

*Bingham & Charter*  
The University of Chicago  
The School of Commerce and Administration

OC 135  
00496

OFFICE OF THE DEAN

April 25, 1923

*Suggestion*  
President Ernest D. Burton  
Faculty Exchange

My dear Mr. Burton:

I entirely agree that it is now time to write Bingham. And I return the file of correspondence which you sent me.

In accord with your request I suggest some such answer as the following:

My dear Mr. Bingham:

Our survey of the budget situation for next year makes it clear that we shall not be in a position to respond favorably to your suggestion for the establishment of an Institute of Personnel Research.

I appreciate none the less your cooperation in calling the matter to my attention.

Yours very sincerely,

*LC Marshall*

LCM:EL  
Enclosures







*Admission -  
Refer to Marshall  
to handle reply*

CARNEGIE INSTITUTE OF TECHNOLOGY

SCHENLEY PARK - PITTSBURGH

DIVISION OF COÖPERATIVE RESEARCH

W. V. BINGHAM, DIRECTOR

BUREAU OF PERSONNEL RESEARCH  
RESEARCH BUREAU FOR RETAIL TRAINING  
LIFE INSURANCE SALES RESEARCH BUREAU

EDUCATIONAL REFERENCE AND RESEARCH  
INDUSTRIAL AND ENGINEERING RESEARCH  
SCHOOL OF LIFE INSURANCE SALESMANSHIP

March sixteenth,  
1 9 2 3.

130

President Ernest DeWitt Burton,  
University of Chicago,  
Chicago, Illinois.

My dear Dr. Burton:

It is my suggestion that the University of Chicago  
establish an Institute of Personnel Research.

This Institute is described in the paper left with  
you, entitled "The Student Personnel Office and Its Relation to Per-  
sonnel Research in Business and Industry". Its aims are, in brief, to  
enlist the coöperation of business establishments and university depart-  
ments in getting needed facts about 1) occupations and careers, 2) traits  
and qualifications requisite for success in those careers, and 3) educa-  
tional objectives, materials and methods needed in training for those  
careers. The importance of such information for students, instructors,  
and administrative officers - particularly for the deans and the other  
student advisers - is obvious. It is needed by colleges everywhere;  
so much so that personnel work is being undertaken in many institutions  
by officials with neither equipment nor special training in scientific  
approach to this problem.

Since the results of sound personnel research are of  
value to industry also, and obtainable only with the help of industry, an  
essential feature of the program is the organization of groups of industri-  
al and business concerns to coöperate in the research and to shoulder a  
major fraction of the expense.

Thirty-six thousand dollars a year will provide the  
essential nucleus of the staff. This staff can then be enlarged as differ-  
ent research bureaus are organized and financed by groups of business  
houses. It has been our experience at Carnegie Institute of Technology  
that initial appropriations are matched from such sources in the ratio of  
at least two to one.

The work of the Institute of Personnel Research is  
intimately related to that of several established departments, notably  
Political Economy, Education, and Psychology. It must operate in close  
touch with the faculties of these departments, as well as with the support-  
ing business associations on the one hand, and the administrative officers



CARNEGIE INSTITUTE OF TECHNOLOGY

SCHENLEY PARK - PITTSBURGH

DIVISION OF COOPERATIVE RESEARCH

W. W. RICHMOND, DIRECTOR

INDUSTRIAL RESEARCH AND TRAINING  
RESEARCH AND RESEARCH TRAINING  
SCHOOL OF THE INSTITUTE OF TECHNOLOGY

RESEARCH AND RESEARCH TRAINING  
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March 1930  
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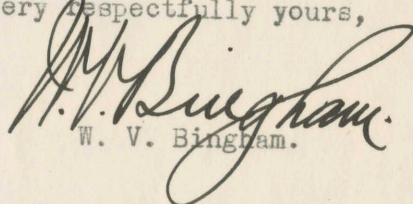
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of the Colleges on the other. The closest contacts, however, would be with the faculty of the College of Commerce and Administration. For this reason it may be best to establish the Institute as a branch of this College. Here is the laboratory for personnel research and planning; but the Deans and student advisers in all the colleges of the University would help in the investigations and share in the results.

This plan for university personnel research in conjunction with business and industry has been developed in Pittsburgh by a group of Chicago alumni. It is our ambition to see this movement progress under auspices which will insure the most value in future years to students and graduates, as well as to multitudes of workers commercially employed. We shall be gratified to hear that this plan for an Institute of Personnel Research is receiving your careful consideration. The returns from this research will, we are confident, help in the general movement to make the undergraduate Colleges of the University educationally superior - models of definiteness in objective, of discrimination in the selection of students, and of wisdom in dealing with each separate individual. At the same time, would any single project give more promise of developing cordial support for the University from the business men of Chicago?

Very respectfully yours,

  
W. V. Bingham.

WVB.D.







March 24, 1923.

My dear Mr. Bingham:-

Your letter of March 16th in regard to the establishment of an Institute of Personnel Research is received and will have President Burton's early attention.

Very truly yours,

Secretary.

Mr. W. W. Bingham,  
Carnegie Institute of Technology,  
Pittsburgh, Pa.



March 24, 1923.

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Pittsburgh, Pa.



April 25,  
1923

Mr. W. V. Bingham,  
Carnegie Institute of Technology,  
Schenley Park,  
Pittsburgh, Pa.

Dear Mr. Bingham:

I acknowledge yours of April 23  
for which I thank you.

Frankly, the situation looks  
difficult to me. The demands upon us in  
projects already undertaken are very heavy,  
but I am not expressing myself to President  
Burton and am waiting to see what the gentle-  
men of the Faculty who are working with him  
can figure out of the situation.

Yours cordially,

HAROLD H. SWIFT

HHS\*GB

cc EDBurton ✓



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Copy for E.D.B.

Carnegie Institute of Technology  
Schenley Park - Pittsburgh

April 23, 1923.

Mr. Harold H. Swift,  
Swift & Company,  
Chicago, Illinois.

Dear Mr. Swift:

The present situation regarding  
the Division of Cooperative Research is as  
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Dr. Charters has definitely tied  
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Yoakum, Strong and I are free to bend our  
energies toward the establishment of the  
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I am inquiring of President  
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Yours very truly,

(Sgd.) W. V. BINGHAM-Director



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April 27, 1923.

My dear Mr. Bingham:-

Answer to your letter of March 16th has been delayed longer than I anticipated. It has required considerable time to consider all sides of the situation. It is now however clear to us that our budget situation for next year will not permit us to comply with your suggestion for the establishment of an institute for Personnel Research. I am grateful to you for calling our attention to the matter, and should have been glad if the plans proposed by you had seemed practicable.

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WDB:CB



*Save*

THE INSTITUTE OF PERSONNEL RESEARCH

I.  
The Student Personnel Office and its Relation to  
Coöperative Research in Business and Industry

by W. V. Bingham

Carnegie Institute of Technology  
Pittsburgh, Pa.  
1923







THE INSTITUTE OF PERSONNEL RESEARCH: THE STUDENT PERSONNEL OFFICE  
AND ITS RELATION TO COÖPERATIVE RESEARCH IN BUSINESS AND INDUSTRY

The Need and the Opportunity

No privilege of the university is more precious than its opportunity of helping its students to find themselves.

Some students with outstanding aptitudes, to be sure, need no help in planning their careers. But thousands choose their life occupations by merely drifting into them. What a stupendous waste! They elect to become teachers or surgeons or business men or mining engineers without adequate acquaintance with the requirements and rewards of these various occupations. They make momentous decisions without any systematic attempt to learn whether they may not possess, all unsuspected, special talent - in scientific research, for example. They need just the sort of help that Harold Stevens found, at a critical hour.

Stevens was an engineering sophomore, conscientious and hard-working. But after two years of persistent digging, failure loomed ahead. Twice he had received formal warning that his work must improve. This however, was impossible; he was already doing his best. Inevitably he would be dropped. What could be salvaged from the wreck of his plans?

On careful inquiry it appeared that Stevens was studying engineering largely because his father and an uncle whom he admired both thought that it was the best training for earning a living. Neither he nor they had ascertained that the boy's natural endowment included somewhat less than the average ability in mechanics and in higher mathematics, and that he had no special talent for dealing with people. His native capabilities apparently had never been considered. He did fairly well in chemistry, but most of all he enjoyed







being out-of-doors, studying natural history at first hand, and especially rocks. He had a collection of minerals which he had been gathering since early boyhood, searching for new specimens wherever he went. Asked why he had not studied geology as a profession, he hesitatingly confessed that the thought of teaching was distasteful to him. When the obvious fact was brought to his notice that an economic geologist is the key-man in many mining ventures, his face lighted. Impossible as it may seem, it had never occurred to him that there was a connection between his most enduring interest - in rocks - and what he considered a real live man's job. The upshot of the matter was that his entire attitude toward study changed. Stevens is now making a creditable record in an intensive geological and chemical course of training, directed straight toward the petroleum industry.

This is a simple and obvious case, and yet Stevens' predicament is that of thousands of young men and women every year.

What to do? What to study? What goal to choose? Many never find, as long as they live, a career rich in usefulness and happiness, one which might have been theirs if at the right moment the needed information about fields of opportunity as well as about their own abilities and aptitudes had been available. The Student Personnel Office with its auxiliary research activities is the indicated response of a university to this vast need.

#### Values, Remote and Immediate

The ultimate social values of fundamental scientific research on these problems of life adjustment are obvious. Each increment of fact and principle will eventually modify practice, not only in many institutions of higher learning, but wherever boys and girls come seeking information about themselves and their potentialities. These ultimate returns are well worth the necessary investment of years and brains and wealth.







But it is not necessary to wait for the remote completion of patient research to realize returns on the investment. From the very beginning, the young men and women, the faculty members, the employers who are brought into touch with this work, are made thoughtful thereby. Almost immediately the tendency is to give more heed to each person's real welfare, to conserve and develop to the full each one's best possibilities. The actual work of personnel research itself yields repeated opportunities for helpful personal contacts. The impetus to self study and development which students receive under these wholesome auspices is a return immediate and tangible. Another valuable return is the stimulus to superior teaching, to more painstaking selection and classification of students, to greater personal interest in the graduates and their continued growth.

#### Cash Returns to Society

These values may seem hard to gauge. But at least the financial returns can be conservatively estimated. They are large.

