February 13, 1923.

Mr. Swift has asked me to say to you that he and Acting President Burton have considered the matter presented in Mr. Grey's resolution and believe that the report, for which they would like you to assume responsibility, may well consist of a statement of policy for the conduct of the University for the next few years as well as to answer Mr. Grey's four points of inquiry. Since much of the procedure for the next four years is now being worked out by separate committees and since our general emphasis has already several times been indicated by President Burton, it occurs to me that the report in effect will be a compilation of principles either already agreed upon or soon to be agreed upon. Thus, much of the work will center about you, who should be free to discuss with President Burton as you desire and to call a meeting of the commission when you and President Burton agree that you are ready for it.

Yours very truly,

J. D. Dickerson
Secretary

JSD-M

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

April 18, 1933

OFFICE OF THE SECRETARY
222 SOUTH STATE STREET
CHICAGO, ILL.

Professor J. H. Tufts
Faculty Exchange

My dear Mr. Tufts:

I am enclosing herewith copy of the statement read by Mr. Howard G. Gray at the Board of Trustees at its meeting held February 13, 1933.

Mr. Swift has asked me to say to you that he and Acting President Burton have considered the matter presented in Mr. Gray's resolution and believe that the report for which they would like you to assume responsibility, may well consist of a statement of policy for the conduct of the University for the next few years as well as to answer Mr. Gray's long list of inquiries. Since much of the procedure for the next four years is now being worked out by separate committees and since our general committee has already several times been indicated by President Burton, it occurs to me that the report in effect will be a compilation of proposals either already agreed upon or soon to be agreed upon. Thus much of the work will center about you, who should be free to discuss with President Burton as you desire and to call a meeting of the committee when you and President Burton agree that you are ready for it.

Yours very truly,

Secretary

132-M

Mr. Grey submitted the following statement which was read by the Secretary:

The new year, with its customary balancing of corporation ledgers and computations of losses and profits, with its countless resolutions of living toward higher goals, has reminded us of the value of that ancient habit of periodically taking account of stock, whether financial, intellectual or moral.

To Trustees of this great University may well come the question whether this be not an opportune time for us to take account of our educational stock. One President of the Board of Trustees after years of honorable and efficient service has retired, another has succeeded him. For the second time also in our history the momentous change of Presidents of the University is upon us. Fortunately the age limit rather than death this time compels us to select a successor.

Let us, then, review the ideals of President Harper, who out of the wealth of his pedagogic experience originated the division into junior and senior colleges and emphasized the passage of the student into true university life on his graduation from the sophomore to the junior year, and who believed that we should steadily stress our senior college and graduate work letting small colleges, denominational and local, as well as state universities, do the junior college work in our stead. Let us further recall how the relatively large salaries we then paid our professors and the expectation of great things to come drew to

Commission
on Future
Educational
Policy

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which was read by the Secretary:

Commission
on Finance
Education
Policy

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years of honorable and efficient service has retired
another has succeeded him. For the second time also
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rather than death this time counts as a solemn
successor.

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and the expectation of great things to come drew to

February 13, 1923

our lusty infant University some of the finest teachers and investigators in the world. Their contribution to the fame of our institution has been a no small element in its success. We may readily recall out of the recent past Dr. Judson's earnest remarks at the last two faculty dinners, his latter talk being in essence a valedictory charge to Trustees and faculty on the vital and indispensable importance of research and of cultivating that true university atmosphere in which such a body of teachers of advanced students thrives and brings such equipment as to make the University an abundant source of new scientific truth which benefits mankind and of that broad culture which enlarges its mental horizon. With this background of ideals there naturally arises at this period of closing old things and beginning new ones the question whether in spite of our fine ideals and without wish or intention on the part of President, Faculty or Board of Trustees we have not somehow drifted from these ideals and insensibly altered our course, heading a little away from quality and swinging in the tide of world-wide tendencies towards quantity.

