

March 17, 1905

Mr. Ernest R. Dewsnap,
The University College,
203 Michigan Avenue,
Chicago, Illinois.

My dear Mr. Dewsnap:

I am sending you all the correspondence on the railway matter which I can dig out of the files. It is entirely possible that there are other letters somewhere but if so they are missing and I do not personally recall seeing any others. Mr. Judson with whom I consulted with regard to your place on the Board of Museums said that one of the points which he should recommend to the Trustees at their meeting next Monday would be the conferring upon you of the title of Curator of the Railroad Museum. If the recommendation is accepted as it undoubtedly will be, you will become an ex-officio member of the Board of Museums and henceforth should receive notices in the regular form. It is not likely that the Board will hold any meeting before the Spring Quarter.

Mr. Laughlin whom I telephoned just after my interview with you and before his departure, said he did not think that it would be expedient to hold the dinner of the Advisory Board before Monday, April 10th. I find furthermore that it

Board before Monday, April 10th. I find furthermore that it
it would be expedient to hold the dinner of the Advisory
with you and before his departure, said he did not think that
Mr. Laughlin whom I telephoned just after my interview
meeting before the Spring Quarter.

regular form. It is not likely that the Board will hold any
Board of Museums and henceforth should receive notices in the
undoubtedly will be, you will become an ex-officio member of the
of the Railroad Museum. If the recommendation is accepted as it
Monday would be the conferring upon you of the title of Curator
which he should recommend to the Trustees at their meeting next
your place on the Board of Museums said that one of the points
any others. Mr. Judson with whom I consulted with regard to
if so they are missing and I do not personally recall seeing
entirely possible that there are other letters somewhere but
on the railway matter which I can dig out of the files. It is
I am sending you all the correspondence

My dear Mr. Dewannup:

Chicago, Illinois.
203 Michigan Avenue,
The University College,

Mr. Ernest R. Dewannup,

March 14, 1905

CHICAGO

CHICAGO

March 14th - 1908

was Mr. Judson's idea to let the arrangement go over until

Mr. H. P. Chandler after Mr. Laughlin's return. He suggests, however, that I refer to the President for instruction. In accordance with his advice I shall write to the President and perhaps we can send

out the invitations before the first of April. I can see that

My dear Mr. Chandler:

it would be desirable to give a little longer notice than ten

I trust that you have not forgotten our conversation of a couple of weeks ago. Yours very truly,

H. P. Chandler
Secretary to the President

of the Advisory Committee, and should be glad if you would see that

I am placed in possession of it. A number of letters were sent out in January, under Dr. Harper's signature, the replies to which have not been forwarded to me. Until I know definitely whether replies have come to hand, and, if so, of what nature, my further action is necessarily handicapped.

Very Sincerely Yours,

Ernest R. Davenport.

W. H. C. Chandler

July 14 - 1902

CHICAGO

was Mr. Judson's idea to let the arrangement go over until
after Mr. Laughlin's return. He suggests, however, that I
to the President for instruction. In accordance with his
advice I shall write to the President and perhaps we can send
out the invitations before the first of April. I can see that
it would be desirable to give a little longer notice than ten
days. I am sending you all the correspondence
on the railway. Yours very truly,
H. P. Chandler
Secretary to the President
If no they are missing and I personally recall seeing
any others. Mr. Judson with whom I consulted with regard to
your place on the Board of Museum said that one of the points
which he should recommend to the Trustees at their meeting next
Monday would be the conferring upon you of the title of Governor
of the Railroad Museum. If the recommendation is accepted as it
undoubtedly will be, you will become an ex-officio member of the
Board of Museum and consequently should receive notice in the
regular form. It is not likely that the Board will hold any
meeting before the Spring Quarter.
Mr. Laughlin whom I telephoned just after my interview
with you and before his departure, said he did not think that
it would be expedient to hold the dinner of the Advisory
Board before Monday, April 10th. I find furthermore that it

CHICAGO

March 14th - 1905

Mr H. P. Chandler,

Secretary to the President.

My dear Mr Chandler:

I trust that you have not forgotten our conversation of a couple of weeks ago. I am anxious to have in hand all correspondence re railway education, in preparation for our next meeting of the Advisory Committee, and should be glad if you would see that I am placed in possession of it. A number of letters were sent out in January, under Dr Harper's signature, the replies to which have not been forwarded to me. Until I know definitely whether replies have come to hand, and, if so, of what nature, my further action is necessarily handicapped.

Very Sincerely Yours,

Cornest. R. Drewry

625 2/20/1902

CHICAGO

2041-14 #1-1902

My dear Mr. C. H. ...
I have been thinking of you very much lately ...
and wondering how you are getting on ...
I hope you are well and happy ...
I have been very busy lately ...
but I have managed to find some time ...
to write you a few lines ...
I have been thinking of you very much lately ...
and wondering how you are getting on ...
I hope you are well and happy ...
I have been very busy lately ...
but I have managed to find some time ...
to write you a few lines ...

I have been thinking of you very much lately ...
and wondering how you are getting on ...
I hope you are well and happy ...
I have been very busy lately ...
but I have managed to find some time ...
to write you a few lines ...
I have been thinking of you very much lately ...
and wondering how you are getting on ...
I hope you are well and happy ...
I have been very busy lately ...
but I have managed to find some time ...
to write you a few lines ...

Yours sincerely,
Ernest R. Young



4-22

Dr. Harper writes J. T. Harahan, 2nd
Vice-Pres. of I.C.R.R., regarding work of
instruction for railroad employees being
conducted by the University. "The work
has proceeded in accordance with the plans
approved by the Advisory Committee, on which
each road contributing was represented."

April, 1905.



April 22nd, 1905.

Mr. J. T. Harahan,

Second Vice president, Illinois Central Railroad, Chicago.

My dear Sir:-

You were good enough to promise \$500. towards the work of instruction for railroad employees now being conducted by the University of Chicago . The work has proceeded in accordance with the plans approved by the Advisory Committee, on which each road contributing was represented. The year is drawing to a close and it is desirable that the financial side of the work be cared for in the proper manner. If entirely convenient we shall be very grateful for the help which you have been good enough to promise. A meeting of the Advisory Committee representing the railroad companies will be held within the next few weeks to consider more definitely the plans of the coming year. I sincerely hope that the work is one to which you will give your support another year.

With great appreciation of the co-operation you have seen fit to give us thus far, I remain

Yours very truly,

W. R. Harper

April 22nd, 1905.

Mr. J. T. Harahan,

Second Vice President, Illinois Central Railroad, Chicago.

My dear Sir:-

You were good enough to promise \$500. towards the work of instruction for railroad employees now being conducted by the University of Chicago. The work has proceeded in accordance with the plans approved by the Advisory Committee, on which each road contributing was represented. The year is drawing to a close and it is desirable that the financial side of the work be cared for in the proper manner. If entirely convenient we shall be very grateful for the help which you have been good enough to promise. A meeting of the Advisory Committee representing the railroad companies will be held within the next few weeks to consider more definitely the plans of the coming year. I sincerely hope that the work is one to which you will give your support another year.

With great appreciation of the co-operation you have seen fit to give us thus far, I remain

Yours very truly,

W. R. Harper

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

UNIVERSITY COLLEGE

203 MICHIGAN AVENUE

CHICAGO May 6, 1905.

The President.

My dear Dr. Harper:-

I am obliged for the opportunity of seeing the letter of Mr. George B. Harris, President of the C.B. & Q. Railway Company, enclosed with his check for \$500. subscription as promised. I think that we can congratulate ourselves upon having converted Mr. Harris to some appreciation of the work that is being done by the University in this direction, inasmuch as in his letter of April 24th. he states that "We feel well disposed towards it". You will probably remember sufficient of the earlier correspondence with Mr. Harris to recollect that his position in relation to the movement was distinctly non-committal. I enclose a copy of his letter of Dec. 22nd.

I feel safe in saying that Mr. Harris should have every reason to feel "well disposed" towards the work, as it has undoubtedly been a great stimulus to many of the Burlington employees in attendance. These men not only constitute one of the most enthusiastic and successful elements of the classes, but, under the stimulus of the latter, have formed among themselves a little club which already has met several times, so I am informed, for the consideration and discussion of matters appertaining to railroad work.

Should Mr. Harris insist upon his refusal to subscribe for next year, it would cause considerable disappointment to a number of our Burlington students who are looking forward to the Company enabling them to continue their studies..

In writing further to Mr. Harris I believe that you need have no hesitation in emphasizing the success of the movement, so far as it affects the Burlington men attending.

May 6, 1905

Chicago

The President

My dear Dr. Harper:

I am obliged for the opportunity of seeing the letter of Mr. George B. Harris, President of the B. & O. Railway Company, enclosed with his check for \$500. Subscription as promised. I think that we can congratulate ourselves upon having converted Mr. Harris to some appreciation of the work that is being done by the University in this direction, inasmuch as in his letter of April 28th, he states that "We feel well disposed towards it." You will probably remember sufficient of the earlier correspondence with Mr. Harris to recollect that his position in relation to the movement was distinctly non-committal. I enclose a copy of his letter of April 28th.

I feel safe in saying that Mr. Harris should have every reason to feel "well disposed" towards the work, as it has undoubtedly been a great stimulus to many of the Burlington employees in attendance. These men not only constitute one of the most enthusiastic and successful elements of the classes, but, under the stimulus of the letter, have formed among themselves a little club which already has met several times, so I am informed, for the consideration and discussion of matters pertaining to railroad work.

Should Mr. Harris insist upon his refusal to subscribe for next year, it would cause considerable disappointment to a number of our Burlington students who are looking forward to the Company enabling them to continue their studies.

In writing further to Mr. Harris I believe that you need have no hesitation in emphasizing the success of the movement, so far as it reflects the Burlington men attending.

VICE-CHAIRMAN - MR. E. W. MCKENNA
(C. M. & ST. P. RY.)
SECRETARY - PROF. E. R. DEWSNUP

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

UNIVERSITY COLLEGE
203 MICHIGAN AVENUE

CHICAGO

#2

Before our annual meeting I will try to see Mr. D. Willard, the second vice-president, and Mr. Sturgis, the general auditor: they may be able and willing to exert some influence upon the President. Mr. Willard is likely to be present at the meeting of the Board..

I wish that you could bring influence to bear that would bring Mr. Harris out to our annual meeting. If he could only be brought into personal touch with the Advisory Board, he would probably view the financial side of the movement more favorably.

I am glad to be able to say that Mr. H. I. Miller, second vice-president of the C. & E.I., has consented to join the Board in place of Mr. Hammond, formerly of that road. Today I had a pleasant interview with Mr. W. C. Brown of the N.Y.C. lines, and he consented to come upon the Board, and, from our conversation, I think that I am safe in saying that the N.Y.C. will give financial support. With the adhesion of this road, patient fostering of the movement ought to bring in the Erie, Penna. and the B. & O. Aside from rent charge, I believe that \$4,250. would carry us through the next financial year on a self supporting basis: the securing of this amount should not present a very difficult problem. Each successive year will advertise the courses more widely, and the income derived from individual tuition fees should appreciably increase: during the present Spring and past Winter Quarters, such fees probably total nearly \$200. .

I have not yet heard as to whether you approve May 25th. as the date for the annual meeting and dinner. It is important that I should know with the least possible delay so as to get out the preliminary notices in good time. Should I announce the meeting for the Chicago Club or for the Union League?

Very sincerely yours, Ernest R. Dewsnap

*This is OK.
Have no further business*

CHICAGO

42

Before our annual meeting I will try to see Mr. D. Willard, the
second vice-president, and Mr. Sturgis, the general auditor: they may be
able and willing to exert some influence upon the President. Mr. Willard
is likely to be present at the meeting of the Board.