Consider the money value of one sensible well-informed vocational decision. Edward Emmett, home from the war in 1919, had planned to pick up again the thread of his interrupted electrical engineering course, until he learned that there are already relatively too many electrical engineers, while there is a dearth of specialists in the ceramic industry. He accordingly changed his course, and on graduation three years later, stepped into a post in a great pottery works, at once more responsible and remunerative than that of any of his chums who had taken the electrical engineering training. Granted that he maintains this lead, the mere money value to him and to society of his increased earning power due to his decision to take up ceramics, has been estimated at about \$70,000.







Can society afford to permit decisions involving such a money value to be made each year by multitudes of young men in the absence of full and accurate information regarding occupational possibilities and requirements?

Each mistaken decision of a college boy, wrongly made through lack of information, costs the community in the long run at least \$50,000. Each career wisely chosen and wisely planned because adequate and timely aid is given in selecting the field where the most valued work can be done, by the same token adds upwards of \$50,000 to the total wealth - not to mention the still greater social assets that accrue from the happiness and satisfaction of men and women engaged in congenial work. An agency that in the course of each year opens the way to a minimum of only two hundred right decisions - among the thousands annually made in this city - adds every twelve months to the sum of productivity and community wealth a total of ten million dollars.

#### The Personnel Office of the Future

The day is not remote when each university will have its Student Personnel Office. It will be in charge of a Dean who has large human sympathies and a deep understanding of young people, and who also has a thorough grasp of personnel principles and technique.

To this office, twice a year, each undergraduate in the institution will be entitled to come for a personal conference about his plans. Adjoining the Dean's room will be a reading room with all the best books and articles that have been written about occupations and careers. This information will be systematized so that a student who wants to learn about a profession such as law, or hospital management, or a career such as the illustrator's or the foreign missionary's, can instantly be referred to the most authoritative and illuminating sources.







The ideal vocational library will be systematized also from another angle, that of the student's aptitudes; for often a boy is not aware of the careers he really wants most to learn about. Here he can make the acquaintance of the most promising fields of opportunity. He can learn what rewards each one offers of financial return, of steadiness of employment, of rate of advancement, of personal satisfactions, of ultimate prestige, of opportunities for usefulness. He can find out what qualifications a man must have for happiness and success in each career, and what roads of training and experience lead in that direction. This library will be constantly renewed as the literature grows and as professional opportunities vary. Always it will be an attractive reading room, inviting to an exploration of life's varied occupational resources.

### Finding Oneself

But a student, to lay his course wisely, must know not only about possible destinations, but also about himself. How will the Dean of Personnel be able best to help him in self discovery and appraisal?

Much can of course be accomplished in personal interviews. But in addition to the facts and impressions which readily come to the surface in an intimate conversation, the Dean will need to have at hand an educational summary of the student's career, together with a personal history record on which are noted such possibly significant items as accelerated or retarded rate of progress through school; participation in sports; work history; hobbies, and their persistence; instances of the exercise of personal leadership and responsibility; and the like.

There will be need also for improved interest analysis blanks, to facilitate the exploration for special aptitudes often unsuspected.



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The Probabilities of a Student's Success

An adjoining suite of small rooms will furnish needed space and quiet for individual examinations. Here assistants familiar with the special equipment and technique will find out how a student compares in essential measurable traits with students who have been measured in previous years and whose success or failure is now a matter of record. A prospective dental student, after having been given a series of tests of manual steadiness, strength, and delicacy of movement, will be told: "You rank in the top ten per cent of dental students in native motor equipment. Don't hesitate to go ahead with your preparation for dentistry through uncertainty as to your ability to acquire the essential skill" - or: "You are one of the many who are apt to be disappointed by discovering in the Junior or Senior year that it is quite beyond you ever to acquire superior manual dexterity with dental tools. The records show that dental students starting on their training with physical equipment like yours have only two chances out of seven of passing their senior technical examinations."

Probabilities of success will also be computed from standardized examinations of a more general nature. "A comparison of your scores with those of earlier students indicates that, other things remaining the same, your chances of making good in the medical school are three out of five; in the law school, about two out of five; in pharmacy, nine out of ten. In engineering, freshmen who make the same score as you in these examinations have left school for one reason or another before February in sixty-eight cases out of a hundred." And so on.

In the music room, equipped with tonoscope, audiometer, monochord and forks, a talented girl looking toward years of training for a musical career, will find whether or not she has heavy handicaps in any of the elements of native musical capacity. Sometimes the examiner will find himself in a position to encourage training on the piano and to predict disappointment if voice or violin is attempted.



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The students will be reminded that, although success in certain careers such as music is mainly conditioned by highly specialized abilities, in other occupations traits of character and personality are of more importance than either superior intelligence or specialized talent. Some salesmen, for example, are successful chiefly because of dogged industry and personal forcefulness. To be an outstanding success as a teacher calls not only for scholarly mastery of one's subject, but also for a fine capacity to inspire. Excellence of voice and bearing, hardly essential for an accountant, is an asset in a public career; and it can be cultivated.

Students are always glad to get inventories of their own traits of personality, temperament and character, especially when their significance for success is pointed out. For these purposes, all of the most useful aids, including self-ratings, instructors' ratings, standardized examinations and interviews, and cumulative records of past accomplishment, will be at the disposal of Dean and students as need arises.

#### Aids to Personal Growth

Up to this point in our picture of the Student Personnel Office, it may have been inferred that the task of helping students to know themselves and their educational and occupational possibilities is one of finding a square hole of the right size for each square peg. Or, to use another inadequate analogy, the thousands of possible careers are like suits of clothes in a department store, and the Dean of Personnel is the salesman who takes the student's measure and then sorts out for his consideration the suits most likely to meet with his approval in fit, texture, pattern, durability and price. This analogy does violence to the facts in one essential regard. It assumes that the garment must exactly fit the man; but in choosing a career, it is - ultimately - the man who grows and adapts himself to fit the garment.



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Among our undergraduates, for example, is a prospective business man who is timid, who lacks self-confidence. His room-mate, on the other hand, is habitually over-confident, arrogant to a degree that robs him of influence or popularity even though he is aware of his handicap. To each of these boys the Dean gives not only the appropriate advice and encouragement, but also the technique most likely to eliminate the undesired traits and bring about a just balance of self-esteem. The highest privilege and service of the Dean of Personnel is in helping students grow into their possibilities.

#### The Need for Allied Research Bureaus

Before undertaking to operate such a student personnel office, it is necessary to face squarely the following facts; There are enormous gaps today in the information available to students about various fields of opportunity. There are equally large omissions in the available methods of examining students.

Research is imperative. To be sure, a most useful student personnel office can be operated today, as it is already successfully operating under different names, at Dartmouth, Northwestern, Pennsylvania, and Illinois; but a far-sighted policy will flank such an office with strong research agencies, to supplement and improve present practices.

This movement to proceed systematically about a vitally important task that has heretofore been neglected by our institutions or handled in a haphazard way - is new. It is pioneer work. The Student Personnel Office must be an experimental station where procedures will be developed for nationwide use. It needs the support of allied research departments. It needs and can command the cooperation of large employers in industry and business.







### Coöperation of Business Houses

The best way to insure active support and coöperation from large industrial and commercial concerns is to carry on for them research on their own personnel problems. Such research they are glad to pay for, because the results are demonstrably worth the cost.

The more tangible returns to higher education from this business research are:

1. Improvement in personnel research methods and technique.
2. Accumulation of data essential for university studies of human nature, of occupations and careers, and of the traits and qualifications essential for success in those careers.
3. Accumulation of data valuable for determining teaching objectives, and for constructing curricula.

Less tangible, perhaps, but important, is the vitalizing of classroom teaching that comes from the cross-fertilization of academic and industrial activities. Students listen when an instructor speaks with the enthusiasm and authority born of fresh contacts with the world of industry and affairs.

Business houses are paying for personnel research and consultation this year at Carnegie Institute of Technology about \$60,000.00. This sum covers the cost of the work done for these concerns; but it does not provide for working up the data gathered in a way to yield either university curriculum material or generalizations in economics and psychology. The expense for such research has to be borne by the institution, or met by specific grants from foundations such as the Commonwealth Fund and the National Junior Employment Service. Economies for both the educational and the business researches result from the close association and coöperation of the two types of study.







Partly by such cooperative arrangements as these, the ideal university personnel organization will plan its arrangements for service to the students both of today and of tomorrow. This institute or group of related personnel bureaus and departments, will be built around the Student Personnel Office. Its obligations will be first to its own undergraduates; then to the students of future years in this and other universities; to the boys and girls in the schools; and also to the executives of cooperating industries and to the many thousands of men and women in their employ. Immediate service to students and to employers will go hand in hand with research destined to increase our knowledge of human nature, our knowledge of occupations and careers, and our understanding of how best, through improved personnel practice, to make this knowledge available to undergraduates.

#### Following-Through to the End Result

Highest value will attach to reliable information regarding the ultimate outcome of selection methods and of personal and educational influences.

The range of reliability within which the Thurstone tests of engineering aptitude will predict the ability of a high school graduate to carry successfully the studies of an engineering course, is now known. But it is not yet known with what reliability, if any, the tests predict success in the practice of engineering. Years of follow-up are required. The relative value of different engineering curricula and methods of instruction similarly should be evaluated in terms of the professional competence for which they pave the way.

It is appalling how little is really known today of the final effects of training. Something is known of more immediate results, such as increased ability to carry subsequent courses in the curriculum; but measures of more persisting effects are all too few.



Partly by such cooperative arrangements as these, the ideal university personnel organization will plan its arrangements for service to the students both of today and of tomorrow. This institute or group of related personnel bureaus and departments, will be built around the Student Personnel Office. Its obligations will be first to its own undergraduates; then to the students of future years in this and other universities; to the boys and girls in the schools; and also to the executives of cooperating industries and to the many thousands of men and women in their employ. Immediate service to students and to employers will go hand in hand with research destined to increase our knowledge of human nature, our knowledge of occupations and careers, and our understanding of how best, through improved personnel practices, to make this knowledge available to undergraduates.

#### Following-Through to the End Result

Highest value will attach to reliable information regarding the ultimate outcome of selection methods and of personal and educational influences. The range of reliability within which the Thurstone tests of engineering aptitude will predict the ability of a high school graduate to carry successfully the studies of an engineering course, is now known. But it is not yet known with what reliability, if any, the tests predict success in the practice of engineering. Years of follow-up are required. The relative value of different engineering curricula and methods of instruction similarly should be evaluated in terms of the professional competence for which they pave the way. It is appalling how little is really known today of the final effects of training. Something is known of more immediate results, such as increased ability to carry subsequent courses in the curriculum; but measures of more persisting effects are all too few.