The great state universities by which we are surrounded open their doors to an ever increasing swarm of incoming students and have consequently become so huge and overgrown that the scholarly spirit and the detached attitude of the true student is being swamped in the vast numbers of those pursuing a utilitarian curriculum with little or no concern for culture or the enlargement of the realm of human knowledge.

Some other endowed institutions are today setting their face against mere growth and availing themselves of restrictions state institutions may hardly adopt. Dartmouth and Columbia are examples.

It will be well to inquire whether we have not been over-impressed with and unduly gratified by the quarterly comparisons of current attendance with that of the previous year. Have we allowed our gaze to become fixed on growth and to neglect the inward spirit while contemplating figures? Have we sufficiently considered the serious losses that death, resignation and retirement on account of age have during the years brought to our faculty? Such names as Jacques Loeb, Edmund J. James, T.C. Chamberlin, George E. Vincent, James R. Angell, S.W. Burnham, C.R. Henderson, J.U. Nef, J.L. Laughlin, G.B. Foster, W.G. Hale, R.A. Millikan, G.J. Laing, A.P. Mathews, R.G. Moulton and R.D. Salisbury represent the serious losses we have sustained. Chicago has furnished presidents for Illinois, for Minnesota and for Yale University. Have we acquired in our newer men an adequate compensation for these losses? Has that increasing emphasis upon senior college, graduate and research work, which both our presidents have persistently advocated as our true goal, been realized, or have we seen less clearly their goal, so that the unique position we once occupied has yielded to the tendency towards dull uniformity?

#6 - Board of Trustees

February 13, 1923

In view, then, of the opportuneness of the present moment and of the considerations above outlined, it is

Resolved, that this statement and resolution be referred to a commission of six persons of which the President of the Board and the President of the University shall be ex-officio members, two additional members from this Board to be appointed by its President and two additional members from the faculty to be appointed by its President, which commission shall inquire into and report upon the following points and upon such other measures as in the judgment of the commission may be germane to the general purpose of this resolution:

a. What constructive measures will restore the pre-eminence of our faculty and re-emphasize our senior, our graduate and our research work.

b. What restrictions on the continuous growth of several or of all our junior colleges are wise, either through raising the entrance and continuation standards of scholarship or by limiting the number of entering students to the end that a relatively larger part of our endowment income may be conserved for the true university part of our work.