I wish that you could bring influence to bear that would bring
Mr. Hendra out to our annual meeting. If he could only be brought into
personal touch with the Advisory Board, he would probably view the
financial side of the movement more favorably.

I am glad to be able to say that Mr. H. I. Miller, second
vice-president of the C. & E. I., has consented to join the Board in place
of Mr. Hammond, formerly of that road. Today I had a pleasant interview
with Mr. W. C. Smith of the N.Y.C. Road, and he was very kind in saying
the Board, and, from our conversation, I think that I am safe in saying
that the N.Y.C. will give financial support. With the addition of this
road, patient fostering of the movement ought to bring in the Erie,
Penn., and the B. & O. Aside from rent charge, I believe that \$4,250.

would carry us through the next financial year on a self-sustaining basis:
the securing of this amount should not present a very difficult problem.
Each successive year will advertise the courses more widely, and the
income derived from individual tuition fees should appreciably increase:
during the present Spring and past Winter Quarters, such fees probably
total nearly \$200.

I have not yet heard as to whether you approve May 25th as the
date for the annual meeting and dinner. It is important that I should
know with the least possible delay so as to get out the preliminary
notices in good time. Should I announce the meeting for the Chicago Club

or for the Union League?

Very sincerely yours, Ernest R. Dunning

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLERUNIVERSITY COLLEGE
200 MICHIGAN AVENUE

CHICAGO, June 23, 1905.

#6548 Woodlawn Ave.

The President.

My dear Dr. Harper:-

I herewith send you copy of the report as revised by action of the Advisory Board. This is now the report of the Board, by unanimous vote, and I have noted this in the title.

I am not displeased at the elimination of the Railway Training or Station Agents' School from the recommendations, though this will probably come in time. When it does I hope it will be in the form of a separately organized school under departmental supervision, forming a kind of preparatory school to the Railway College proper. To my mind, it is not desirable to include an elementary school of this kind within the proposed Railway College, which should be a professional school ranking alongside of the various Colleges of the University. Even when signing my name to the previous report I was of this opinion.

My opinion is that if the \$9,000. can be guaranteed, the University ought to go ahead with the scheme as set forth in the report of the Board. A College should be constituted with special one and two and regular four year courses at the Quadrangles, and the evening railway classes at University College should be considered as part of and under the care of the Railway College. The mere use of the name will probably attract to the University scores of additional students both day and evening. Inasmuch as the special instructors have to be secured for the evening work and they will naturally require full salaries, there can be no real objection to making use of their services in similar work during the day time.

During the coming year, we should successfully offer seven major courses during the day time and three major and six minor courses during

CHICAGO, June 23, 1905.

46518 Woodlawn Ave.

The President.

My dear Dr. Harper:

I herewith send you copy of the report as revised by action of the Advisory Board. This is now the report of the Board, by unanimous vote, and I have noted this in the letter.

I am not displeased at the elimination of the Railway Training or Station Agents' School from the recommendations, though this will probably come in time. What I hope I see it will be in the form of a separately organized school under departmental supervision, forming a kind of preparatory school to the Railway College proper. To my mind, it is not desirable to include an elementary school of this kind within the proposed Railway College, which should be a professional school ranking alongside of the various Colleges of the University. Even when signing my name to the previous report I was of this opinion.

My opinion is that if the \$2,000,000 can be guaranteed, the University ought to go ahead with the scheme as set forth in the report of the Board. A College should be constituted with special one and two and night four year courses of the quadrimester, and the evening railway classes of University College should be considered as part of and under the care of the Railway College. The name use of the name will probably attract to the University scores of additional students both day and evening. Inasmuch as the special instructors have to be secured for the evening work and they will naturally require full salaries, there can be no real objection to making use of their services in similar work during the day time. During the coming year, we should successfully offer seven major courses during the day time and three minor and six minor courses during

CHAIRMAN - MR. E. W. MCKENNA
(C. M. & ST. P. RY.)

FOUNDED BY JOHN D. ROCKEFELLER

SECRETARY - PROF. E. R. DEWSNUP

CHICAGO

#2 Evening

the evening which would make a very respectable showing for a railway department. The expenses attaching to the department and College would not exceed the \$9,250 by more than \$600, and I have a strong belief that we would keep within the former figure. For the year 1906-7 the teaching aid of the two travelling fellows will be available, and we would be able to offer all the railway courses named on page 6 of the report, and with these in operation and the influence of a strong Advisory Board behind us, the Railway College ought to be full to overflowing with candidates for the service. It seems to me that success would be a foregone conclusion, and that the scheme is more than a mere experiment.

The above makes no provision for further financial recognition of the additional responsibility and work falling upon my shoulders, but I am interested enough in the development of the plan to forego, for the present, any matter of this kind.

In view of developments elsewhere, the University can hardly afford to lose the prestige and substantial advantage attaching to first possession of the field, and delay is almost sure to injure us in this respect. At the dinner you mentioned that the McGill scheme was practically an engineering one. One of the prominent Grand Trunk officials, in discussing the possibilities at Montreal, assured me that every side of railway education (of collegiate rank) was to be covered.

I wish that you could find time to canvass the situation in personal conference before I go abroad. Trusting to hear from you soon, I beg to remain

Very sincerely yours,

G.

E. R. Dewsnup

CHICAGO

the evening which would make a very respectable showing for a railway department. The expenses attaching to the department and College would not exceed the \$2,350 by more than \$500, and I have a strong belief that we would keep within the former figure. For the year 1908-7 the teaching staff of the department would be as follows: and we would be able to offer all the railway courses named on page 6 of the report, and with these in operation and the influence of a strong Advisory Board behind us, the Railway College ought to be well on overflying with candidates for the service. It seems to me that success would be a foregone conclusion, and that the scheme is more than a mere experiment.

The above makes no provision for further financial recognition of the additional responsibility and work falling upon my shoulders, but I am interested enough in the development of the plan to forego, for the present, any matter of this kind.

In view of developments elsewhere, the University can hardly afford to lose the prestige and substantial advantages attaching to this possession of the field, and delay is almost sure to injure us in this respect. At the dinner you mentioned that the McGill scheme was practically an engineering one. One of the prominent Grand Trunk officials, in discussing the possibilities at Montreal, assured me that every side of railway education (of collegiate rank) was to be covered.

I wish that you could find time to canvass the situation in personal conference before I go abroad. Trusting to hear from you soon, I beg to remain

Very sincerely yours,

J. R. Thompson

The University of Chicago.

THE ADVISORY BOARD

on

RAILWAY EDUCATION.

Report upon the organization and development of railway education within
the University of Chicago.

Approved by unanimous
vote of the Board,
June 20, 1905.

Training for a railway career has been largely confined in the past to engineering and technical schools, supplemented by knowledge slowly and painfully acquired by years of experience. In fact, many railway managers have entered the service as telegraphers and station agents. Yet those in one special department are largely cut off from knowledge and experience in other departments, and narrowness is the result.

The extraordinary development of railway systems, and the consequently greater degree of specialization in separate departments, has not only disclosed the need of men of broad training and a large outlook, but it has shown that there is no means of getting knowledge except as it comes in the years of service. The hardships in getting necessary preparation for advancement have been experienced by all successful railway men. The situation is comparable only to a community in which men are expected to practice as doctors and lawyers without education in medicine and law.

THE ADVISORY BOARD

on

RAILWAY EDUCATION.

Report upon the organization and development of railway education within
the University of Chicago.
Approved by unanimous
vote of the Board,
June 20, 1905.

Training for a railway career has been largely confined in the
past to engineering and technical schools, supplemented by knowledge
slowly and painfully acquired by years of experience. In fact, many
railway managers have entered the service as telegraphers and station
agents. Yet those in one special department are largely cut off from
knowledge and experience in other departments, and narrowness is the
result.

The extraordinary development of railway systems, and the
consequently greater degree of specialization in separate departments,
has not only disclosed the need of men of broad training and a large
outlook, but it has shown that there is no means of getting knowledge
except as it comes in the years of service. The hardships in getting
necessary preparation for advancement have been experienced by all
successful railway men. The situation is comparable only to a community
in which men are expected to practice as doctors and lawyers without
education in medicine and law.

Besides the work of surveyors, engineers, machinists, and builders of bridges, engines and the like, the growth of the railways has brought forth a large body of subjects, a knowledge of which is absolutely essential to successful management, such as, railway organization and administration, terminals, signaling, freight-house methods, equipment, methods of accounting, relations of the railways to the public, methods of railway financiering, the foreign markets and steamship transportation, railway rates, the labor question, the liability of employers, the legal position of railways, the relations of the state to railway activities. Some of these topics have already formed a part of the teaching in our universities, and it is now apparent that all of them can be acquired whenever competent instructors can be found rather than to rely on the system of acquiring them by the time-wasting method of "hard-knocks", after entering the railway service.

Moreover the best advisers in the teaching of applied science are now as one in urging the good effect on later and higher growth of men in technical professions of a broad training. To some, however, this in its fullest sense is denied by lack of time and means. The problem, therefore, of successfully training men for railway service is to provide a practical scheme which will make it possible for the applicant, whether within or without the railway service, to find that which will help him to improve his condition by extending his knowledge and developing his powers of analysis and comparison.

Of course, those who have this work in charge will have much to learn by experience in adapting their work to needs. The course of study may be laid down, like work on gymnasium apparatus, according to

Besides the work of surveyors, engineers, machinists, and builders of bridges, engines and the like, the growth of the railways has brought forth a large body of subjects, a knowledge of which is absolutely essential to successful management, such as, railway organization and administration, terminals, signaling, freight-house methods, equipment, methods of accounting, relations of the railways to the public, methods of railway financing, the foreign markets and steamship transportation, railway rates, the labor question, the liability of employers, the legal position of railways, the relations of the state to railway activities. Some of these topics have already formed a part of the teaching in our universities, and it is now apparent that all of them can be acquired whenever competent instructors can be found rather than to rely on the system of acquiring them by the time-wasting method of "hard-knocks", after entering the railway service.

Moreover the best advisers in the teaching of applied science are now as one in urging the good effect on later and higher growth of men in technical professions of a broad training. To some, however, this in its fullest sense is denied by lack of time and means. The problem, therefore, of successfully training men for railway service is to provide a practical scheme which will make it possible for the applicant, whether within or without the railway service, to find that which will help him to improve his condition by extending his knowledge and developing his powers of analysis and comparison.

Of course, those who have this work in charge will have much to learn by experience in adapting their work to needs. The course of study may be laid down, like work on gymnasium apparatus, according to

the advancement of the student, to be taken in order and as fast as he is qualified to take advanced work. There is no reason why the ambitious youth should not piece by piece acquire the education leading directly to a railway career and yet obtain exactly as much mental grasp and culture as the ordinary college student. It only remains to set up the teaching machinery to carry out such a plan.

1. The means to this end are to be found in five ways:-

- a) Evening classes now held in University College at the Student-baker Building.
- b) Day classes of collegiate standing in railway subjects and in general studies, mathematics, science, economics, etc.
- c) Correspondence work for those who cannot attend day or evening classes in subjects capable of being taught by correspondence.
- d) The engineering and technical schools soon to be placed on the Midway.

11. In connection with these departments, working together to a common end, each contributing its part to a selected curriculum, there can easily be set in operation the following necessary auxiliary aids:-

- a) A railway laboratory for exhibiting and testing appliances, and teaching by object lessons. This can be placed on cheap land in the suburbs within easy reach.
- b) A railway museum, historical and applied.

the advancement of the student, to be taken in order and as fast as he is qualified to take advanced work. There is no reason why the ambitious youth should not piece by piece acquire the education leading directly to a railway career and yet obtain exactly as much mental grasp and culture as the ordinary college student. It only remains to set up the teaching machinery to carry out such a plan.