Medical science was in a similar predicament until recently. It was customary to keep minute records while a patient was in the hospital, but after an apparently successful recovery and discharge, the account was closed. Then came a realization of the necessity for following-through to the end-result. Months and even years later, conditions were found to develop which had significant bearing on the original surgical and medical treatment. Perhaps no single modification of general procedure has done more to advance medical knowledge than this insistence upon the necessity of studying the remote consequences as well as the more immediate effects.

A new day will come in college education when a similar necessity is recognized and individual student and alumni records are kept with sufficient detail to permit study of the end-results of educational influences. The young people in colleges and professional schools are entitled to our best. Year by year we are modifying their minds and characters; and the influences we employ should be scrutinized and checked with a care and a knowledge of effects no less than we demand of those who treat their bodies. The Student Personnel Office and its affiliated research bureaus must have a far vision. Opportunities of service to students of future years and of other institutions must be kept in mind even in the pressure of immediate demands.

#### The Staff

Personnel service and research calls for able men of experience. They must be equipped, both by nature and by special training, to deal effectively with people and with personnel problems.

It is necessary that these men have assurance of a substantial livelihood and a reasonable security of tenure if they are to refuse business offers and to turn their energies whole-heartedly toward the development of a long-term program of personnel service and research.







The Cost

The initial annual expenditures for an Institute of Personnel Research, over and above the receipts from services to cooperating industrial agencies, are estimated at \$36,000. Of this sum, \$12,000 covers the cost of the Dean's office. It provides for the direction of the Institute and for the immediate supervision and operation of its central department, the Student Personnel Office; \$18,000 is required to supplement the funds provided by business concerns for the support of personnel research bureaus; and \$6,000 is provided as a nucleus for educational research, to invite specific grants from the foundations and to permit the maintenance of an educational bureau of reference. An investment of \$180,000 spread over a five-year period, will be matched more than two to one, as hitherto, by funds from other sources. And every dollar so expended is a long-term investment. Through the years a constantly increasing number of students will find their way into careers rich in the satisfactions of work enjoyed and rewarded.



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Summary of Activities of an Institute of Personnel Research

1. Maintaining the Student Personnel Office: to provide for individual conferences, for vocational reading, for examining, for keeping the files of current student histories and also the norms and statistics by reference to which predictions of a student's probable success are expressed.

2. Getting information about occupations and professions, the opportunities they present and the qualifications they require for success.

Charters' researches on the pharmacist and on the private secretary, Strong's investigations on the functions of the manager in the building construction industry, and Yoakum's classification of types of executive and clerical positions, may be cited as typical steps toward what is needed.

3. Improving methods of finding out a student's abilities, interests, and aptitudes.

B.V. Moore's differentiation of graduate engineers into successful designers and salesmen, and Thurstone's predictions of success in the first two years of the engineering college, are excellent examples of research on ways of helping a student to get a useful inventory of his own qualifications as an aid to educational and vocational decisions.

4. Following up individual graduates and non-graduates to learn the end-results of different kinds of education and experience.

No serious attempt has ever yet been made to maintain adequate records of educational and occupational careers, gathered in sufficient number and kept over a sufficient period of years, to be significant.

5. Preparing modifications of subject-matter, curricula, and training methods in the light of investigations as to what training actually is required for specific educational goals.

Charters' curriculum for training retail store executives to train sales people, the Carnegie Life Insurance sales supervisors' course, and the four-year curriculum for the training of printing executives, have been developed after careful scrutiny of systematically prepared duty analyses and analyses of difficulties.

6. Maintaining research cooperation with business and industrial establishments.

Large cooperation is needed from commercial concerns, such as those which have made possible the investigations of the Carnegie bureaus and the Industrial Research Department of the Wharton School.

7. Training advanced graduate students in the methods of personnel research and administration.

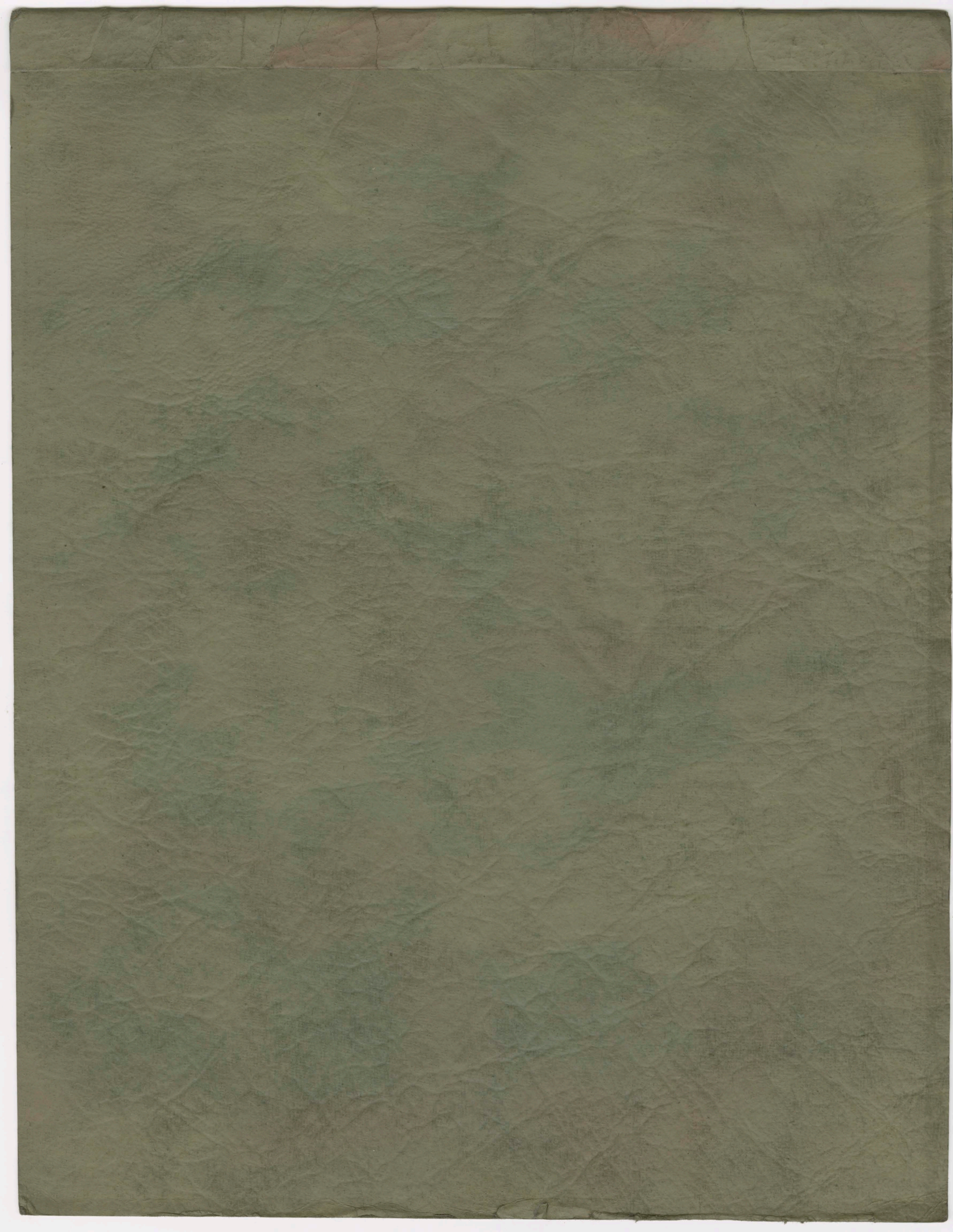
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THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF PHILOSOPHY

JAMES H. TUFTS

April 28, 1923

7lu

To President Burton:

With reference to the proposal by W. V. Bingham, I have not had the opportunity for any careful examination of the material which Mr. Bingham left here and which was turned over to Mr. Marshall. I have talked with Mr. Judd and have read the confidential report of Mr. Marshall attached hereto. Mr. Judd agrees with Mr. Marshall that it would be unwise to transfer the whole organization bodily from Pittsburgh. In view of the opposition of both Mr. Marshall and Mr. Judd to such transfer, I think it would probably be unwise, irrespective of the merits of the proposal if considered apart from its relationship to these administrative offices which would have very much to do with the work in question.

My own rather slight acquaintance with the work at Pittsburgh has led me to think that it was a good experiment for that institution, but a doubtful one for our institution under present circumstances. Our College of Commerce is developing very rapidly but along lines which are on the whole fairly conservative in their relation to the city and to other departments in the University. To expand this work by so large an addition to its budget as this transfer would make necessary does not commend itself to me as just the thing which we need most at this juncture.

As to the personnel work, I believe strongly in the importance of more and better advice to students based on more scientific methods than is our present system. Our deans are many of them people of good judgment and sympathetic with the needs of the students. But we have not done much for them in the way of giving them information which they ought to have and in co-ordinating, as Mr. Robertson suggests, various lines of advice which might be made available from the Bureau of Recommendations and other sources. I agree with Mr. Marshall that a slow growth of personnel work in connection with the growing importance of various administrative procedures is our most desirable line of progress.

I am not prepared at this time to speak with any confidence as to the individuals mentioned. I know Bingham, Yoakum and Charters personally but the question of bringing any one of them here is complex. My off-hand impression as between Bingham and Charters would not, I think, be just the same as that of Mr. Judd. I have rather had the impression that Charters was a less substantial person but



April 28, 1933

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I have not had the opportunity to read his recent publications.

I think however that we ought to make some reply to Mr. Bingham with reference to his larger proposal for transferring the whole personnel organization. As above stated, my view is that this is probably not wise.

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Concerning the Proposal by W. V. Bingham

I shall not go into the details of his proposal; the essence of the matter is that he proposes a net addition to the University's budget of \$36,000, quite irrespective of any sums which might be collected from the outside. He proposes to transfer his whole organization to us, making it a part of the School of Commerce and Administration, but rendering the following services:

- a. Personnel service and advice for the entire university.
- b. Instruction service in the School of Commerce and Administration.
- c. Cooperative research in the city.

I have gone through his material fairly carefully and have reached the following tentative conclusions:

- a. The results of his work at Carnegie have not justified the expenditures.
- b. His staff is at present loaded with people who are not worth transplanting, except as some individuals are worth transplanting.