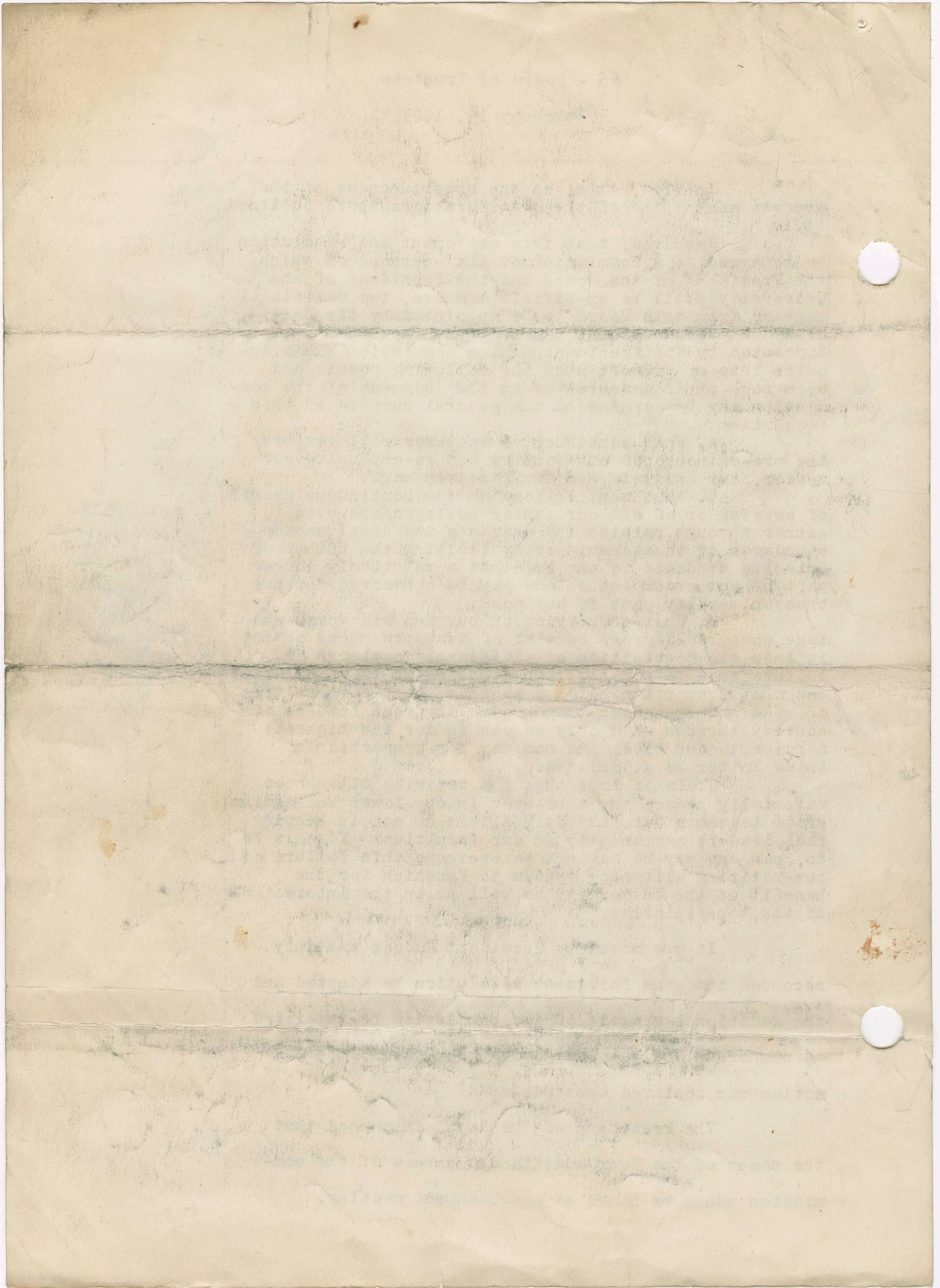
c. What proportion of our men and women who take doctor's degrees consist of teachers whose object is less the acquisition of additional knowledge or culture than to add to their standing or their salaries and what proportion belongs to that able, earnest type of mind and character that become the real leaders of society through whom only we can render the highest service to our land, and how may the proportion of these latter be stimulated.

d. Is it true that the retiring allowances materially reduce the turn-over in our lower and medium grade teachers but have only slight effect in keeping real leaders permanently in our faculties? If this be so, can any way be devised to overcome this failure of our retiring allowance system to function for the benefit of the University as well as in the interest of its beneficiaries?

It was moved by President Judson and duly seconded that the foregoing resolution be adopted and the additional members of the commission be appointed as proposed, and, a vote having been taken, the motion was declared adopted.

The President of the Board announced that the names of the four additional members of the commission would be named at a subsequent meeting.

*Car on
Judson
Shubert
and
J. F. Smith
J. F. Smith
J. F. Smith
J. F. Smith
J. F. Smith*



The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

The Board of Trustees

April 16, 1923

Professor J. H. Tufts
Faculty Exchange

Dear Mr. Tufts:

At a meeting of the Board of Trustees of the University held April 10, 1923, you were appointed a member of a committee to consider suggestions made by Mr. Howard G. Grey at a meeting of the Board of Trustees held February 13, 1923.

The other member of the committee from the University faculty is Professor Barrows. The ~~other~~ trustees on the committee are Messrs. Holdon and Post. By the terms of the original action of the Board, the other members of the committee are Mr. Swift and Acting President Burton.