I. The means to this end are to be found in five ways:-

- a) Evening classes now held in University College at the Student Baker Building.
- b) Day classes of collegiate standing in railway subjects and in general studies, mathematics, science, economics, etc.
- c) Correspondence work for those who cannot attend day or evening classes in subjects capable of being taught by correspondence.
- d) The engineering and technical schools soon to be placed on the Midway.

II. In connection with these departments, working together to a common end, each contributing its part to a selected curriculum, there can easily be set in operation the following necessary auxiliary aids:-

- a) A railway laboratory for exhibiting and testing appliances, and teaching by object lessons. This can be placed on cheap land in the suburbs within easy reach.
- b) A railway museum, historical and applied.

- c) A library thoroughly provided with every kind of literature on railways, reports, foreign railway documents, etc.

c) A library thoroughly provided with every kind of literature
on railways, reports, foreign railway documents, etc.

Practical Plan for 1905-6

To provide instruction, the means under -I- already partly developed are a), b) and c). To carry on the work of 1904-5, and to secure proper progress for the year beginning July 1, 1905, the following further development can be made, provided the budget attached later is voted:

1. The establishment of ~~a department of~~ ^{*Department*} Railway Transportation in charge of the development of all railway courses and their teachers; also in charge of the work in Railway Correspondence Tuition, and of the arrangements for special lectures at suitable centers for the education of the public on matters of railway management and policy, and for the preparation of suitable railway literature in printed form.
2. The organization of degree and special courses, in railway management and working, into a Railway College.

The Railway College.

The following courses will be offered by the department of Railway Transportation. All candidates for a degree will be required

Practical Plan for 1905-6

To provide instruction, the means under I- already partly developed are a), b) and c). To carry on the work of 1904-5, and to secure proper progress for the year beginning July 1, 1905, the following further development can be made, provided the budget attached later is voted:

~~Department of Railway Transportation~~
1. The establishment of a department of Railway Transportation in charge of the development of all railway courses and their teachers; also in charge of the work in Railway Correspondence Tuition, and of the arrangements for special lectures at suitable centers for the education of the public on matters of railway management and policy, and for the preparation of suitable railway literature in printed form.

2. The organization of degree and special courses in railway management and working, into a Railway College.

The Railway College.

The following courses will be offered by the department of Railway Transportation. All candidates for a degree will be required

to show credits in nearly all of these subjects. Part of the credits in these and elective courses may be obtained by correspondence. Special students who are able to devote but a limited time to study, or who desire to give attention to certain special courses (and are qualified to enter the same) will make such selection of these courses as will meet their requirements:

Required.

1. Railway Conditions.
2. Railway Geography.
3. Railway Development in the United States.
4. Railway Development abroad.
5. Freight Service.
6. Passenger Service.
7. Railway Terminals.
8. Signaling and Train Service.
9. Track Conditions.
10. Motive Power Equipment.
11. Car Equipment.
12. Economics of Railway Location.
13. Railway Auditing and Finance.
- (14. Station Accounts.-- elective.)
15. Railway Rates.
16. Railway Law.
- (17. Telegraphy and Signaling.-- elective.)

It may be found advisable and practicable to offer other railway courses, which might be either prescribed or elective.

Electives. To constitute a well rounded out course, the student would be required to elect certain other courses from the following:-

Economics and Finance. Political Economy: Commercial Geography:
Modern Business Methods and Principles of Commercial Law:
Modern Industries: Commercial Crises: Trusts: Money:

to show credits in nearly all of these subjects. Part of the credits in these and elective courses may be obtained by correspondence. Special students who are able to devote but a limited time to study, or who desire to give attention to certain special courses (and are qualified to enter the same) will make such selection of these courses as will meet their requirements:

Required.

1. Railway Conditions.
2. Railway Geography.
3. Railway Development in the United States.
4. Railway Development abroad.
5. Freight Service.
6. Passenger Service.
7. Railway Terminals.
8. Signaling and Train Service.
9. Track Conditions.
10. Motive Power Equipment.
11. Car Equipment.
12. Economics of Railway Location.
13. Railway Auditing and Finance.
14. Station Accounts.-- elective.)
15. Railway Rates.
16. Railway Law.
17. Telegraphy and Signaling.-- elective.)

It may be found advisable and practicable to offer other railway courses, which might be either prescribed or elective. Electives. To constitute a well rounded out course, the student would be required to elect certain other courses from the following:-

- Economics and Finance. Political Economy: Commercial Geography: Modern Business Methods and Principles of Commercial Law: Modern Industries: Commercial Crises: Trusts: Money:

Agriculture: Labor and Capital: Taxation: Trade Unions:
Financial History of the United States: Industrial Achievements of the State in Europe: American Competition: Banking: Accounting: Statistics.

Mathematics: Surveying: Mechanical Drawing: Physics: Chemistry: English: German: French.

All of these electives are now offered at the University.

As soon as the engineering and technical schools of the University are established, combined courses could be arranged for.

Evening Courses. The success of the evening courses during the past year has been marked, and it is clear that, upon the large numbers of railway employees within a certain radius of Chicago, such work will have a very favorable and stimulating influence. Men already in the service who are unable to attend only courses given in the evening will be able to obtain some of the advantages arising from a regular study of railway working, while at the same time retaining their positions.

The evening courses it is proposed to offer for 1905-6 are as follows:-

Railway Conditions	2	evenings	a	week	October to June.
Freight Service	1	"	"	"	October to March
Railway Development in the U.S.	1	"	"	"	October to March.
Railway Rates	1	"	"	"	April to June.
Railway Law	1	"	"	"	April to June.

The following year would see the addition of a large number

Agriculture: Labor: and Capital: Taxation: Trade Unions:
Financial History of the United States: Industrial Achieve-
ments of the State in Europe: American Competition: Banking:
Accounting: Statistics.
Mathematics: Surveying: Mechanical Drawing: Physics: Chemistry:
English: German: French.

All of these electives are now offered at the University.
As soon as the engineering and technical schools of the
University are established, combined courses could be arranged for.

Evening Courses. The success of the evening courses during the
past year has been marked, and it is clear that, upon the large numbers
of railway employees within a certain radius of Chicago, such work will
have a very favorable and stimulating influence. Men already in the
service who are unable to attend only courses given in the evening
will be able to obtain some of the advantages arising from a regular
study of railway working, while at the same time retaining their
positions.

The evening courses it is proposed to offer for 1905-6 are

as follows:-

Railway Law	1	"	"	2 evenings a week	October to June.
Railway Rates	1	"	"	"	October to March.
in the U.S.	1	"	"	"	October to March.
Railway Development	1	"	"	"	October to June.
Freight Service	1	"	"	"	October to March.
Railway Conditions	2	"	"	2 evenings a week	October to June.

The following year would see the addition of a large number

of other courses, corresponding to those listed on page 6. To students completing a specified number of courses a certificate will be granted, and to those offering thirty-six majors of credit, the baccalaureate degree, provided they have completed the admission requirements of the University. Arrangements for free scholarships will be made, as last year, with the roads, voting an appropriation for the railway department.

of other courses, corresponding to those listed on page 6. To
students completing a specified number of courses a certificate will
be granted, and to those offering thirty-six majors of credit, the
baccalaureate degree, provided they have completed the admission
requirements of the University. Arrangements for free scholarships
will be made, as last year, with the roads, voting an appropriation for
the railway department.

Teaching Fellows.

The success of the scheme must largely depend on obtaining competent instructors. Much of the material of the courses can be collected by persons favored with privileges granted only to men in close touch with railway operation. Moreover, the men who can teach must be trained in the technique of these courses. For this work, as proved by the experience of the past year, we have competent instruction but the demands will soon exceed the powers of our present force. Therefore, a practical prevision requires that at once two special travelling fellowships should be established with a stipend of \$800. each per annum, to be assigned to picked men who will take up special topics for investigation with the intention of getting preparation for teaching. One might be assigned to Freight and Passenger Service and Terminals, the other to Track Signaling and Train Service and Locomotive and Car Equipment. The railways would afford the holders of the fellowships special facilities for carrying on their investigations. At the termination of the fellowships, the incumbents would be appointed to instructorships in the railway department.

Teaching Fellows.

The success of the scheme must largely depend on obtaining competent instructors. Much of the material of the courses can be collected by persons favored with privileges granted only to men in close touch with railway operation. Moreover, the men who can teach must be trained in the technique of these courses. For this work, as proved by the experience of the past year, we have competent instruction but the demands will soon exceed the powers of our present force. Therefore, a practical provision requires that at once two special travelling fellowships should be established with a stipend of \$800. each per annum, to be assigned to picked men who will take up special topics for investigation with the intention of getting preparation for teaching. One might be assigned to Freight and Passenger Service and Terminals, the other to Track Signaling and Train Service and Locomotive and Car Equipment. The railways would afford the holders of the fellowships special facilities for carrying on their investigations. At the termination of the fellowships, the incumbents would be appointed to instructorships in the railway department.

Correspondence Tuition.

The establishment of this part of the work will enable the Department of Railway Transportation to spread its influence into every part of the railway service, no matter how distant. The boy in the station, the agent, the track-man, the engineer, the clerical or practical man in any department, Transportation, Traffic, Mechanical, Engineering, Accounting, Executive, will be able to educate himself in the work of the service, and to keep himself in touch with the latest developments. Courses in this branch will represent, as far as practicable, work carried on in Chicago. The first courses will be set in operation by the end of the year, and rapid additions will be made.

Correspondence Tuition.

The establishment of this part of the work will enable the Department of Railway Transportation to spread its influence into every part of the railway service, no matter how distant. The boy in the station, the agent, the track-man, the engineer, the clerical or practical man in any department, Transportation, Traffic, Mechanical, Engineering, Accounting, Executive, will be able to educate himself in the work of the service, and to keep himself in touch with the latest developments. Courses in this branch will represent, as far as practicable, work carried on in Chicago. The first courses will be set in operation by the end of the year, and rapid additions will be made.

Publications.

In the past year, the various technical experts now engaged in the service of the railways entering in Chicago have given lectures before the evening classes. So effective have these been that requests have been made for their publication. A response to such demands ought to be made, not only for the sake of those who cannot attend the classes, but also because their publication will provide material, not now in existence, for better teaching.

Apart from this material of a professional kind, it has been thought advisable to provide the means to meet the expenses of lecturers competent to give effective exposition before popular audiences of questions touching the railways. The antagonism to railways is often due to ignorance of the real issues which arise from time to time.

Publications.

In the past year, the various technical experts now engaged in the service of the railways entering in Chicago have given lectures before the evening classes. So effective have these been that requests have been made for their publication. A response to such demands ought to be made, not only for the sake of those who cannot attend the classes, but also because their publication will provide material, not now in existence, for better teaching.

Apart from this material of a professional kind, it has been thought advisable to provide the means to meet the expenses of lecturers competent to give effective exposition before popular audiences of questions touching the railways. The antagonism to railways is often due to ignorance of the real issues which arise from time to time.

Budget.

To carry out the plan as described above, in the year 1905-6,
it will be necessary to provide the following sums:-

Classes for railway employees as last year, including salaries, rent, etc.	\$5,000.
--	----------

Stipend for teaching fellows	1,600.
------------------------------	--------

Publishing in book form lectures by experts, given before classes,	\$500.
---	--------

Bureau of Lectures on railway subjects to public.	<u>1000.</u>	1,500.
--	--------------	--------

Stenographer at office of College and office expenses		650.
--	--	------

Correspondence Tuition	<u>500.</u>	
	9,000	

On behalf of the Board.

Signed

.....*E. W. McKenna*.....Chairman.

.....*D. Willard*.....Vice-Chairman.

.....*E. R. Newsum*.....Secretary.

To carry out the plan as described above, in the year 1905-6,
it will be necessary to provide the following sums:-

Classes for railway employees as last year, including salary- ies, rent, etc.	\$5,000.
Stipend for teaching fellows	1,600.
Publishing in book form lectures by experts, given before classes,	\$500.
Bureau of Lectures on railway subjects to public.	1,500.
Stenographer at office of College and office expenses	1,000.
Correspondence Tuition	650.
	500.
	<u>9,000</u>

On behalf of the Board.