There are certain general comments which seem to me appropriate:

- a. In general it is doubtful wisdom to shift a whole organization to another environment. It is particularly doubtful in this case because this particular organization has developed an exaggerated notion of salaries and of the leeway it ought to be allowed to have. Furthermore, its relationship to the public has not been along lines that could be entirely approved by the University of Chicago. It would not be easy for the organization to change its viewpoint so as to meet our ideals after it came over to us bodily.
- b. It is tremendously easy to deceive ourselves on this matter of personnel work in educational institutions. Surely, it has been abundantly established by our industrial experience, that the personnel work must be geared up with the general administration. What we need most of all is better administrative handling of our students' affairs. This includes personnel work, but to establish a large bureau of personnel work in the university before we have secured effective administration of student matters in other particulars would almost certainly be a futile performance. We are ready for a slow growth of personnel work among our students in connection with a slow improvement of various administrative procedures. I cannot believe that we are ready for a spectacular introduction of an expensive bureau for this work.
- c. This does not mean that research in this field should not be encouraged; it should. It is, however, very distinctly one thing to encourage research in personnel; it is very distinctly another thing to bring in a \$36,000.00 bureau which would deem one of its duties to be that of guiding (if not directing) the personnel work of the institution.

I have checked my impressions by conferring and corresponding with other people. The matter may, I think, be appropriately summed up as follows:

- a. Mr. Judd thinks highly of Mr. Charters; fairly highly of Mr. Yoakum; and rather poorly of Mr. Bingham.
- b. A confidential source which sums up the opinion of five or six people not mentioned in this communication, thinks that Charters is a second rate man who is becoming a first rate man; that Bingham's work at Carnegie is open to somewhat serious criticism, both with respect to its results and with respect to its ideals.
- c. President Scott is enthusiastic about Bingham and his work and hopes that we will move the entire group to the University of Chicago.



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- e. Mrs. Robinson clearly thinks it would be a great mistake to bring either Bingham or his group and I infer that this reflects the opinion of Mr. Robinson as well.

Turning, now, to somewhat more constructive considerations, I allege as follows:

- a. Mr. Judd is much interested in bringing Charters to Chicago. He has talked tentatively about a joint appointment between the Department of Education and the School of Commerce and Administration. There are many things to consider in such a proposal. Presumably it does not stand alone, but is linked up with some other considerations.
- b. It is highly desirable to expand our personnel work with particular reference to personnel work in industry. I believe that it is discussable whether Bingham should be brought in and encouraged to build up that work slowly. Consideration of such an issue obviously becomes a consideration of the relative desirability of various persons.

Yours very sincerely,

*LC Marshall*

LCM:EL



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*L. M. Ball*

LCM:EL



Will Mr. Traft return  
this to the President, with  
suggestions?

N.B.



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CARNEGIE INSTITUTE OF TECHNOLOGY

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SCHENLEY PARK - PITTSBURGH

DIVISION OF COÖPERATIVE RESEARCH

W. V. BINGHAM, DIRECTOR

BUREAU OF PERSONNEL RESEARCH  
RESEARCH BUREAU FOR RETAIL TRAINING  
LIFE INSURANCE SALES RESEARCH BUREAU

EDUCATIONAL REFERENCE AND RESEARCH  
INDUSTRIAL AND ENGINEERING RESEARCH  
SCHOOL OF LIFE INSURANCE SALESMANSHIP

April 21, 1923.

President Ernest D. Burton,  
University of Chicago,  
Chicago, Illinois.

My dear President Burton:

Will you shortly be in a position to give consideration to the project we discussed, for the establishment of an Institute of Personnel Research?

A copy of my earlier letter is attached.

This project as defined in the document on "The Student Personnel Office and Its Relation to Cooperative Research in Business and Industry" has been discussed with Deans Marshall, Robertson, Tufts and Judd, and with Harold Swift. I hope that their reports to you will be uniformly favorable, and that it will be found to articulate well with your general plans for the development of research and for the best possible service to the undergraduates.

Very truly yours,

*W. V. Bingham*  
W. V. Bingham.

WVB.D.



60151

CARNEGIE INSTITUTE OF TECHNOLOGY

SCHENLEY PARK - PITTSBURGH

DIVISION OF COOPERATIVE RESEARCH

W. V. BINGHAM, DIRECTOR

EDUCATIONAL RESEARCH AND RESEARCH  
INVESTIGATION AND RESEARCH  
RESEARCH OF THE INSTITUTE

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APRIL 11, 1935

President Ernest C. Burton,  
University of Chicago,  
Chicago, Illinois.

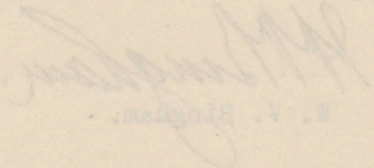
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Copy of Letter of March 16,  
1 9 2 3

President Ernest DeWitt Burton,  
University of Chicago,  
Chicago, Illinois.

My dear Dr. Burton:

It is my suggestion that the University of Chicago establish an Institute of Personnel Research.

This Institute is described in the paper left with you, entitled "The Student Personnel Office and Its Relation to Coöperative Research in Business and Industry". Its aims are, in brief, to enlist the coöperation of business establishments and university departments in getting needed facts about 1) occupations and careers, 2) traits and qualifications requisite for success in those careers, and 3), educational objectives, materials and methods needed in training for those careers. The importance of such information for students, instructors, and administrative officers - particularly for the deans and other student advisers - is obvious. It is needed by colleges everywhere; so much so that personnel work is being undertaken in many institutions by officials with neither equipment nor special training in scientific approach to this problem.

Since the results of sound personnel research are of value to industry also, and obtainable only with the help of industry, an essential feature of the program is the organization of groups of industrial and business concerns to coöperate in the research and to shoulder a major fraction of the expense.

Thirty-six thousand dollars a year will provide the essential nucleus of the staff. This staff can then be enlarged as different research bureaus are organized and financed by groups of business houses. It has been our experience at Carnegie Institute of Technology that initial appropriations are matched from such sources in the ratio of at least two to one.

The work of the Institute of Personnel Research is intimately related to that of several established departments, notably Political Economy, Education, and Psychology. It must operate in close touch with the faculties of these departments, as well as with the supporting business associations on the one hand, and the administrative officers of the colleges on the other. The closest contacts, however, would be with the faculty of the College of Commerce and Administration. For this reason it may be best to establish the Institute as a branch of this College. Here is the laboratory for personnel research and



CARNEGIE INSTITUTE OF TECHNOLOGY

SCHENLEY PARK - PITTSBURGH

DIVISION OF COOPERATIVE RESEARCH

W. V. BINGHAM, DIRECTOR

EDUCATIONAL RESEARCH AND RESEARCH  
IN THE FIELD OF RESEARCH  
SCHOOL OF THE INSTITUTE

RESEARCH IN THE FIELD OF RESEARCH  
EDUCATIONAL RESEARCH AND RESEARCH  
SCHOOL OF THE INSTITUTE

Copy of letter of March 18,  
1923

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University of Chicago,  
Chicago, Illinois.

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W.V.Bingham to Dr.Burton

(Copy) March 16, 1923  
(2)

planning; but the Deans and student advisers in all the colleges of the University would help in the investigations and share in the results.

This plan for university personnel research in conjunction with business and industry has been developed in Pittsburgh by a group of Chicago alumni. It is our ambition to see this movement progress under auspices which will insure the most value in future years to students and graduates, as well as to multitudes of workers commercially employed. We shall be gratified to hear that this plan for an Institute of Personnel Research is receiving your careful consideration. The returns from this research will, we are confident, help in the general movement to make the undergraduate colleges of the University educationally superior - models of definiteness in objective, of discrimination in the selection of students, and of wisdom in dealing with each separate individual. At the same time, would any single project give more promise of developing cordial support for the University from the business men of Chicago?

Very respectfully yours,

W. V. Bingham.

WVB.HD







The Alumni Council  
OF  
The University of Chicago

OFFICE OF THE SECRETARY

January 26, 1923.

240

Dr. Ernest D. Burton,  
Director, University Libraries,  
Faculty Exchange,  
The University of Chicago.

Dear Dr. Burton:

Answering your letter of January 23,  
your suggestion, that you address the Alumni in  
our March number rather than the February number,  
is a very good one.

I shall, therefore, devote most of  
the space in February on the matter of President  
Judson's retirement, and will present your  
greetings to the Alumni in March. I will appreciate  
getting your article by March 1st.

Cordially yours,

*A. G. Pierrot,*  
A.G. Pierrot,  
Alumni Secretary.

AGP-W



The Alumni Council  
of  
The University of Chicago

OFFICE OF THE SECRETARY

January 26, 1925.

240

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*A. G. Pierret*  
A. G. Pierret,  
Alumni Secretary.

AGP-V



*The President*  
*Suggestion*

May 22, 1923

Mr. S.J. Samelov,  
The Unionist,  
127 N. Dearborn St.,  
Chicago, Ill.

My dear Sir:

Your letter of the 18th addressed to President Burton has reached his office in his absence in the East. He will not return to the University for a week or more. Meanwhile I am writing this to acknowledge your note with the enclosed editorial. I am sure that I am warranted in saying that President Burton would regard your proposition with a good deal of interest. Specifically I believe that he would agree with me in saying two things: that before the administration of the University would feel able to make any intelligent comment upon your proposition it would be important to know whether the diverting of the current of the river to the space between the two drives of the Midway would bring into our neighborhood the disturbances incident to commercial traffic such as the blowing of whistles. The second thing which I think the President would be likely to say is that beyond the point to which I have just referred the matter seems to be one upon which engineering experts alone would be likely to be able to make significant comments.

Very truly yours,

Assistant to the President

NB/H



affiliated

N





# *Move The River*

By S. J. SAMELOW

Much discussion has been going on regarding the roofing of the Chicago River. The project is practical, engineers advise us, and would be a valuable innovation. This would remove certain limitations to which the down-town district is subject, and would at the same time yield a vast portion of land for traffic purposes.

In studying the project, it occurs to us that it would perhaps be more practical to move the river to some other part of the city instead of roofing it. This means simply cutting a canal from the lake along some line south or north of the down-town district and filling up the ditch through which the Chicago River flows at present. The new course of the river could of course be directed along any line ascertained to be most desirable.

We would suggest that the new ditch be cut through the Midway, the broad open area between 57th and 63rd Streets, right south of the University. This is just where the South Park Commissioners and the University of Chicago have for some time considered tapping the lake to connect Washington and Jackson Parks. As a matter of fact part of the ditch is already excavated.

The River could be made to flow through that cut in a straight line as far west as desirable, and from there in any direction determined to a point in the drainage canal. This would move the Chicago river to a line where it could be used as an ornament, for shipping as well as drainage purposes. Roofing the river at the present location as suggested would prevent its use for navigation.