Yours very truly,

J. S. Dickerson
Secretary

JSD-M

The University of Chicago

FOUNDED BY JOHN C. ROCKWELL

The Board of Trustees

April 16, 1923

OFFICE OF THE SECRETARY
415 AVENUE AND FIFTEENTH STREET

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Dear Mr. Tufts:

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Yours very truly,

Secretary

125-1

1923

Memorandum of discussion of Committee on policy of the University.

With reference to the larger question no specific recommendations as yet.

With reference to the four points raised by Mr. Gray.

A. "What constructive measures will restore the pre-eminence of our faculty and re-emphasize our senior, our graduate and our research work?"

1. It is desirable to ascertain more accurately in what particular respects or departments, if any, our faculty is strong and in what respects or departments it is weak. The measures will then have to be considered with reference to these specific needs.

(1) Some departments are manifestly stronger than ever. Some are evidently weaker than at one time. An exact study should be made of these in the first instance by the deans of various schools and departments in conjunction with the Dean of Faculties.

(2) The eminence of the faculty is secured and maintained the

(a) By choosing promising young men or by/calling of men who have already reached assured eminence. The former is probably the more reliable. The latter should also be employed occasionally because we cannot count with certainty upon discovering our most desirable men at an early stage of their development.

(b) To retain eminent men several factors contribute:

Adequate salaries which compare favorably with those offered by similar institutions;

The equipment for research work;

Opportunity for publication of results of research;

A general spirit of cooperation and teamwork which leads each member of the faculty to feel that he is contributing to a great enterprise and is an important member of a great institution.

The above apply to securing and retaining able men. Other factors to be considered are those which will stimulate and encourage the faculty to do its best work. There is probably a rather wide spread between the actual activity of the faculty and the best possible activity of the same faculty. Among constructive measures to increase the productivity of the faculty both in research and in the training of investigators and for strengthening its influence as a teaching body are the following:

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Better opportunity for publication of research. There are many pieces of research which so far as can be judged are valuable and whose publication would add to the distinction of our faculty and greatly encourage their productive activity, which have remained for some time in an unpublished condition. Our journals are an extremely important channel of publication but there are certain longer researches that cannot be thus published. As means to secure funds for such publication two suggestions have been considered: (1) special grants from general funds of the University or from special funds secured for this purpose; (2) the increase of profitable publication by the Press through the extension of the work of the Press to include a greater number of text books that would have a large sale. This would imply on the one hand giving the Press an organization fitted to care for such books; in the second place, a willingness on the part of the faculty to entrust such books to the Press. The surplus of \$24,773 for the year 1921-22 is a promise of what might be done in this direction.

(Mr. Gray's questions)

B. Question B raises two types of questions: (1) as to the educational relationship of junior colleges to the other parts of the University; (2) the financial relationships.

As regards (1) no definite suggestions as yet.

As regards (2) would it be wise to ascertain whether we can have such a separate accounting for the different divisions of Arts, Literature and Science as would show the financial status of Junior College, Senior College, Graduate Work? Should similar statistics also be secured for the other divisions in which there are Junior College, Senior College and Graduate students, especially in the College of Education and the College of Commerce and Administration?

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C. Only discussed in preliminary way. What statistics, if any, should be secured in order to answer this question?

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(Mr. Gray's questions)

D. The following names are now on retired allowances,
aside from the widows:

Baber, Zonia
Blackburn, F. A.
Chamberlin, T. C.
Chandler, Charles
Clark, S. H.
Fleming, Martha
Goodspeed, T. W.
Hale, W. G.
Judson, H. P.
Laughlin, J. L.
Meyer, J. J.
Moncrief, J. W.
Moulton, R. G.
Parker, A. K.
Reynolds, Myra
Rice, Emily J.
Starr, F.
Butler, N.
Cutting, S. W.

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