Signed

.....Chairman.

.....Vice-Chairman.

.....Secretary.

THE ADVISORY BOARD

on

RAILWAY EDUCATION.

Report of Special Committee upon the separate organization and development of railway education within the University of Chicago.

Training for a railway career has been largely confined in the past to engineering and technical schools, supplemented by knowledge slowly and painfully acquired by years of experience. In fact, many railway managers have entered the service as telegraphers and station agents. Yet those in one special department are largely cut off from knowledge and experience in other departments, and narrowness is the result.

The extraordinary development of railway systems, and the consequently greater degree of specialization in separate departments, has not only disclosed the need of men of broad training and a large outlook, but it has shown that there is no means of getting knowledge except as it comes in the years of service. The hardships in getting necessary preparation for advancement have been experienced by all successful railway men. The situation is comparable only to that of a community in which men are expected to practice as doctors and lawyers without education in medicine and law.

Besides the work of surveyors, engineers, machinists, and builders of bridges, engines and the like, the growth of the railways has brought forth a large body of subjects, a knowledge of which is absolutely essential to successful management, such as, railway organization and administration, terminals, signaling, freight-house methods,

THE ADVISORY BOARD

ON

RAILWAY EDUCATION.

Report of Special Committee upon the separate organization and development of railway education within the University of Chicago.

Training for a railway career has been largely confined in the past to engineering and technical schools, supplemented by knowledge slowly and painfully acquired by years of experience. In fact, many railway managers have entered the service as telegraphers and station agents. Yet those in one special department are largely cut off from knowledge and experience in other departments, and narrowness is the result.

The extraordinary development of railway systems, and the consequently greater degree of specialization in separate departments, has not only disclosed the need of men of broad training and a large outlook, but it has shown that there is no means of getting knowledge except as it comes in the years of service. The handicaps in getting necessary preparation for advancement have been experienced by all successful railway men. The situation is comparable only to that of a community in which men are expected to practice as doctors and lawyers without education in medicine and law.

Besides the work of surveyors, engineers, machinists, and builders of bridges, engines and the like, the growth of the railways has brought forth a large body of subjects, a knowledge of which is absolutely essential to successful management, such as, railway organization and administration, terminals, signaling, freight-house methods,

equipment, methods of accounting, relations of the railways to the public, methods of railway financiering, the foreign markets and steamship transportation, railway rates, the labor question, the liability of employers, the legal position of railways, the relations of the state to railway activities. Some of these topics have already formed a part of the teaching in our universities, and it is now apparent that all of them can be acquired whenever competent instructors can be found rather than to rely on the system of acquiring them by the time-wasting method of "hard-knocks", after entering the railway service.

Moreover the best advisers in the teaching of applied science are now as one in urging the good effect on later and higher growth of men in technical professions of a broad and liberal culture. To some, however, this is denied by lack of time and means. The problem, therefore, of successfully training men for railway service is to provide a scheme by which persons of varying qualifications can obtain help, each according to his own station. There is no use in offering an education which is out of reach of those only who are likely to need it. While retaining the ultimate purpose of a broad training, and also making it possible for those to get it who can afford to get it, it is only common sense to arrange at present a practical scheme by which the humblest applicant, whether within or without the railway service, can find that which will help him to improve his condition by extending his knowledge. We are confronted with the fact that youth from the country school, the town grammar school, the city high school, or even the college graduate must be considered.

The lines of curriculum suited to such diverse needs is not, after all, any more difficult to arrange and administer than in other professional work. Only it should be remembered that those who have

equipment, methods of accounting, relations of the railways to the public, methods of railway financing, the foreign markets and steamship transportation, railway rates, the labor question, the liability

of engineers, the legal position of railways, the relations of the state to railway activities. Some of these topics have already formed

a part of the teaching in our universities, and it is now apparent that all of them can be acquired whenever competent instructors can be found rather than to rely on the system of acquiring them by the time-wasting method of "hard-knock", after entering the railway service.

Moreover the best advisers in the teaching of applied sciences are now as one in urging the good effect on later and higher growth of men in technical professions of a broad and liberal culture. To some, however, this is denied by lack of time and means. The problem, therefore, of successfully training men for railway service is to provide a scheme by which persons of varying qualifications can obtain help, each according to his own station. There is no use in offering an education which is out of reach of those only who are likely to need it. While retaining the ultimate purpose of a broad training, and also making it possible for those to get it who can afford to get it, it is only common

sense to arrange at present a practical scheme by which the humblest applicant, whether within or without the railway service, can find that which will help him to improve his condition by extending his knowledge. We are confronted with the fact that youth from the country school, the town grammar school, the city high school, or even the college graduate must be considered.

The lines of curriculum suited to such diverse needs is not, after all, any more difficult to arrange and administer than in other professional work. Only it should be remembered that those who have

this work in charge will have much to learn by experience in adapting their work to needs. The course of study may be laid down, like work on gymnasium apparatus, according to the advancement of the student, to be taken in order and as fast as he is qualified to take advanced work. For the grammar school youth, work can be given in telegraphy, mechanical drawing, English, station agents' work, and such other courses in mathematics, chemistry, physics, and the like as he can take up. Such work would admit him to the service at a living salary; but such a student will have it rubbed into him that he is inadequately prepared to rise in the system with so slight a preparation, and that, either by a return to the Railway College, or by the aid of correspondence tuition, he should continue his course. There is thus, no reason why an ambitious boy should not piece by piece acquire the education leading directly to a railway career and yet obtain exactly as much mental grasp and culture as the ordinary college student. It only remains to set up the teaching machinery to carry out such a plan.

I. The means to this end are to be found in five ways:

- a) The evening classes of the University College now held in the Studebaker Building.
- b) Station Agents' school at the same place.
- c) Day classes of collegiate standing in railway subjects and in general studies, mathematics, science, economics, etc.
- d) Correspondence work for those who cannot attend day or evening classes in subjects capable of being taught by correspondence.
- e) The engineering and technical schools soon to be placed on the Midway.

II. In connection with these departments, working together to a common end, each contributing its part to a selected curriculum, there can easily be set in operation the following necessary

auxiliary aids:-

- a) A railway laboratory for exhibiting and testing appliances, and teaching by object lessons. This can be placed on cheap land in the suburbs within easy reach.
- b) A railway museum, historical and applied.
- c) In connection with the Railway Department, and the School of Engineering, a place for the Railway Exhibit of the Field Columbian Museum, soon to be offered us.
- d) A library thoroughly provided with every kind of literature on railways, reports, foreign railway documents, etc.

auxiliary aids:-

- a) A railway laboratory for exhibiting and testing appliances, and teaching by object lessons. This can be placed on cheap land in the suburbs within easy reach.
- b) A railway museum, historical and applied.
- c) In connection with the Railway Department, and the School of Engineering, a place for the Railway Exhibit of the Field Exhibition Museum, soon to be offered us.
- d) A library thoroughly provided with every kind of literature on railways, reports, foreign railway documents, etc.

1. The establishment of a Department of Railway Transportation in charge of the development of all railway courses and their teachers also in charge of the work in Railway Correspondence Tuition, and of the arrangements for special lectures at suitable centers for the education of the public on matters of railway management and policy.
2. The organization of a Station Agents' School, and of degree and special courses in railway management and working, both day and evening, all to be grouped under a Railway College.

Station Agents' School.

The student must in the first year take:

In the second year the student must take:

Telegraphy and Station Agents' Forms	(3 majors)
Trigonometry	(1 major)

Surveying	(1 major)
Passenger Service (Evening)	(2 minors)
Freight Service (Evening)	(2 minors)
Railway Law (Evening)	(1 minor)
Railway Rates (Evening)	(1 minor)
Physics	(2 majors)
Manual Training	(2 majors)

(Major - 4 or 5 hrs. for 3 mths.; Minor - 2 hrs. a wk. for 3 mths.)
a wk.

The student who has successfully passed the examinations in this course of two years will receive a certificate. It can be safely said that possessors of this certificate can be placed in positions on the railways with a comfortable salary at once. While good students, after two years' work can be fitted to earn a fair living, they are advised to carry their railway studies further.

B. Regular Course.

Admission Requirements: The work usually done in high schools, or that generally required for admission to college, will be accepted, according to the rules of the University.

Those who have passed the Station Agents' Course can be admitted on completing the additional requirements for admission, and some of the courses taken in the school will be credited to their advanced standing.

Curriculum.

For those thus qualified, the following day courses will be offered in the College by the Department of Railway Transportation. These are prescribed for students preparing for a degree: students entering the day courses from the evening classes will be allowed credit for work done. Special students who are able to devote but a limited time to study, or who desire to give attention to certain special courses

- (1 major)
- (3 minors)
- (3 minors)
- (1 minor)
- (1 minor)
- (1 minor)
- (3 majors)
- (3 majors)

- Surveying
- Passenger Service (Evening)
- Freight Service (Evening)
- Railway Law (Evening)
- Railway Rates (Evening)
- Physics
- Natural Training

(Major - 4 or 5 hrs. for 3 mths.; Minor - 3 hrs. a wk. for 3 mths.)
a wk.

The student who has successfully passed the examinations in this course of two years will receive a certificate. It can be safely said that possessors of this certificate can be placed in positions on the railways with a comfortable salary at once. While good students, after two years' work can be fitted to earn a fair living, they are advised to carry their railway studies further.

B. Regular Course.

Admission Requirements: The work usually done in high schools, or that generally required for admission to college, will be accepted, according to the rules of the University.

Those who have passed the Station Agents' Course can be admitted on completing the additional requirements for admission, and some of the courses taken in the school will be credited to their advanced standing.

C. Curriculum.

For those thus qualified, the following day courses will be offered in the College by the Department of Railway Transportation. These are prescribed for students preparing for a degree. Students entering the day courses from the evening classes will be allowed credit for work done. Special students who are able to devote but a limited time to study, or who desire to give attention to certain special courses

(and are qualified to enter the same) will make such selection of these courses as will meet their requirements - each course is of the value of one major (about 45 meetings).

Required:

1. Railway Conditions.
2. Railway Geography.
3. Railway Development in the United States.
4. Railway Development abroad.
5. Freight Service.
6. Passenger Service.
7. Railway Terminals.
8. Signaling and Train Service.
9. Track Conditions.
10. Motive Power Equipment.
11. Car Equipment.
12. Economics of Railway Location.
13. Railway Auditing and Finance.
14. Railway Rates.
15. Railway Law.

It may be found advisable and practicable to offer other railway courses, which might be either prescribed or elective.

Electives. To constitute a well rounded out course, the regular student would be required to elect certain other courses from the following:-

Economics and Finance. Political Economy: Commercial Geography: Modern Business Methods and Principles of Commercial Law: Modern Industries: Commercial Crises: Trusts: Money: Agriculture: Labor and Capital: Taxation: Trade Unions: Financial History of the United States: Industrial Achievements of the State in Europe: American Competition: Banking: Accounting: Statistics.

Mathematics: Surveying: Mechanical Drawing: Physics: Chemistry: English: German: French.

All of these electives are now offered at the University.

As soon as the engineering and technical schools are established on the Midway, the Railway College could arrange for combined courses.

(and are qualified to enter the same) will make such selection of these courses as will meet their requirements - each course is of the value of one major (about 45 meetings).

Required:

1. Railway Conditions.
2. Railway Geography.
3. Railway Development in the United States.
4. Railway Development abroad.
5. Freight Service.
6. Passenger Service.
7. Railway Terminals.
8. Signaling and Train Service.
9. Track Conditions.
10. Motive Power Equipment.
11. Car Equipment.
12. Economics of Railway Location.
13. Railway Auditing and Finance.
14. Railway Rates.
15. Railway Law.