We believe this project of moving the river is entirely feasible, just as feasible as it was to cut the drainage canal. This leads to another thought—the complaint that the drainage is lowering the lake. Why not compensate for this by filling in at the shore lines—extend the shores into the lake in proportion to the amount of water withdrawn. These are at least suggestions that engineers should look into seriously.



commission of injustice and feels that  
been reawarded when injustices cease.  
unionist, I feel that the trade union move-  
not but recognize the injustice of the Citizens  
ting on capital punishment in an economic dispute  
en the whole fabric of a nation, or all nations, is  
eel that the building trades now in accord would  
resenting such action, and as one who has much  
h the better citizens of Chicago, I suggest that the  
actors of Chicago take such action as will allow  
now in accord to be in accord and show the world  
natural, and that they recognize their error and  
strate their intent to be just. I hope those of the  
stry and the citizenship of Chicago who believe  
and forgive" policy will at least give those trades  
to prove that their better judgment did not pre-  
they too believe in the sacredness of agreements.

Yours very truly,

JOHN H. DONLIN,

## Labor Developing; But and American Workers

of a kind not usually found in the American press  
labor and British labor conditions are being report-  
of articles in the New York World written by the  
correspondent, John L. Balderston.

n points to the difference in the attitudes of  
British labor towards political action. In this con-  
ys:

k that Labor in the  
y keeping out of po-  
government to what  
in Europe the 'bour-  
has in some ways  
than here."

### Wages Higher

Balderston is in-  
ing that American  
t out of politics; it  
partisan politics, but  
use has it kept aloof  
activity.

e in economic status  
Mr. Balderston thus:  
higher in America, ev-  
the greater wealth  
tates, than in Eng-  
er proportion of na-  
es to Labor in Amer-

some degree for the  
ethods, Mr. Balder-

British workers are  
," that in England  
ongs to his own  
ill often removes his  
o by a 'gentleman.'"

"always says 'sir'  
is deferential to his  
s does not apply in  
does not apply to all  
nerally they feel that  
ss, that they belong  
ome day it will come

### Not United In Politics

As to the Labor Party, it is so  
composed that in Parliament its re-  
presentatives are as far apart as  
would be a group composed of W.  
Z. Foster, Scott Nearing, Gifford Pin-  
chot and Senator Borah.

Returning to economic conditions—  
conditions which make life what it  
is—Mr. Balderston reports:

"In the past two years 7,000,000  
workers in Great Britain have sus-  
tained total wage reductions in their  
weekly full time pay amounting to  
\$3,000,000,000 a year. These figures  
are official and do not include agri-  
cultural workers, domestic servants,  
public employees or part time work-  
ers of any kind."

Mr. Balderston finds that this eco-  
nomic suffering has strengthened  
the political organizations of Labor,  
but that it has likewise weakened the  
unions "and thus tended to concen-  
trate labor activities upon political  
agitation" rather than upon econom-  
ic action.

### Economic Movement Suffers

Mr. Balderston says the unions are  
finding it more difficult to cooperate  
because of past failures and result-  
ant jealousies and mistrust; nor does  
he find agreement among the Labor  
members of Parliament as to the un-



*A Fearless Champion of Human Rights*

*The*  
**UNIONIST**

A National Labor Magazine—Devoted to the  
Best Interests of the Wage-Earners of America

127 N. Dearborn St.  
Chicago,

May 18 1923

Mr. Ernest DeWitt Burton  
President of The Chicago University  
Chicago, Illinois

Dear Sir:-

Enclosed is an editorial which  
appeared in our issue of May 19th. We  
should very much like to have your comment  
on this project and shall be pleased to  
print anything you wish to say regarding  
the subject.

Copy of issue in question is going  
forward by concurrent mail.

Respectfully yours

The Unionist

Editor

*E. J. Samuelson*  
*Per ER*

SJS/ER



Frontiers Champion of Human Rights

60733

# UNIONIST

A National Labor Magazine—Devoted to the  
Best Interests of the Wage-Earners of America

123 N Dearborn St.  
Chicago

Vol. 12 No. 1

Dr. Frank O. Smith  
Professor of The Chicago University  
Chicago, Illinois

Refused is a good word which  
appears in our issue of May 15th. It  
should mean to have your own  
way and not to be forced to do  
what you do not want to do.

Any of these is a good word in  
your dictionary.

Respectfully yours

*W. J. [Signature]*  
Editor



Proposal for Preliminary Written <sup>E</sup>xaminations for the  
Doctor's Degree in Psychology

It is a special requirement of the department of Psychology that the candidate for the Doctor's degree must take and pass, at least six months prior to the final oral examination, written examinations as herewith designated:

Systematic Psychology - The examination in this field will assume a familiarity with the history of modern points of view in psychology and their connection with the broader background of philosophical and scientific thought. It will assume that the student has read intensively the writings of several of the more prominent of modern psychologists and that he has some acquaintance with such recent movements as behaviorism and the Gestalt psychology. The paper in systematic psychology will require half a day.

Experimental Psychology - The paper in this field will deal at once with the experimental methods and with the chief results obtained by means of those methods. Familiarity with work utilising both human and animal subjects will be assumed. The topics to be dealt with include the sensory processes, perception, attention, learning, memory, thought, feeling, fatigue effects of general organic conditions. The paper in experimental psychology will require half a day.

Psychological Measurement - Familiarity will be assumed with the usual forms of statistical technique and their use in the study of individual and group differences and the problems of psycho-psychics. This examination will also cover the various forms of psychological tests. It will require half a day.

Neurology - This examination will deal with the evolution of the nervous system, receptors, effectors and with the anatomy and physiology of the human nervous system. Half a day will be required.

One two hour examination is to be taken in each of ~~the~~ two subjects to be selected from the following list:

Social Psychology  
Abnormal Psychology  
Educational Psychology  
Business and Industrial Psychology

Questions:

When should such a plan be put into effect?

Should all present candidates take such examinations?

If so, a time requirement such as proposed would have to be temporarily waived.

Perhaps animal paper <sup>being</sup> ~~included~~ in this paper.



It is a general statement of the importance of the subject in the history of psychology. The subject is of great importance in the history of psychology. The subject is of great importance in the history of psychology.

Psychology is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior.

Experimental psychology is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior.

Psychological research is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior.

Psychology is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior.

One of the main branches of psychology is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior.

- Social Psychology
- Developmental Psychology
- Educational Psychology
- Business and Industrial Psychology

Questions:

These are the main branches of psychology. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior. It is the study of the mind and behavior.





Convent Hospice of Jesus & Mary.  
225 West Fourth St.

New York City March 5, 1923.

0031

To the Reverend Dr. Burton,

President of the University of Chicago.

Most esteemed Dr. Burton,

The tidings of your  
elevation to the presidency of the  
University were, certainly, glad  
tidings to the Alumnae scattered  
throughout the world; to these



regarding Alumnae I belong.  
Therefore, please permit me to extend  
to you every felicitation; as the  
University itself must I congratulate  
in the choice of a Leader.

Though during my four  
years residence in Beecher Hall  
as at the University, (October 1896 to  
July 1899) I never had the privilege  
of taking any courses under you,  
as I did under Dr. Harper and



Dr. Inden, still your face and  
name were quite familiar. Yes, the  
University Senate has chosen wisely  
in placing Dr. Burton at the helm.  
This I know is the verdict of  
the Alumni of a quarter of a  
century ago.

Among the prayers and  
good wishes I offer that your tenure  
of office may be glorious is, that  
in the great state of Texas, you  
may establish a southern branch



of the University of Chicago.

Texas needs the University of Chicago  
as its unique organization;  
the University of Chicago should have,  
at least, a winter home, without  
the impediments of northern blasts  
and snows - a home in the midst of  
a great acreage.

The students, as I recall,  
formerly delighted in going to Iowa  
University, Lake Placid for the  
winter & summer. As its organization was  
similar to Chicago's credits could be easily  
transferred.



*Printed*

The University of Chicago

Department of Geology

Chicago, Ill., March 26, 1923.

Dean Nathaniel Butler,  
University College.

My dear Mr. Butler:

Replying to your letter of March 19th concerning the proposal for the establishment of a Southern Branch of the University of Chicago in Bell County, Texas: I presume that what you wish from me is some information with regard to the physical features of this part of Texas: I am glad to summarize them briefly as follows:

*of whom  
2000 are  
negroes.*

Bell County lies within what are known as the Black Brairrie and Grand Prairie regions of Texas, which constitute a belt of undulating and rolling and hilly country of great fertility, Bell County being one of the largest cotton-producing counties of the state. The elevation ranges from 450 feet above sea in the southeastern part of the county to 1200 feet in the extreme western part, agricultural settlement being densest in the east. Agriculture is almost the only industry in the country. In 1920 there were 4555 farms, and the value of farm land was \$54,000,000. The principal town, however, Temple, with a population in 1920 of 11,000, has cotton seed oil mills, flour mill and foundry, and is a railroad division center. The county, in general, has good rail transportation facilities, although considerable areas in the southwestern part are more than ten miles from a railroad. Most of the public roads are very good in dry weather, but after rains the heavy soil becomes very sticky; many roads are almost impassible after rains during long periods. In recent years, however, great interest has been taken in road improvement. Most of the farming sections have good mail delivery service, and telephones are in use in most rural districts, good schools and churches are maintained in all sections, and at Belton is located the Baylor Female College, a Baptist institution. The region is one of the most densely populated districts in Texas, with an average population of 20 to 30 per square mile. The climate is mild and healthful, with a comparatively long growing season and adequate rainfall for agriculture. Snow rarely falls, and melts in a few hours. The summer includes some extremely hot days. The heat is considerably modified by the almost constant breezes. Though cotton growing is the principal agricultural industry, corn, oats, wheat and forage crops are grown to some extent, and cattle raising, hog raising, and sheep raising also carried on.

The county has no important mineral resources. There are, however, occurrences of oil and coal in adjacent counties.

Although I have not weighed carefully the desirability of establishing a Southern Branch of the University in this locality, I have given some consideration to the advantages which the district would offer for the location of a scientific station. Dr. Horatio



University of Chicago  
Department of Geology

Chicago, Ill., March 26, 1925.