It may be found advisable and practicable to offer other railway courses, which might be either prescribed or elective. Electives. To constitute a well rounded out course, the regular student would be required to elect certain other courses from the following:-

- Economics and Finance. Political Economy; Commercial Geography; Modern Business Methods and Principles of Commercial Law; Modern Industries; Commercial Classes; Finance; Money; Agriculture; Labor and Capital; Transportation; Trade Finance; Financial History of the United States; Industrial Achievements of the World; Invention; American Composition; Banking; Accounting; Statistics; Mathematics; Surveying; Mechanical Drawing; Physics; Chemistry; English; German; French.

All of these electives are now offered at the

University.

As soon as the engineering and technical schools are established on the Midway, the Railway College could arrange for combined courses.

Evening Courses.

The success of the evening courses during the past year has been marked, and it is clear that, upon the large numbers of railway employees within a twenty mile radius of Chicago, such work will have a very favorable and stimulating influence. The evening classes will enable the men already in the service to obtain some of the advantages arising from a regular study of railway working, while at the same time retaining their positions.

The evening courses it is proposed to offer for 1905-6 are as follows:-

Railway Conditions	2	evenings	a	week,	October to June.
Freight Service	1	"	"	"	October to March.
Railway Development in the U.S.	1	"	"	"	October to March
Railway Rates	1	"	"	"	April to June.
Railway Law	1	"	"	"	April to June.

The following year would see the addition of a large number of other courses, corresponding to those listed on page 7. To those completing a specified number of courses a certificate will be granted. Arrangements for free scholarships would be made, as last year, with the roads, voting an appropriation for the railway department and college.

Evening Courses.

The success of the evening courses during the past year has been marked, and it is clear that, upon the large number of railway employees within a twenty mile radius of Chicago, such work will have a very favorable and stimulating influence. The evening classes will enable the men already in the service to obtain some of the advantages arising from a regular study of railway working, while at the same time retaining their positions.

The evening courses it is proposed to offer for 1903-4 are as follows:-

Railway Law	1	"	"	1	October to June.
Railway Rates	1	"	"	1	October to March.
in the U.S.	1	"	"	1	October to March.
Railway Development	1	"	"	1	October to June.
Freight Service	1	"	"	1	October to March.
Railway Conditions	1	"	"	1	October to June.

The following year would see the addition of a large number of other courses, corresponding to those listed on page 7. To those completing a specified number of courses a certificate will be granted. Arrangements for free scholarships would be made, as last year, with the roads, for the railway department and college.

Teaching Fellows.

The success of the scheme must largely depend on obtaining competent instructors. Much of the material of the courses can be collected by persons favored with privileges granted only to men in close touch with railway operation. Moreover, the men who can teach must be trained in the technique of these courses. For this work, as proved by the experience of the past year, we have competent instruction, but the demands will soon exceed the powers of our present force. Therefore, a practical provision required that at once two special travelling fellowships should be established with a stipend of \$800. each per annum, to be assigned to picked men who will take up special topics for investigation with the intention of getting preparation for teaching. One might be assigned to Freight and Passenger Service and Terminals, the other to Track Signaling and Train Service and Locomotive and Car Equipment. The railways would afford the holders of the fellowships special facilities for carrying on their investigations. At the termination of the fellowships, the incumbents would be appointed to instructorships in the railway department.

Correspondence Tuition.

The establishment of this part of the work will enable the Department of Railway Transportation to spread its influence into every part of the railway service, no matter how distant. The boy in the station, the agent, the track-man, the engineer, the clerical or practical man in any department, Transportation, Traffic, Mechanical, Engineering, Accounting, Executive, will be able to educate himself in the work of the service, and to keep himself in touch with the latest developments. Courses in this branch will represent, as far as practicable, work carried on in Chicago. The first courses will be set in operation by the end of the year and rapid additions will be made.

Correspondence Division

The establishment of this part of the work will enable the Department of Railway Transportation to spread its influence into every part of the railway service, no matter how distant. The key in the station, the agent, the track-man, the engineer, the clerical or practical man in any department, Transportation, Traffic, Mechanical, Engineering, Accounting, Executive, will be able to associate himself in the work of the service, and to keep himself in touch with the latest developments. Courses in this branch will represent, as far as practicable, work carried on in Chicago. The first courses will be set in operation by the end of the year and rapid additions will be made.

Publications.

In the past year, the various technical experts now engaged in the service of the railways entering in Chicago have given lectures before the evening classes. So effective have these been that requests have been made for their publication. A response to such demands ought to be made, not only for the sake of those who cannot attend the classes, but also because their publication will provide material, not now in existence, for better teaching.

Apart from this material of a professional kind, it has been thought advisable to provide the means to meet the expenses of lecturers competent to give effective exposition before popular audiences of questions touching the railways. The antagonism to railways is often due to ignorance of the real issues which arise from time to time.

Publications.

In the past year, the various technical experts now engaged in the service of the railways entering in Chicago have given lectures before the evening classes. So effective have these been that requests have been made for their publication. A response to such demands ought to be made, not only for the sake of those who cannot attend the classes, but also because their publication will provide material, not only in extension, for better teaching.

Apart from this material of a professional kind, it has been thought advisable to provide the means to meet the expense of lecturers competent to give effective exposition before popular audiences of questions touching the railways. The audience to railways is often due to ignorance of the real issues which arise from time to time.

Budget.

To carry out the plan as described above, in the year 1905-6
the following sums must be provided:-

Station Agents' School, First Year, including salaries, Courses in Mechanic- al Drawing, Commercial Geography and English	\$6,000.
The Evening Classes for railway em- ployees, as last year, including salaries, rent, etc.,	5,000
Stipend for two teaching fellows	1,600.
Publishing in book form lectures by experts, given before classes, \$500.	
Bureau of Lectures on railway subjects to public	<u>1000.</u> 1,500.
Stenographer at office of College and office expenses	650
Correspondence Tuition	<u>500.</u> 15,250.

SIGNED BY:-

E. W. McKenna,

A. F. Banks,

E. R. Dewsnup,

On behalf of the Committee.

Budget.

To carry out the plan as described above, in the year 1905-6

the following sums must be provided:-

Station Agents' School, First Year, including salaries, courses in Mechanical Drawing, Commercial Geography and English	£2,000.
The Evening Classes for railway en- gineers, on last year, including salaries, rent, etc.	1,500.
Stipend for two teaching fellows	1,000.
Publishing in book form lectures by experts, given before classes, £500.	
Bursary of Lectures on railway subjects to public	1,000.
Stenographers at office of College and office expenses	500.
Correspondence Tuition	500.
	<hr/>
	10,500.

SIGNED BY:-

H. W. McKenna,

A. F. Banks,

E. R. Dewar,

On behalf of the Committee.

VICE-CHAIRMAN - MR. E. W. McKENNA
(C. M. & ST. P. RY.)
SECRETARY - PROF. E. R. DEWSNUP

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

UNIVERSITY COLLEGE
203 MICHIGAN AVENUE

CHICAGO June 19, 1905.

6548 Woodlawn Ave.
Telephone Hyde Park 907.

My dear Dr. Harper:-

City
Railway Education

I have pleasure in forwarding to you a copy of the report of the special committee. I understand that a copy of the preliminary report, prepared by Mr. Laughlin, was sent to you: this report was placed before the railway representatives of the special committee, and they called the meeting for Thursday evening last. Mr. McKenna, Mr. Banks and myself were present, both Mr. Laughlin and Mr. Mac Clintock being out of the city. Certain modifications were made in the report by unanimous consent, and the document now sent you represents the results of that meeting. The drift of the alterations made is towards the more ample recognition of the present and future importance of railway educational work in the University. The railway representatives upon the committee felt that both the nature of the work and the financial part they were called upon to play in the matter justified them in making such recommendations, and, in this, I concur with them.

In my first consultation with the chairman of the Board upon the raising of \$15,000, he seemed then a little diffident about the amount required, but I think that has now vanished, and he will heartily co-operate in the raising of the amount. So far as the Committee of Ways and Means is concerned, it will have no report to offer at this meeting, the time having proved too limited for any organized action to be initiated. I am hoping, that, at the forthcoming meeting a decided step may be made in the whole matter.

I believe that it would materially help the work of the meeting if yourself, Mr. McKenna, and myself, could meet in consultation at the Club, say, at 6 p.m. If you agree to this suggestion will you instruct

UNIVERSITY COLLEGE
202 UNIVERSITY AVENUE
CHICAGO, ILL.

The University of Chicago
CHICAGO, ILL.

CHICAGO BOARD OF EDUCATION
120 N. LA SALLE ST.
CHICAGO, ILL.

CHICAGO, June 12, 1908.
6242 W. 12th St.
Chicago, Ill.

My dear Dr. Harper:

I have pleasure in forwarding to you a copy of the

report of the special committee. I understand that a copy of the
preliminary report, prepared by Mr. Laughlin, was sent to you; this
report was placed before the railway representatives of the special
committee, and they called the meeting for Thursday evening last.

Mr. McKenna, Mr. Burke and myself were present, both Mr. Laughlin and
Mr. Mac Cluskey being out of the city. Certain modifications were made
in the report by unanimous consent, and the document now sent you
represents the results of that meeting. The drift of the alterations made
is towards the more ample recognition of the present and future importance
of railway educational work in the University. The railway representa-
tives upon the committee felt that both the nature of the work and the
financial part they were called upon to play in the matter justified them
in making such recommendations, and, in this, I concur with them.

In my first consultation with the chairman of the Board upon the
subject of \$15,000, he seemed then a little doubtful about the amount
proposed, but I think that has now vanished, and he will heartily co-oper-
ate in the raising of the amount. So far as the Committee of Ways and
Means is concerned, it will have no report to offer at this meeting, the
same having proved too limited for any organized action to be initiated.
I am hoping, that, at the forthcoming meeting a decided step may be made
in the whole matter.

I believe that it would materially help the work of the meeting
if yourself, Mr. McKenna, and myself, could meet in consultation at the
Club, say, at 8 P.M. If you agree to this suggestion will you instruct

VICE-CHAIRMAN - MR. E. W. MCKENNA
(C. M. & ST. P. RY.)
SECRETARY - PROF. E. R. DEWSNUP

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

UNIVERSITY COLLEGE
203 MICHIGAN AVENUE

CHICAGO

#2.

Mr. Chandler to notify me Tuesday morning, and I will then arrange with Mr. McKenna.

In accord with my request, Mr. Chandler sent out special invitations to the presidents of the following railways:- Penna., B & O., G.T., Nickel Plate, Pere Marquette, Wisconsin Central and C.G.W., inviting each one to have his road represented at Tuesday's meeting. This was done in your absence, and, I trust, with your approval.

Very sincerely yours,

E. R. Dewsnup

G-

CHICAGO

48.

Mr. Chandler to notify me Tuesday morning, and I will then arrange with
Mr. McKenna.

In accord with my request, Mr. Chandler sent out special invita-
tions to the presidents of the following railways: Penna., E. & O.,
C.T., Nickel Plate, Pere Marquette, Wisconsin Central and C.O.W.,

inviting each one to be present and testify at the Tuesday morning session.
was done in your absence, and, I trust, with your approval.

Very sincerely yours,

J. R. Thompson

-0-

6548 Woodlawn Ave.,

Chicago, Ill.,

July 11th., 1905.

My dear Doctor Harper:-

I thank you for the opportunity of looking over the enclosed letters, and, possibly, you may care to have my views upon the same.

Passing over favorable comments, I would say that most of the criticisms are based upon insufficient acquaintance with the general work of the course or upon misunderstanding of its object.

The intention of the course was to give young men in and out of the railway service a broader understanding of the work and problems of the railways. As a basis of this, it was thought desirable, after discussion with railway officials, to lay out a first year course which, without going into too great detail, should give a general description of the work of the various departments and some introduction to the broader issues of labor, government control and so forth, to be filled out in greater detail in subsequent courses. The main advantages of this preliminary course were to be in the general training afforded and in the chance it gave of weeding out unsuitable material from the heterogeneous mass of students sent in by the railroads.

Now some of the criticisms I have read have evidently been based upon the mistaken expectation of special training in particular departments. Thus, one letter expresses opinion that the work was valuable, no doubt, to students from the Operating and Passenger departments but of no vital importance from a freight traffic standpoint. This criticism is of little value not merely because it assumes that class work should be so arranged as to teach a railway employee the routine work of his own office, but also from the fact that the one making the criticism left the class,

6548 Woodlawn Ave.,
Chicago, Ill.,
July 11th, 1905.

My dear Doctor Harper:-

I thank you for the opportunity of looking over the enclosed letters, and, possibly, you may care to have my views upon the same. Passing over favorable comments, I would say that most of the criticisms are based upon insufficient acquaintance with the general work of the course or upon misunderstanding of its object. The intention of the course was to give young men in and out of the railway service a broader understanding of the work and problems of the railways. As a basis of this, it was thought desirable, after discussion with railway officials, to lay out a first year course which, without going into too great detail, should give a general description of the work of the various departments and some introduction to the broader issues of labor, government control and so forth, to be filled out in greater detail in subsequent courses. The main advantages of this preliminary course were to be in the general training afforded and in the chance it gave of weeding out unsuitable material from the heterogeneous mass of students sent in by the railroads.

Now some of the criticisms I have read have evidently been based upon the mistaken expectation of special training in particular departments. Thus, one letter expresses opinion that the work was valuable, no doubt, to students from the Operating and Passenger departments but of no vital importance from a freight traffic standpoint. This criticism is of little value not merely because it assumes that class work should be so arranged as to teach a railway employee the routine work of his own office, but also from the fact that the one making the criticism left the class

owing to transference to Cincinnati, at the time when the general survey of freight traffic was being commenced. In another letter, I note that the writer seemingly regards the object of the course to be the provision of engineering training.

The statement made with reference to useless waste of time upon the project of a railway club is ex parte and exaggerated. As a matter of fact, the Club has been of great utility to the work of the class, and includes fifty or more of the best men.

A point raised which deserves attention is the place of discussion in a large elementary class. My English university experience has been along the lines of the lecture system, but, in accordance with methods customary here, I encouraged students to ask questions and generally to express themselves about topics under treatment. I have noticed, and have talked over with other instructors, the difficulties encountered in making such discussion general to the class. The tendency has been for the student of a certain type to have little interest in discussion on anything outside of his own particular department. This fact is, undoubtedly, at the bottom of statements made in some of the letters as to the time spent in unimportant discussion. I do not believe that upon more than a couple of occasions was my judgment at fault in allowing discussion to stray off into non-essentials. However, I believe the plan I have in mind for conducting the first year class of next session will be more generally satisfactory, and productive, perhaps, of better results.

Personal criticisms as to manner of delivery seem not to be generally expressed and, therefore, I need not take up your time with comments upon the same, beyond saying that they hardly agree with the results of my previous experience. There are some mannerisms due to foreign rearing which may seem undesirable here, but I presume that time will soon remove these. I am glad to have such criticism, in any case, as it makes one alert to provincialisms.

The few remaining criticisms do not need attention here, as they

owing to transference to Cincinnati, at the time when the general survey of freight traffic was being commenced. In another letter, I note that the writer seemingly regards the object of the course to be the provision of engineering training.

The statement made with reference to useless waste of time upon the project of a railway club is ex parte and exaggerated. As a matter of fact, the Club has been of great utility to the work of the class, and includes fifty or more of the best men.

A point raised which deserves attention is the place of discussion in a large elementary class. My English university experience has

been along the lines of the lecture system, but, in accordance with methods customary here, I encouraged students to ask questions and generally to express themselves about topics under treatment. I have noticed, and have

talked over with other instructors, the difficulties encountered in making such discussion general to the class. The tendency has been for the student of a certain type to have little interest in discussion on anything

outside of his own particular department. This fact is, undoubtedly, at the bottom of statements made in some of the letters as to the time spent in

unimportant discussion. I do not believe that upon more than a couple of occasions was my judgment at fault in allowing discussion to stray off into non-essentials. However, I believe the plan I have in mind for conducting the first year class of next session will be more generally satisfactory, and productive, perhaps, of better results.

Personal criticisms as to manner of delivery seem not to be generally expressed and, therefore, I need not take up your time with comments upon the same, beyond saying that they hardly agree with the results of my previous experience. There are some mannerisms due to foreign rearing which may seem undesirable here, but I presume that time will soon remove these.

I am glad to have such criticism, in any case, as it makes one alert to provincialisms.

The few remaining criticisms do not need attention here, as they

(3).

are contradicted by statements in other letters, and arise from careless misapprehension. I can hardly be expected to pay serious regard to the criticism of a whole course made by an individual whose attendance has been limited to a single evening.

There is often something to be learned from student criticisms of methods and mannerisms, but they are usually valuable in proportion to the experience of the student. I do not believe that the course given last year was free from defects. The teaching along these lines is in a formative state, much of the work never taught before, and it follows that each year should give more experience as to the arrangement and presentation of the work and as to the adaptation of the instructor to his pupils.

In conclusion, I think that it would have been a very proper thing for Mr. Willard to have asked me to talk over with him the statements made in the letters, both favorable and unfavorable. Though I saw Mr. Willard last Thursday upon business of the Board, he made no reference to the matter, which seems somewhat strange.

I much appreciate the privilege you have given me, and feel under considerable obligation to you for the favor.

Very sincerely yours,

Ernest R. Dewar

are contradicted by statements in other letters, and arise from careless misapprehension. I can hardly be expected to pay serious regard to the criticism of a whole course made by an individual whose attendance has been limited to a single evening.

There is often something to be learned from student criticisms of methods and mannerisms, but they are usually valuable in proportion to the experience of the student. I do not believe that the course given last year was free from defects. The teaching along these lines is in a formative state, much of the work never taught before, and it follows that each year should give more experience as to the arrangement and presentation of the work and as to the adaptation of the instructor to his pupils.

In conclusion, I think that it would have been a very proper thing for Mr. Willard to have asked me to talk over with him the statements made in the letters, both favorable and unfavorable. Though I saw Mr. Willard last Thursday upon business of the Board, he made no reference to the matter, which seems somewhat strange.

I much appreciate the privilege you have given me, and feel under considerable obligation to you for the favor.

Very sincerely yours,

Samuel R. Thompson

CHAIRMAN - MR. E. W. McKENNA
(2D VICE-PRESIDENT, C. M. & ST. P. RY.)
VICE-CHAIRMAN - MR. D. WILLARD
(2D VICE-PRESIDENT, C. B. & Q. RY.)
SECRETARY - PROF. E. R. DEWSNUP

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

UNIVERSITY COLLEGE

203 MICHIGAN AVENUE

Box 81. Faculty Exchange

Enclosures { 1 voucher \$150
1 Newspaper cutting }

CHICAGO

October 9th., 1905.

The President.

My dear Dr. Harper:

Referring to the work of the railway courses. The following railways have agreed to contribute the amounts named:-

<u>Name of Co.</u>	<u>Contribn.</u>	<u>Schol. Cer- tiffs. issued.</u>
1. C.M. & St. P.	\$500	20.
2. A.T. & S.F.	\$500	20.
3. Ill. Central.	\$500	20.
4-8. N.Y.C. on behalf of		
L.S. & M.S.		
C.C.C. & St. L.		
Mich. Central.	\$500	20.
Nickei Plate.		
Indiana Harb.		
9. C.B. & Q.	\$500	20.
10. C.R.I. & P.	\$500	20.
11. Chicago Term. Transfer.	\$500	20.
12- }		
13.) E.J. & E. and C.L.S. & E.	\$250	10.
14. Wise. Central.	\$250.	10.
15. C. & A.	\$200	8.
16. B. & O. (Purchase of 5 schols. - rules forbid appropriation)	\$150	5.
	\$4350.	173.

Mr. McKenna and myself are still expecting to hear from the executives of the Union Pacific and the Southern Pacific and of the Grand Trunk, both of whom have been corresponding favorably. I have also issued certificates to 27 private students whose fees for this Quarter will add at least \$250, and, should they all continue for the three Quarters, \$750 - we can certainly count upon the great majority of them continuing so that we may consider ourselves certain of an income for this year of \$5000, excluding any amounts to come from the U.P. and the Grand Trunk, also excluding surplus balance from the \$4200 plus tuition fees collected Jan. - June, 1905. When registrations are completed, our enrollment will be somewhere about 200, about 60 of these being in the second year.

The C. & N. W. is not contributing this year, on account of

October 25th, 1908

CHICAGO

Dear Sirs:

The President,
My dear Dr. Harper:
Referring to the work of the railway courses, the following railway
have agreed to contribute the amounts named:-

Name of Co.	Contribution	Ref. Co. - this issued
1. C. & N. W. Ry.	\$500	20
2. A. & S. Ry.	\$500	20
3. Ill. Central	\$500	20
4. C. & N. W. Ry. on behalf of C. & N. W. Ry. & St. L.	\$500	20
Mich. Central		
Mich. State		
Indiana Harb.		
5. C. & N. W. Ry.	\$500	20
6. C. & N. W. Ry.	\$500	20
7. Chicago Term. & Transfer	\$500	20
8. C. & N. W. Ry. & St. L.	\$500	10
9. C. & N. W. Ry.	\$500	10
10. C. & N. W. Ry.	\$500	8
11. C. & N. W. Ry.	\$500	8
12. C. & N. W. Ry.	\$500	8
13. C. & N. W. Ry.	\$500	8
14. C. & N. W. Ry.	\$500	8
15. C. & N. W. Ry.	\$500	8
16. C. & N. W. Ry.	\$500	8
17. C. & N. W. Ry.	\$500	8
18. C. & N. W. Ry.	\$500	8
19. C. & N. W. Ry.	\$500	8
20. C. & N. W. Ry.	\$500	8
21. C. & N. W. Ry.	\$500	8
22. C. & N. W. Ry.	\$500	8
23. C. & N. W. Ry.	\$500	8
24. C. & N. W. Ry.	\$500	8
25. C. & N. W. Ry.	\$500	8
26. C. & N. W. Ry.	\$500	8
27. C. & N. W. Ry.	\$500	8
28. C. & N. W. Ry.	\$500	8
29. C. & N. W. Ry.	\$500	8
30. C. & N. W. Ry.	\$500	8
31. C. & N. W. Ry.	\$500	8
32. C. & N. W. Ry.	\$500	8
33. C. & N. W. Ry.	\$500	8
34. C. & N. W. Ry.	\$500	8
35. C. & N. W. Ry.	\$500	8
36. C. & N. W. Ry.	\$500	8
37. C. & N. W. Ry.	\$500	8
38. C. & N. W. Ry.	\$500	8
39. C. & N. W. Ry.	\$500	8
40. C. & N. W. Ry.	\$500	8
41. C. & N. W. Ry.	\$500	8
42. C. & N. W. Ry.	\$500	8
43. C. & N. W. Ry.	\$500	8
44. C. & N. W. Ry.	\$500	8
45. C. & N. W. Ry.	\$500	8
46. C. & N. W. Ry.	\$500	8
47. C. & N. W. Ry.	\$500	8
48. C. & N. W. Ry.	\$500	8
49. C. & N. W. Ry.	\$500	8
50. C. & N. W. Ry.	\$500	8
51. C. & N. W. Ry.	\$500	8
52. C. & N. W. Ry.	\$500	8
53. C. & N. W. Ry.	\$500	8
54. C. & N. W. Ry.	\$500	8
55. C. & N. W. Ry.	\$500	8
56. C. & N. W. Ry.	\$500	8
57. C. & N. W. Ry.	\$500	8
58. C. & N. W. Ry.	\$500	8
59. C. & N. W. Ry.	\$500	8
60. C. & N. W. Ry.	\$500	8
61. C. & N. W. Ry.	\$500	8
62. C. & N. W. Ry.	\$500	8
63. C. & N. W. Ry.	\$500	8
64. C. & N. W. Ry.	\$500	8
65. C. & N. W. Ry.	\$500	8
66. C. & N. W. Ry.	\$500	8
67. C. & N. W. Ry.	\$500	8
68. C. & N. W. Ry.	\$500	8
69. C. & N. W. Ry.	\$500	8
70. C. & N. W. Ry.	\$500	8
71. C. & N. W. Ry.	\$500	8
72. C. & N. W. Ry.	\$500	8
73. C. & N. W. Ry.	\$500	8
74. C. & N. W. Ry.	\$500	8
75. C. & N. W. Ry.	\$500	8
76. C. & N. W. Ry.	\$500	8
77. C. & N. W. Ry.	\$500	8
78. C. & N. W. Ry.	\$500	8
79. C. & N. W. Ry.	\$500	8
80. C. & N. W. Ry.	\$500	8
81. C. & N. W. Ry.	\$500	8
82. C. & N. W. Ry.	\$500	8
83. C. & N. W. Ry.	\$500	8
84. C. & N. W. Ry.	\$500	8
85. C. & N. W. Ry.	\$500	8
86. C. & N. W. Ry.	\$500	8
87. C. & N. W. Ry.	\$500	8
88. C. & N. W. Ry.	\$500	8
89. C. & N. W. Ry.	\$500	8
90. C. & N. W. Ry.	\$500	8
91. C. & N. W. Ry.	\$500	8
92. C. & N. W. Ry.	\$500	8
93. C. & N. W. Ry.	\$500	8
94. C. & N. W. Ry.	\$500	8
95. C. & N. W. Ry.	\$500	8
96. C. & N. W. Ry.	\$500	8
97. C. & N. W. Ry.	\$500	8
98. C. & N. W. Ry.	\$500	8
99. C. & N. W. Ry.	\$500	8
100. C. & N. W. Ry.	\$500	8