Dear Mr. Nathan:

My dear Mr. Nathan:

Replying to your letter of March 19th concerning the pro-  
posed for the establishment of a Southern Branch of the Univer-  
sity of Chicago in Bell County, Texas. I presume that you  
wish from me some information with regard to the physical  
features of this part of Texas. I am glad to furnish them  
in the following manner:

Bell County lies within what are known as the Black Prairie  
and Grand Prairie regions of Texas, which constitute a belt  
extending the whole length and width of the State, and  
Bell County being one of the largest cotton-producing counties in  
the State. The elevation ranges from 400 feet above sea level  
to 1200 feet in the northwestern part of the county. The  
part of the county lying nearest the coast is the lowest. The  
area is almost entirely flat, and the value of farm land was  
\$34,000,000 in 1920. The principal town, however, is  
of the county. The county is divided into two  
and is a typical division center. The county is divided  
into two transportation facilities, although considerable work is  
done in the southwestern part and more than ten miles from a railroad. Most  
of the public roads are very good in dry weather, but after rains  
the heavy soil becomes very sticky, many roads are almost impassable.  
In recent years, however, the after rains during long periods. Great interest has been taken in road improvement. Most of the  
existing sections have good mail delivery service, and telephone  
are in use in most rural districts. Good schools and churches are  
maintained in all sections, and at Nelson is located the  
county college, a four-year institution. The climate is one of the  
most healthful regions in Texas, with an average popula-  
tion of 20 to 30 per square mile. The climate is mild and health-  
ful, with a comparatively long growing season and adequate rainfall  
for agriculture. Cattle raising is a leading industry.  
The summer includes some extremely hot days. The heat is com-  
paratively moderated by the almost constant breezes. Through cotton  
growing is the principal agricultural industry, corn, wheat  
and forage crops are grown to a considerable extent, and cattle raising  
and sheep raising also carried on.

The county has no important mineral resources. There are, however, occurrences of oil and coal in adjacent counties.

Although I have not watched carefully the development of  
establishing a Southern Branch of the University in this locality,  
I have given some consideration to the advantages which the  
would offer for the location of a scientific station. Dr. Nathan



X Newman, who is familiar, in a general way, with this district, tells me that the region would present little of interest from the zoological standpoint. I have not consulted with members of the Department of Botany, but in view of the fact that the district lies in the best portion of the cotton belt, it should possess advantages for agricultural research. From the geological standpoint Bell County presents very few features of interest, but thirty or forty miles to the westward there lies the Burnett-Llano district, a region of considerable economic importance from the standpoint of mineral resources and of much general geologic interest. While not equal, as a training field for geological students, to some districts in the western United States, its value from this standpoint would be considerable.

( If there are any features of the region that you would like to have me elaborate more fully, I can very likely secure additional details from the information available in our library.

I am returning herewith Miss Miller's letter.

Very sincerely yours,

*Edwin J. Burt*

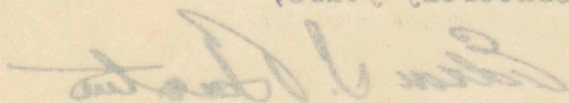


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If there are any features of the region that you would like to have me elaborate more fully, I can very likely secure additional details from the information available in our library.

I am returning herewith Miss Miller's letter.

Very sincerely yours,





March 28, 1923

My dear Mr. President:

You will recall the peculiar letter written you by Mary Susan Miller suggesting the organization of a center of University activity in Texas. You will also recall that I acknowledged her letter over your signature and intimated that what she suggested would receive further consideration. With your approval I submitted her letter to Professor Bastin of the department of Geology. I quote here the important part of his comment:

"Although I have not weighed carefully the desirability of establishing a southern branch of the University in this locality, I have given some consideration to the advantages which the district would offer for the location of a scientific station. Dr. Horatio Newman, who is familiar in a general way with this district, tells me that the region would present little of interest from the zoological standpoint. I have not consulted with members of the Department of Botany, but in view of the fact that the district lies in the best portion of the cotton belt, it should possess advantages for agricultural research. From the geological standpoint Bell County presents very few features of interest, but thirty or forty miles to the westward there lies the Burnett-Llano district, a region of considerable economic importance from the standpoint of mineral resources and of much general geologic interest. While not equal, as a training field for geological students, to some districts in the western United States, its value from this standpoint would be considerable."

He adds, "If there are any features of the region that you would like to have me elaborate more fully, I can very likely secure additional details from the information available in our library."

Very truly yours,

NB/H







# The University Lecture Association

IN CO-OPERATION WITH

The University of Chicago

OFFICE OF THE DIRECTOR

March 28, 1923

My dear Mr. President:

You will recall the peculiar letter written you by Mary Susan Miller suggesting the organization of a center of University activity in Texas. You will also recall that I acknowledged her letter over your signature and intimated that what she suggested would receive further consideration. With your approval I submitted her letter to Professor Bastin of the department of Geology. I quote here the important part of his comment:

"Although I have not weighed carefully the desirability of establishing a southern branch of the University in this locality, I have given some consideration to the advantages which the district would offer for the location of a scientific station. Dr. Horatio Newman, who is familiar in a general way with this district, tells me that the region would present little of interest from the zoological standpoint. I have not consulted with members of the Department of Botany, but in view of the fact that the district lies in the best portion of the cotton belt, it should possess advantages for agricultural research. From the geological standpoint Bell County presents very few features of interest, but thirty or forty miles to the westward there lies the Burnett-Llano district, a region of considerable economic importance from the standpoint of mineral resources and of much general geologic interest. While not equal, as a training field for geological students, to some districts in the western United States, its value from this standpoint would be considerable."

He adds, "If there are any features of the region that you would like to have me elaborate more fully, I can very likely secure additional details from the information available in our library."

Very truly yours,

Kathaniel Buxton

NB/H







The University of Chicago

Department of Geology

Chicago, Ill., April 5, 1923.

Dean Nathaniel Butler,  
University College.

My dear Dean Butler:

Replying to your letter of April 4th with regard to a proposal for the establishment of a branch of the University of Chicago in Bell County, Texas: I have read Miss Miller's second letter, which you enclosed. In limiting my previous reply to giving you some information in regard to the natural features of Bell County and discussing the value of the district from the standpoint of scientific instruction I was not attempting to dodge the main question at issue, but was acting rather under the ~~realization~~ that you were better qualified than I to pass on the general educational value of the proposal. My general reaction in the matter, however, is perfectly strong and definite. It would appear to me that the establishment of a branch of the University at any point in the South at the present time would weaken rather than strengthen the influence of the University, by scattering its activities. There are so many opportunities for increased usefulness here at home, opportunities far beyond our present powers of accomplishment, that I can see no purpose in transferring a part of our energies to a distant field. The only standpoint from which I looked at all seriously upon Miss Miller's proposal was that of the use of the district as a scientific observation and experiment station, which would be a very different matter from the establishment of a branch of the University there. Even for such purposes, it does not seem to me that the region offers any large attractions.

Very sincerely yours,

Edwin J. Barton



The University of Chicago

Department of Geology

Chicago, Ill., April 8, 1933

Dear Dr. B. B. Butler,  
University College

My dear Dr. B. B. Butler:

Replying to your letter of April 4th with regard to a proposal for the establishment of a branch of the University of Chicago in Bell County, Texas: I have read Miss Miller's second letter which you enclosed. In addition to your previous reply to giving you some information in regard to the natural features of Bell County and discussing the value of the district from the standpoint of scientific investigation, I was not expecting to hear from you. You were better qualified than I to pass on the general educational value of the proposal. My general reaction in the matter, however, is perfectly strong and definite. It would appear to me that the establishment of a branch of the University at any point in the South at the present time would weaken rather than strengthen the influence of the University, by scattering its activities. There are no many opportunities for increased usefulness here at home, opportunities far beyond our present powers of accomplishment. That I can see no purpose in transferring a part of our energies to a distant field. The only standpoint from which I looked at all seriously upon Miss Miller's proposal was that of the use of the district as a scientific observation and experiment station, which would be a very different matter from the establishment of a branch of the University there. Even for such purposes, it does not seem to me that the region offers any large attractions.

Very sincerely yours,

John V. Butler



File

April 10, 1923

Miss Mary Susan Miller,  
Convent Hospice of Jesus and Mary,  
225 W. 14th Street,  
New York.

My dear Miss Miller:

For President Burton who, as you will readily understand, is just now very much occupied with enumerable details and who is preparing to leave for Cleveland, I am writing to say that in view of the problems and demands which are immediately confronting the University, it does not seem wise to take up at present the matter of which you have so kindly written.

I hope it is quite clear to you that, as he said in his former letter, we greatly appreciate the spirit of loyalty to the University which prompted the letters which you have been good enough to write.

With all good wishes, I am

Very truly yours,

NB/H



April 10, 1923

*File*

Miss Mary Susan Miller,  
Convent Hospice of Jesus and Mary,  
225 W. 14th Street,  
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My dear Miss Miller:

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Very truly yours,

HB/H



THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF PHILOSOPHY

April 11, 1923

00393

*File under  
Summer Quarter  
27*

President Ernest D. Burton,  
The University of Chicago.

*Summer*

Dear President Burton: *FW 8*

I return Laing's letter for filing.

With reference to the Summer Quarter, we both thought that someone should have a more explicit responsibility in the way of studying the program offered and the departmental recommendations to discover whether we are doing as well as might be done in the way of variety of courses, new courses, and outstanding men. Mr. Laing in connection with his summer teaching at Columbia had been told by some of his students there that they would naturally have preferred to come here but that they had already taken courses offered and did not find further work which they could take to advantage.

You are probably familiar with the fact that when the departments have been regularly asked for their summer estimates the circular has stated that probably no more funds will be available than for the preceding summer. I think this may have had a somewhat deadening effect upon some departments.

The theory here has been that since the summer quarter is one of the regular quarters of the University it should not have a separate director as other institutions usually have. Whether we appoint a separate director or not, I think that in any case either a dean or a committee of deans should be appointed to plan for the Summer Quarter of 1924 as a whole and prepare suggestions to the departments to be submitted to them when the request for recommendations is made. I know that Professor Coss at Columbia takes a great deal of responsibility in the way of initiating new work through suggestions to departments and through conferences. I think that in company with the Deans of the Graduate Schools particularly I might work out some more suggestions along this line.

Yours truly,

*J. H. Tufts*

James H. Tufts.



April 11, 1923

JAMES H. TUTT

00333

President Ernest D. Burton,  
The University of Chicago.

Dear President Burton:

I return Laine's letter for filing.

With reference to the Summer Quarter, we both thought that someone should have a more explicit responsibility in the way of studying the program offered and the departmental recommendations to discover whether we are doing as well as might be done in the way of variety of courses, new courses, and outstanding men. Mr. Laine in connection with his summer teaching at Columbia had been told by some of his students there that they would naturally have preferred to come here but that they had already taken courses offered and did not find further work which they could take to advantage.

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Yours truly,

J. H. Tuttle

James H. Tuttle



Convent Hospice of Jesus and Mary  
225 West Fourteenth St. New York City.  
April 20, 1923

(7)

Nathaniel Butler, Esq.  
Office of the President.  
University of Chicago.

My dear Mr. Butler,

Your letter of April fifteenth  
was received. I assume you are Dr. Burton's  
secretary; to you as such, I address this  
letter.