Mr. McKenna and myself are still expecting to hear from the ex-
ecutives of the Union Pacific and the Northern Pacific and of the Grand
Trunk, both of whom have been corresponding favorably. I have also issued
certificates to 27 private students whose fees for this quarter will
add at least \$250, and, should they all continue for the three quarters,
\$750 - we can certainly count upon the great majority of the remaining
no. that we may consider ourselves certain of an income for this year of
\$5000, excluding any amounts to come from the U. P. and the Grand Trunk,
also excluding surplus balance from the \$4200 plus tuition fees col-
lected Jan. - June, 1908. When registrations are completed, our enrollment
will be somewhere about 200, about 60 of these being in the second year.
The C. & N. W. is not contributing this year, on account of

heavy expense in connection with its Y.M.C.A. work, though, wide correspondence in Mr. McKenna's hands, retaining kind feeling towards the work undertaken by us. I think their secession is likely to be but temporary. New contributors include N.Y.C. Lines, B. & O., and Wisc. Central. Mr. Willard of the Burlington stated the willingness of that Company to raise contribution to \$1000 but, in view of the amounts already appropriated by other Cos., our chairman advised \$500 for the present year. Mr. McKenna has asked me to tell you that it is his opinion that this year we should be content to run somewhat on a similar basis to that of last year, with a view to making a special effort for the year following.

Excluding the C. & N.W., the Grand Trunk and the Union Pacific, previously referred to, the following are the Chicago roads the financial co-operation of which we have failed to secure for the present.

C. & E.I.	Financially, part of the Rock Island group.
C.G.W.	Mr. Stickney believes in young men helping themselves. "If they cannot, or will not, educate themselves, I do not want them".
Wabash.	Appropriation has to be authorized by Gould; Delano probably dislikes to press matter upon the former's attention.
Monon.	} Correspondence both of Finance Committee and of myself ignored.
C. & W.I. (Belt Line)	
C.H. & D. and Pere Marquette system.	
Pennsylvania.	Regulations forbid.
Erie.	Cannot contribute while Elmira school needs funds.

Through the Finance Committee, I made an effort to touch roads not running into Chicago, but replies revealed that there is nothing to be expected from such - at least while our work remains more or less local in character.

The \$5000 already in sight (excluding balance from last year) will

The \$5000 already in sight (excluding balance from last year) will character. pected from such - at least while our work remains more or less local in running into Chicago, but replies revealed that there is nothing to be ex- Through the Finance Committee, I made an effort to touch roads not funds. Cannot contribute while Elmhurst school needs Pennsylvania. Regulations forbid. Correspondence both of Finance Committee and of myself ignored. C.H. & D. and Pere Marquette system. C. & W.I. (Belt Line) Monon. Wabash. C.G.W. C. & E.I. Financially, part of the Rock Island group. Upon the former's attention. Delano probably dislikes to press matter Appropriation has to be authorized by Govd; educate themselves, I do not want them". "If they cannot, or will not, Mr. Stiekney believes in young men helping Financially, part of the Rock Island group. co-operation of which we have failed to secure for the present. previously referred to, the following are the Chicago roads the financial Excluding the C. & N.W., the Grand Trunk and the Union Pacific, view to making a special effort for the year following. be content to run somewhat on a similar basis to that of last year, with a has asked me to tell you that it is his opinion that this year we should other Cos., our chairman advised \$500 for the present year. Mr. McKenna contribution to \$1000 but, in view of the amounts already appropriated by and of the Burlington stated the willingness of that Company to raise New contributors include N.Y.C. Lines, B. & O., and Wisco. Central. Mr. Will- undertaken by us. I think their recession is likely to be but temporary. pendence in Mr. McKenna's hands, retaining kind feeling towards the work heavy expense in connection with its Y.M.C.A. work, though, vide corres-

easily cover our expenses as per that part of the budget prepared last Spring, dealing with our evening classes in Chicago.

The following are the items of expenditure:

Salaries	\$3000.
	444. 483 -
Rent & Administration-Univ. Col.	500. - ?
Circulars	95. 95.
Distribn., Correspondence, etc.	60. 60.
Stenographic assistance	150. 150.
Lantern slides.	250. 250.
Books & Case.	175. 175.
Correspond. Tuition-Advertizing.	250. 250.
Miscellaneous.	76. 76.
	\$5000.

Initial advertizing for Correspondence Tuition was placed at \$500, but we can manage possibly on \$250. If other contributions come in, a further expenditure on Correspondence advertizing could be authorized when we are ready for the work.

I am passing expenditures through the Dean of University College as heretofore. This, I presume, is the right procedure until other arrangements are made.

There should be a balance to the credit of the railway courses, Jan. to June, 1905, of about \$2000. Our income for the period was about \$4400 and expenses could hardly have exceeded \$2400 for that period. I am endeavoring to ascertain the exact amount and will report to you further.

Enclosed is voucher for \$150, issued by the B. & O. R. R., in payment for five scholarships purchased.

From reports and letters received, I find that the University has been receiving of late a great deal of newspaper notice in connection with the railway work. The enclosed "cutting" illustrates the sort of

Spring, dealing with our evening classes in Chicago. easily cover our expenses as per that part of the budget prepared last

The following are the items of expenditure:

\$3000.	Salaries
444.	
500.	Rent & Administration-Univ. Col.
95.	Circulars
60.	Distribn., Correspondence, etc.
150.	Stenographic assistance
250.	Lantern slides.
175.	Books & Cases.
250.	Correspond., Tuition-Advertising.
76.	Miscellaneous.
\$5000.	

Initial advertising for Correspondence Tuition was placed at \$500, but we can manage possibly on \$250. If other contributions come in, a further expenditure on Correspondence advertising could be authorized when we are ready for the work.

I am passing expenditures through the Dean of University College as heretofore. This, I presume, is the right procedure until other arrangements are made.

There should be a balance to the credit of the railway courses, Jan. to June, 1905, of about \$2000. Our income for the period was about \$4400 and expenses could hardly have exceeded \$2400 for that period. I am endeavoring to ascertain the exact amount and will report to you further.

Enclosed is voucher for \$150, issued by the B. & O. R. R., in payment

for five scholarships purchased.

From reports and letters received, I find that the University has

been receiving of late a great deal of newspaper notice in connection with the railway work. The enclosed "cutting" illustrates the sort of

write-ups the general press is giving us. Marks, the writer, is on the editorial staff of the "Railway Age". Kindly return the cutting at your convenience.

Yours very sincerely,

Ernest R. Dewar

write-ups the general press is giving us. Marks, the writer, is on the
 editorial staff of the "Railway Age". Kindly return the cutting at your
 convenience.

Yours very sincerely,

Samuel R. Lawrence

ADVISORY BOARD ON RAILWAY EDUCATION

CHAIRMAN - MR. E. W. MCKENNA
(2D VICE-PRESIDENT, C. M. & ST. P. RY.)
VICE-CHAIRMAN - MR. D. WILLARD
(2D VICE-PRESIDENT, C. B. & Q. RY.)
SECRETARY - PROF. E. R. DEWSNUP

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

UNIVERSITY COLLEGE
203 MICHIGAN AVENUE

Box 81, Faculty Exchange

CHICAGO

Oct. 9th., 1905.

My dear Dr. Harper:-

During the past month, I would have written to you on several occasions concerning the railway work, but felt that, under the conditions of your health at the time, it was desirable to trouble you with as little business as possible. I trust that you are rapidly recovering strength and that we shall soon have the pleasure of having you among us in person. The past year's experience has enabled me to realize how ill we can afford to have you away from us. A couple of days ago, I was with Mr. McKenna and I am sure that would have appreciated the sympathy and interest shown in your health, and his respect and admiration for you as a man. You have certainly made some warm friends among the members of the Advisory Board.

Again wishing your speedy recovery and continued happiness,

Believe me to be,

Very sincerely yours,

Ernest R. Dewsnup

CHICAGO

Oct. 21, 1907

My dear Mr. Herbert:-

During the past month, I would have written to you on several occasions concerning the railway work, but felt that, under the conditions of your position at the time, it was inadvisable to trouble you with an interruption of business as possible. I trust that you are rapidly recovering strength and that we shall soon have the pleasure of having you among us in person. The past year's experience has enabled me to realize how ill we can afford to have you away from us. A couple of days ago, I was with Mr. McKenna and I am sure that would have appreciated the sympathy and interest shown in your health, and his respect and admiration for you as a man. You have certainly made some warm friends among the members of the Advisory Board. Again wishing your speedy recovery and continued happiness,

Believe me to be,

Very sincerely yours,

James P. Thompson

Railway
work

May 13, 1907.

Dear Mr. Dewsnap:

Making more detailed answer

to your favor of the 6th of April and your report under date of the 20th of April I beg to say, first, the railroads this year have ^{contributed} not enough to meet the expenses of the railway work by a considerable sum.

Second, After conferring with members of the Advisory Board it seems clear that we shall not be able to get contributions to carry on the work on the present basis for another year. Third, there was a distinct understanding at the outset that this work should be financed by railroad contributions. The University has plans formed far ahead which involve all its income for other matters for considerable time to come, and it could not set aside anything for this particular line. Fourth, there was a distinct understanding at the outset that the arrangement between yourself and the University might be terminated on six months' notice. I cannot undertake to extend that time unless circumstances should offer any probability of sufficient funds.

May 13, 1907.

Dear Mr. Dewar:

Making more detailed answer
to your favor of the 6th of April and your report
under date of the 20th of April I beg to say, first,
the ^{contributed} expenses of the railway work by a considerable sum.
Second, After conferring with members of the Advis-
ory Board it seems clear that we shall not be able
to get contributions to carry on the work on the
present basis for another year. Third, there was a
distinct understanding at the outset that this work
should be financed by railroad contributions. The
University has plans formed far ahead which involve
all its income for other matters for considerable
time to come, and it could not set aside anything
for this particular line. Fourth, there was a
distinct understanding at the outset that the
arrangement between yourself and the University
might be terminated on six months' notice. I cannot
undertake to extend that time unless circumstances
should offer any probability of sufficient funds.

Whether the work may be given a different form in such a way as to encourage us to believe that it can be supported remains to be seen. Two or three gentlemen on the Advisory Board have undertaken to study the matter in connection with Professor Laughlin, and if they reach a definite conclusion will report in a short time. If there seems any likelihood of a favorable outlook, we shall of course follow it up vigorously.

While I have no doubt that useful work has been accomplished, it seems fairly clear to me that we are not moving along the correct lines. If it should prove possible to undertake day work for the preparation of youngmen for entering into the railway service, the outlook, it seems to me, would be much more hopeful.

Very truly yours,

W. R. Harper

Mr. Ernest R. Dewsnap,
Winnetka, Ill.

May 18, 1907.

Dear Mr. Dewannup:

Whether the work may be given a different form

in such a way as to encourage us to believe that it
to your favor of the 6th of April and your report
can be supported remains to be seen. Two or three
under date of the 20th of April I beg to say, first,
gentlemen on the Advisory Board have undertaken to
study the matter in connection with Professor Laughlin,
and if they reach a definite conclusion will report
in a short time. If there seems any likelihood
of a favorable outlook, we shall of course follow
it up vigorously.

While I have no doubt that useful work has
been accomplished, it seems fairly clear to me that
we are not moving along the correct lines. If it
should prove possible to undertake day work for the
preparation of young men for entering into the railway
service, the outlook, it seems to me, would be much
more hopeful.

Very truly yours,

W. R. Harper

Mr. Ernest R. Dewannup,

Winnetka, Ill.

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*

ANDREW MCLEISH, *Vice-President*

CHAS. L. HUTCHINSON, *Treasurer*

WALLACE HECKMAN, *Counsel and Business Manager*

T. W. GOODSPEED, *Secretary*

TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

Railway Transp.
OFFICE OF
THE BUSINESS MANAGER

CHICAGO

Jan'y. 9, 1905

Railroad
President William R. Harper,
Haskell Museum.

Dear President Harper:--

I beg to acknowledge receipt of Chicago,
Milwaukee & St. Paul check, amount \$500. same has been credited to
Railway Instruction.

Yours truly,

Wallace Heckman, Business manager,

James Hogan
Cashier.

Railroad

OFFICE OF
THE BUSINESS MANAGER

The University of Chicago
CHICAGO, ILL.

OFFICE
OF

THE BOARD OF TRUSTEES

WILLIAM R. HARTER, PRESIDENT

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

CHICAGO

WILLIAM R. HARTER, President

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

I am in receipt of your letter of Chicago,

dated March 2, 1900, and have complied with

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

ALFRED A. HARRIS, Treasurer

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*

ANDREW MCLEISH, *Vice-President*

CHAS. L. HUTCHINSON, *Treasurer*

T. W. GOODSPEED, *Secretary*

WALLACE HECKMAN, *Counsel and Business Manager*

TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER.

WILLIAM R. HARPER, PRESIDENT

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

president William R. Harper,
Haskell Museum.

Dear president Harper:--

I beg to acknowledge receipt of sub-
scriptions to the Railway Instruction as follows:

Chicago Lake Shore & Eastern Ry.-----\$500.

Chicago, Rock Island & Pacific Ry.----- 500.

Yours truly,

Wallace heckman, Business Manager,

James C. Logan
Cashier.

CHICAGO

Jan'y. 21, 1905

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

The University of Chicago

CHICAGO, ILL.

WILLIAM R. HARPER, PRESIDENT

THE BOARD OF TRUSTEES

MARTIN A. HENSON, President

ANDREW McLELLIN, Vice-President

CHARLES H. HARRISON, Treasurer WALLACE H. HARRISON, Secretary and Business Manager
J. W. DODD, Secretary JAMES G. HARRISON, Treasurer

July 21, 1905

CHICAGO

President William R. Harper,

Harvard Museum.

Dear President Harper:--

I beg to acknowledge receipt of your

contributions to the Railway Institution as follows:

Chicago Lake Shore & Eastern Ry. -----\$500.

Chicago, Rock Island & Pacific Ry. -----500.

Yours truly,

Wallace H. Harrison, Business Manager.

Cashier.

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*

ANDREW MCLEISH, *Vice-President*

CHAS. L. HUTCHINSON, *Treasurer*

T. W. GOODSPEED, *Secretary*

WALLACE HECKMAN, *Counsel and Business Manager*

TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER.

WILLIAM R. HARPER, PRESIDENT

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

CHICAGO April 27, 1905

Wm. R. Harper President,
Haskell Museum.

Dear President Harper:--

I beg to acknowledge receipt from your
office of subscriptions to Railway Instruction as follows:

Chicago Terminal Transfer Railway Co.	-----\$500.
Chicago, Burlington & Quincy Railway Co.	----- 500.

Yours truly,

Wallace Heckman, Business Manager,

GasC Sogam
Cashier.

OFFICE OF
THE BUSINESS MANAGER
Room 117, 118, 119

The University of Chicago
OFFICE OF THE BUSINESS MANAGER

OFFICERS
OF
THE BOARD OF TRUSTEES

WILLIAM R. HARPER, PRESIDENT

WILLIAM A. HARRISON, President
ANDREW M. MASON, Vice-President
CHARLES J. HARRISON, Treasurer
J. W. GORDON, Secretary

CHICAGO April 27, 1908

Wm. R. Harper, President,
Haskell Museum.

Dear President Harper:--

I beg to acknowledge receipt from your

office of subscriptions to Railway Instruction as follows:
Chicago Terminal Transfer Railway Co.-----\$500.
Chicago, Burlington & Quincy Railway Co.-----500.

Yours truly,

Wallace Reckman, Business Manager,

Wallace Reckman
Cashier.

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*

ANDREW MCLEISH, *Vice-President*

CHAS. L. HUTCHINSON, *Treasurer*

T. W. GOODSPEED, *Secretary*

WALLACE HECKMAN, *Counsel and Business Manager*

TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER.

WILLIAM R. HARPER, PRESIDENT

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

CHICAGO

Feb. 23, 1905

William R. Harper, President,
Faculty Exchange.

Dear President Harper:--

I beg to acknowledge receipt of the Jacob Rosenberg Trustee letter and check amount \$120. Same has been credited to scholarships.

Yours truly,

Wallace Heckman, Business Manager,

Jacob Rosenberg
Cashier.

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

The University of Chicago
POSTED BY ORDER OF THE BOARD OF TRUSTEES

OFFICERS
OF

THE BOARD OF TRUSTEES

WILLIAM R. HARPER, PRESIDENT

MARTIN A. HYERSON, VICE-PRESIDENT

ALBERT W. MELLISH, TREASURER

CHAS. L. H. HARRISON, SECRETARY
T. W. GOSWELL, DEAN
WILLIAM HERRICK, CHAIRMAN OF THE BOARD OF TRUSTEES
JAMES ARTHUR, JAMES

CHICAGO Feb. 23, 1908

William R. Harper, President,

Faculty Exchange.

Dear President Harper:--

I beg to acknowledge receipt of the Jan. 23, 1908, letter and check amount \$120. Same has been credited to scholarship.

Yours truly,

Wallace Newman, Business Manager,

Wallace Newman
Cashier.

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*

ANDREW MCLEISH, *Vice-President*

CHAS. L. HUTCHINSON, *Treasurer*

T. W. GOODSPEED, *Secretary*

WALLACE HECKMAN, *Counsel and Business Manager*

TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER.

WILLIAM R. HARPER, PRESIDENT

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

CHICAGO

Feb. 3, 1905

President William R. Harper,

Haskell Museum.

Dear president Harper:--

Receipt is hereby acknowledged of the
Chicago & Northwestern Ry. check amount \$500. Same has been credited
to Railway Instruction.

Yours truly,

Wallace Heckman, Business Manager,

James C. Hogan
Cashier.

ORDER OF
THE BUSINESS MANAGER
Room 1, Third Floor

The University of Chicago

INCORPORATED BY CHARTER OF 1890

WILLIAM R. HARPER, PRESIDENT

THE BOARD OF TRUSTEES

MARTIN A. ELLISON, President

ANDREW MCCLINTOCK, Vice-President

CHARLES H. HARRISON, Treasurer; WILLIAM H. HARRISON, General and Business Manager;
J. W. HARRISON, Secretary; JAMES HARRISON, Treasurer

Feb. 3, 1905

CHICAGO

President William R. Harper,

Haskell Museum.

Dear President Harper:--

Receipt is hereby acknowledged of the

Chicago & Northwestern Ry. check amount \$500. Same has been credited

to Railway Institution.

Yours truly,

Wallace Hechman, Business Manager,

Cashier.

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*

ANDREW MCLEISH, *Vice-President*

CHAS. L. HUTCHINSON, *Treasurer*
T. W. GOODSPEED, *Secretary*

WALLACE HECKMAN, *Counsel and Business Manager*
TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER.

WILLIAM R. HARPER, PRESIDENT

OFFICE OF
THE BUSINESS MANAGER
Room 1, Press Bldg.

CHICAGO March 13, 1905

President W.R.Harper,
Haskell Museum.

Dear president Harper:--

I beg to acknowledge receipt, through Mr.
Arnett, of the Atchison, Topeka & Sante Fe Ry. check, amount \$500.,
same has been credited to Railway Instruction.

Yours truly,

Wallace Heckman, Business Manager,

Jose C. Hogan
Cashier.

OFFICE OF
THE BUSINESS MANAGER
Room 1, First Floor

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

OFFICERS
OF
THE BOARD OF TRUSTEES
MARTIN A. HARRIS, President
ALBERT M. HARRIS, Vice-President
CHAS. D. HARRIS, Secretary
J. W. HARRIS, Treasurer
WILLIAM R. HARRIS, Chairman of the Board
JAMES HARRIS, Secretary

WILLIAM R. HARRIS, PRESIDENT

CHICAGO, March 13, 1905

804

President W. R. Harper,
Harrell Museum.

Dear President Harper:--

I beg to acknowledge receipt, through Mr.
Ames, of the Atchafalaya, Topoka & Santa Fe Ry. check, amount \$500.,
same has been credited to Railway Institution.

Yours truly,

Wallace Heckman, Business Manager.

W. C. Heckman
Cashier.

Gift
Done
Illinois Central Railroad Company.

Office of the Second Vice President.

WLSIC

Chicago,

April 25, 1905.

A 50428
✓

Dr. Wm. R. Harper,
President, The University of Chicago,
C i t y.

My dear Sir:

I am in receipt of your favor of 22nd inst., and it gives me pleasure to enclose herewith voucher of the Illinois Central Railroad Company for \$500.00 - that Company's donation toward defraying the expenses of the work of instruction for railroad employes, now being conducted by your school.

Yours truly,

J. M. Mulholland
Second Vice-President.
Smith

P.S: Voucher sent under separate cover.
[Signature]

April 25, 1905

A 50428

WISIC

Dr. Wm. A. Harper,
President, The University of Chicago,
C. I. Y.

My dear Sir:

I am in receipt of your favor of 22nd inst., and it gives
me pleasure to enclose herewith voucher of the Illinois Central Railroad
Company for \$500.00 - that Company's donation towards defraying the ex-
penses of the work of investigation for railroad employees, now being con-
ducted by your school.

Yours truly,

Wm. A. Harper
Second Vice-President

P.S.: Voucher sent under separate cover.