I assume you are Dr. Burton's  
secretary; to you as such, I address this  
letter. I should not like to trespass further on  
Dr. Burton's valuable time, as I realize how  
multifarious are his duties about the  
educational problems of the University.



(7)

Coment Hopner of June 22 1953  
225 West 12th St  
April 20 1953

Professorial  
Office of the  
University of Chicago  
Butler Prof.

My dear Mr. Butler

I received  
your letter of April 15th  
and I am sorry  
I cannot  
reply to you  
more  
fully.

Butler  
I am sorry  
to hear  
of your  
illness  
and  
I hope  
you  
will  
be  
able  
to  
return  
to  
your  
work  
soon.  
I am  
very  
sincerely  
yours,  
John D. Butler



But I am wondering whether I must  
 take as final Dr. Burton's answer. I am  
 Dr. Harper himself. I learned the business  
 management depended on others than the President.  
 I am wondering whether, leaving for the present  
 the educational aspect, some one of recognized  
 authority - e.g. Dr. H. James Esq. President of  
 Belton National Bank, Belton, Texas - could  
 approach the business management, thus  
 relieving Dr. Burton - and arrange for future  
 action. Gifts of large tracts of valuable land  
 will not always be possible.

Dr. Harper said he thought  
 eventually the University must have a centre  
 and affiliated schools in Texas. I fear later  
 on, it will be impossible to interest eminent  
 business men to speak and make donations



But I am wondering whether I must  
take as guide to Boston answer from  
Dr. Harper himself. I cannot tell the President  
management depended on what the President  
I am wondering whether, leaving for the present  
the educational aspect, some one of recognized  
authority - e.g. Dr. H. James Prof. President of  
Yale, Boston, Mass., Boston, Mass. will  
approve the business management, then  
returning to Boston - and arrange for future  
gifts of large tracts of valuable land  
action. It is possible  
will not change Dr. Harper and for the night  
eventually the University must have a center  
and affiliated schools in Texas. After late  
or it will be impossible to interest movement  
business even to speak of other donations



for Belton, Bell County - so ideal in every way  
 for a University town. Bankers of national distinction  
 have told me that later on it will be very  
 difficult to acquire lands, suitable for educational  
 institutions. A week ago, my cousin, Mr. Joseph Miller<sup>III</sup> -  
 Vice-President of Commerce Trust Company, Kansas City  
 told me here in New York that he would  
 gladly give to the University of Chicago  
 five thousand acres of his sixty five  
 thousand acre ranch in Coleman County,  
 Texas - on the Colorado River - if the  
 University would establish <sup>there</sup> educational  
 works in Texas. It would be easy  
 Mr. Miller says, to obtain some thousands  
 of acres any where, even in or near  
 Belton. Gifts of land all over the State  
 would be forthcoming.



for better, better county - as is in every way  
for a University town. Thousands of natural beauties  
have told us that later on it will be very  
difficult to acquire lands suitable for educational  
institutions. A week ago, my cousin, Mr. J. J. Miller,  
Vice-President of Commerce Trust Company, came to  
tell me he is in New York that he would  
gladly give to the University of Chicago  
five thousand acres of his early five  
thousand acre ranch in Adams County,  
Iowa - or the Adams River. If the  
University would establish educational  
institutions in Iowa. It would be easy  
for Mr. Miller to give of Adams  
County. Adams County is a very  
fertile and rich, even in a year  
of low water, all over the State  
of Iowa.



If at any time later, President Burton or  
 they would consider these gifts of land  
 for educational purposes, please let me know.  
 Mr. Joseph Miller - Vice President of the  
 Commerce Trust Company, Kansas City, Mo.  
 or his father Mr. J. E. Miller, Jr. - who,  
 until last summer, was President of the  
 Governor of the Federal Reserve Bank,  
 Kansas City - would go to Chicago & lay  
 the matter before any body of managers.  
 I have property I should like to turn  
 over to the University - as probably already  
 in Texas there are other Alumni and Alumnae  
 anxious to do the same - if the University  
 extends its activities southwards to Texas.



extended its activities throughout Texas.  
in Texas, there are other elements of the University  
over to the University of Illinois or Illinois  
I have property I shall like to turn  
the month before any body of managers.  
Knox City - would go to Chicago & lay  
Governor of the Federal Reserve Bank  
until last summer, was President for  
a his John. Dr. J. S. Miller, Jr. who  
Commerce that company, Kansas City, Mo.  
Dr. Joseph Miller, Vice President of the  
for educational purposes, please be one time  
their will consider their gifts of land  
If at any time later, President Butler



Please do not disturb Dr. Burton himself -  
 but kindly tell me whether there is any  
 other organization of the University where the  
future could now be arranged. No one in  
 this has any selfish axe to grind - I assure  
 you. Mr. James is a millionaire - so are  
 my cousins. It is for the mutual benefit of  
 Texas and the University of Chicago, I plead.

These gentlemen are now in the  
 prime of life - with sufficient experience in  
 University questions and almost unlimited  
 experience in business methods of Texas and the  
 Southwest. Such a <sup>personal</sup> disinterested trio from the  
 business viewpoint is not always available  
 to represent any part of Texas.  
 Texas lands are more valuable  
 than one ordinarily imagines.



than we ordinarily acquire.

These books are more valuable  
to represent any part of them

forming important or not always available

books. But we have introduced this from the

experience in forming methods of study and the

University question and almost unacknowledged

principles of life - with sufficient reference in

these questions are now in the

my opinion. It is for the benefit benefit of

your Mr. Jones is a bookman - so are

the two bar and selfish are to print - because

future will one be arranged. No one in

the organization of the University when the  
let hardly tell me whether there is any  
Please do not disturb Dr. Porter himself.



The Texas lands are valuable for something  
 else besides the possibilities of petroleum  
 engineering and the subterranean hydrography-  
 which fields offer unlimited resources for the  
 Department of Geology. It is true the  
 boll weevil is working havoc among our  
 cotton fields - but can not the University  
 Scientists discover methods of extirpating  
 the boll weevil which is a national  
 peril? The Department of Botany would have  
 an unlimited field in making the ordinary  
 cotton plant, not only a perennial, but  
 developing it into a shrub or tree - so we  
 could speak of Cotton Orchards as we do those  
 wonderful Pecan Orchards - instead of Cotton Plantations.  
 You see Texas would be a Laboratory unequalled  
 for the University of Chicago.



for the University of Chicago  
the three books are valuable for containing  
the facilities the authorities of botanical  
engineering and the international movement for the  
which fields offer unlimited resources for the  
Department of Botany. It is true the  
book would be working for many  
other fields - but can not this movement  
Scientific Museum methods of exhibiting  
the book would which is a natural  
part of the Department of Botany and the  
part? The Department of Botany and the  
on unlimited fields in working the volume  
other plants not only in specimens but  
developing it into a book or tree - so we  
only speak of other books or in do that  
wonderful Green books - water of other plants  
the three books is a laboratory map of the



Please remember this is a personal letter.

I recall that in my  
youth at the University - I lived in Room 35  
Beecher Hall from October 1895 to July 1899. -  
people turned over their property to the  
University in consideration for a certain  
annuity during their life time. May I  
ask whether this arrangement still  
exists as has been developed any more?

Mrs. Beecher, for instance. I was told.  
gave \$50000 <sup>or</sup> for Beecher Hall - and  
during her life received thereon a certain  
annuity. I've often wished the Alumni  
of the University could make donations in this  
way. Thanking you in advance for your kindness.  
I remain, very truly yours.  
Mary Susan Miller. A.B. Univ. of Chicago -  
July Conv. 1899.

My  
Registration Number was  
2384







# The University of Chicago

Co-operation with Secondary Schools

OFFICE OF THE DIRECTOR

April 26, 1923

Mr. Wallace Heckman,  
134 S. La Salle St.,  
Chicago, Ill.

My dear Mr. Heckman:

When President Burton received the first of these letters bearing the date of March 5th he raised with me the question whether the writer is a crank or whether there is something worth while in her suggestion. I felt that the only possibility of anything worth while was in the direction of the value of her suggestion to some of our departments of science. I referred the matter to the department of Geology and received their judgment that upon the whole there was nothing very important in the suggestion. So I wrote her on April 10th, a letter a copy of which is included in the material which I am sending herewith. She has again written under the date of April 20th. Before bringing this matter again to the attention of Dr. Burton, I am sending it to you, for I have no doubt that he will at once refer it to you for your judgment.

For myself I cannot see why the University should undertake to organize a "branch" in the immediate vicinity of the University of Texas on the one hand, and the Baylor College for Women on the other. I am quite incompetent to judge of the other part of her suggestion which has reference to possibilities in oil and other things.

Very truly yours,

*Nathaniel Butler*

NB/H



April 25, 1923

Mr. Wallace Hackman,  
134 S. La Salle St.,  
Chicago, Ill.

My dear Mr. Hackman:

When President Burton received the first of these letters bearing the date of March 25th he raised with me the question whether the writer is a crank or whether there is something worth while in her suggestion. I felt that the only possibility of anything worth while was in the direction of the value of her suggestion to some of our departments of science. I referred the matter to the Department of Geology and received their judgment that upon the whole there was nothing very important in the suggestion. So I wrote her on April 10th, a letter a copy of which is included in the material which I am sending herewith. She has again written under the date of April 20th. Before bringing this matter again to the attention of Dr. Burton, I am sending it to you, for I have no doubt that he will at once refer it to you for your judgment.

For myself I cannot see why the University should undertake to organize a "branch" in the immediate vicinity of the University of Texas on the one hand, and the Baylor College for Women on the other. I am quite incompetent to judge of the other part of her suggestion which has reference to possibilities in oil and other things.

Very truly yours,

Robertson



The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LASALLE ST.  
TELEPHONE FRANKLIN 214

April Twenty-seven  
1 9 2 3

ROOM 1838, 230 S. CLARK ST.

Dr. Nathaniel Butler,  
Faculty Exchange.

My dear Dr. Butler:

I am returning with this the files  
in the matter presented by Mrs. Mary Susan Miller.

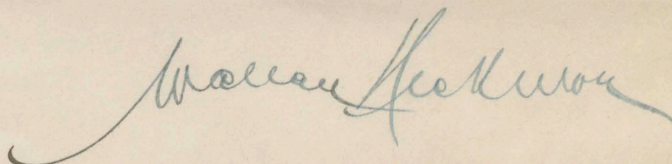
✓ As to the educational feature, you  
will know better than I whether her proposal has merit.  
In that respect I only refer to the fact that the Cor-  
respondence Study Department already has a large list  
of correspondents in Texas. That branch of University  
work is, I presume, as available now as it would be if  
there were a branch located in Texas. If there is a  
particular branch of research which the scientific men  
could pursue better there, in that event she may be right  
that general support could be had for it in that State.  
I do not doubt it would be cordially welcomed.

✓ If she has particular gifts in mind  
to the University in land or property with the names  
of the persons interested, in that event the exact situa-  
tion might be presented and the land accepted by the  
University for its general work with the understanding  
that if there shall develop a condition such that a  
location of certain work could be conducted there it  
might be well to pursue the subject somewhat further.

Perhaps at some convenient time if  
you happen to be going to New York a personal conference  
would be more satisfactory than correspondence on this  
latter matter.

Very truly yours,

WH:AG  
Enc.





The University of Chicago

Office of the Council and Business Manager

April 1931 - seven

Dr. Nathaniel Butler,  
Faculty Exchange.

My dear Dr. Butler:

I am returning with this the letter  
in the letter presented by you. My cousin sister.

As to the educational system, you  
will know better than I whether the present has merit.  
In that respect I only refer to the fact that the Uni-  
versity of Chicago has a large list  
of departments in Texas. The University of  
Texas is a branch located in Texas. It is a  
university branch of research which the educational man  
could know better than I. In that case the way be right  
that general report could be had for it in that state.  
I do not doubt it would be a very valuable one.

It has been particularly clear to me  
to the University in fact or property with the names  
of the persons interested in that way the exact same  
then might be presented and the land associated by the  
University for its general work with the understanding  
that it might develop a classification of work. That a  
location of certain work could be conducted there it  
might be well to pursue the subject somewhat further.

Perhaps at some convenient time it  
was better to be going to New York and other places  
and to have satisfactory than correspondence on this  
subject matter.

Very truly yours,

Enc.  
Enc.

*Nathaniel Butler*



May Ten  
1923

Miss Mary Susan Miller,  
Convent Hospice of Jesus & Mary,  
225 W. Fourteenth St.,  
New York City, N.Y.

Dear Miss Miller:

Dr. Nathaniel Butler and I have been studying the subject mentioned in your favor of April 20th. Together with the acting President we delightedly appreciate your interest in the University. It may be that something concrete will later suggest itself to you which can be taken up. Just at present it happens that several very important branches of work are being organized; foremost of all at the moment the department of medicine, surgery, and research which is consuming practically the whole time of the president just now and the active help of the men in that department and the attention of the Board.

One feature of the present suggestion presents rather important, if not prohibitive, objections, that is the location of a branch of the University elsewhere. The scattering of the educational forces of an institution involves a diminution of effectiveness except in those cases where a separate location for one particular branch of study away from the quadrangles of the University is essential. That situation has been canvassed somewhat by conferences with our scientific men and no such demand appears at present requiring a location in the vicinity you have in mind.

As you are aware, the correspondence courses of the University are available and are very generously taken advantage of by young men and women residing in Texas. That branch of work would not, so far as can be seen, add essentially to its efficiency there by a branch location in that State.

We are hoping you will continue to bear the matter in mind and advise us if you discover any opportunity of definite advantage to the University which does not involve a location away from the quadrangles.

Dr. Burton desires me to express his grateful appreciation of your interest in the University.

Faithfully yours,

WH:AG



May Ten  
1923

Miss Mary Susan Miller,  
Governor Hospital of Jesus & Mary,  
222 W. Fourteenth St.,  
New York City, N.Y.

Dear Miss Miller:

Dr. Nathaniel Butler and I have been studying the subject mentioned in your favor of April 20th. Together with the acting President we delightedly appreciate your interest in the University. It may be that something concrete will later suggest itself to you which can be taken up. Just at present it happens that several very important branches of work are being organized; foremost of all at the moment the department of medicine, surgery, and research which is consuming practically the whole time of the President just now and the active help of the men in that department and the attention of the Board.

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We are hoping you will continue to bear the matter in mind and advise us if you discover any opportunity of definite advantage to the University which does not involve a location away from the quadrangles.

Dr. Butler desires me to express his grateful appreciation of your interest in the University.

Sincerely yours,

WH:AB



(Apr 4/1929)  
PRELIMINARY SUGGESTIONS LOOKING TOWARD THE FORMULATION OF A PROGRAM FOR PRE-  
VENTIVE WORK IN CHICAGO THAT MIGHT SUITABLY BE UNDERTAKEN BY THE  
WIEBOLDT FOUNDATION

Preventive work concerns itself largely with

- A. Child welfare programs
- B. Health programs (physical and mental)
- C. Crime prevention

A. Work for children might be pursued along several lines

1. Through investigation
2. Through experimentation
3. Through the formation and support of a joint committee to secure the adoption of the legislative program already recommended by the official investigating committees of 1911 and 1920 in the Child Welfare Field.

- 1) A comprehensive child welfare survey might suitably be undertaken in Chicago; such a survey should be planned not merely to show what is being done in Chicago, but it would show also how far what is being done falls short of the best standards of work in different fields in any part of the country. This survey should deal not only with the problems of children who have already become dependent and delinquent but should deal with the adequacy of the present provision by the public authorities of the means of caring for normal children who may be prevented from becoming "delinquent" and "neglected." This would include recreation facilities, medical inspection in the public school, the school nursing service, the enforcement of the compulsory education and child labor laws. Should we suggest the co-operation of the University in such an inquiry?
- 2) Experimentation -- The need for certain constructive measures in a preventive program can be most satisfactorily revealed by the method of experiment. In the child welfare field the two modern preventive

*Mr. Tufts will ask  
1) whether (a) with  
with other means  
2) whether coop in  
Spelman fund wd  
be good way to  
attack it.  
Suggestive*



LIBRARY SUGGESTIONS LOOKING TOWARD THE FORMULATION OF A PROGRAM FOR THE  
 VENTIVE WORK IN CHICAGO THAT MIGHT SUITABLY BE UNDERTAKEN BY THE

WISCONSIN FOUNDATION

- 1. Child welfare programs
- 2. Health programs (physical and mental)
- 3. Crime prevention

A. Work for children might be pursued along several lines

1. Through investigation
2. Through experimentation
3. Through the formation and support of a joint committee to secure the adoption of the legislative program already recommended by the official investigating committees of 1911 and 1930 in the Child Welfare Field.

1) A comprehensive child welfare survey might suitably be undertaken

in Chicago; such a survey should be planned not merely to show what is being done in Chicago, but it would show also how far what is being done falls short of the best standards of work in different fields in any part of the country. This survey should deal not only with the problems of children who have already become delinquent and delinquent but should deal with the adequacy of the present provision by the public authorities of the means of caring for normal children who may be prevented from becoming "delinquent" and "neglected." This would include recreation facilities, medical inspection in the public school, the school nursing service, the enforcement of the compulsory education and child labor laws. Should we suggest the co-operation of the University in such an inquiry?

2) Experimentation -- The need for certain constructive measures in a preventive program can be most satisfactorily revealed by the method of experiment. In the child welfare field the two modern preventive

*Handwritten notes:*  
 Don't forget to include the work of the Chicago Child Welfare Field.  
 (1) Health programs (physical and mental)  
 (2) Crime prevention  
 (3) Child welfare programs  
 (4) Investigation  
 (5) Experimentation  
 (6) Formation and support of a joint committee



agencies hitherto lacking in Chicago (1) the nursery school and (2) the habit clinic could be established by means of demonstration.

- a) The Nursery School. Such schools originally provided in England by private funds were recognized by the "Fisher Bill" and are now supported by grants from the British Ministry of Education. These schools have come to be recognized by social workers and teachers in England as an important means of caring properly for the children of preschool age who are at present so gravely neglected in poor homes and who develop physical and moral defects before they are old enough to enter the public schools in our country. Provision for a single nursery school experiment is greatly needed in Chicago. The Miller-Palmer Foundation has already established such a school in Detroit
- b) A Habit Clinic for Children -- Such an experiment would be in line with the "Prevention of Delinquency" program which has been supported in New York by large grants from the Commonwealth Fund, and which is described in their annual reports 1921-1923 here attached. The School of Social Service Administration which has been greatly in need of both courses and field work in the psychiatric field would like to co-operate in such a plan by using the Director of the clinic as a member of the staff and the clinic as a training center for students.

- 3) Support of a Legislative Committee -- Certain needs have already been pointed out by the Hotchkiss Committee of 1911 (Juvenil Court and Children's Institutions) and more recently the Thorne Committee, 1920 (appointed by Mr. Charles H. Thorne as Head of the Department of Public Welfare under Governor Lowdon's administration). Very little has been done in the way of legislation to follow up the recommendations of these two official committees, the findings of which were based on some preliminary investigation.

The support by the Wieboldt Foundation of a joint committee with a competent salaried secretary to work for the enactment of the legislation recommended might be an initial step in a preventive program

## B. Health

Hospital Social Service and Psychiatric Social Work -- both very important for preventive purposes have been greatly neglected in Chicago. A preliminary investigation of the resources in this field should perhaps be made but it is



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(3) Support of a Legislative Committee -- Certain needs have already been pointed out by the Hutchins Committee of 1911 (Juvenile Court and Children's Institutions) and more recently the Thorne Committee, 1930 (appointed by Mr. Charles H. Thorne as Head of the Department of Public Welfare under Governor Lowden's administration). Very little has been done in the way of legislation to follow up the recommendations of these two official committees, the findings of which were based on some preliminary investigation.

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### B. Health

Hospital Social Service and Psychiatric Social Work -- both very important for preventive purposes have been greatly neglected in Chicago. A preliminary investigation of the resources in this field should perhaps be made but it is



clear to those familiar with the field that the establishment of a properly equipped Social Service Department in one of the good hospitals or dispensaries of Chicago would render great service not only by the service rendered in individuals but by the influence it would have throughout the Middle West as a training center and as an example that might be followed by other institutions.

### Experimentation

1. The need and value of Hospital Social Service could be most clearly set forth by a demonstration. A department could be established, for example, in the Central Free Dispensary. To establish such a department would involve an annual grant of approximately \$10,000 to \$15,000 a year, including (approximately) the salary of a director of \$4,000, and an assistant at \$2,400 and stenographic and clerical service \$1,500. More than one assistant would be needed probably after the first year. If the Foundation should establish such a department and support it for the first five years, its need would have been demonstrated and others would undoubtedly come forth to share in its support. Such a demonstration would also reveal the lack of resources in the community for preventive health work of various kinds, such as the discovery and care of incipient cases and the care of convalescents. Such a demonstration would also serve for the training of hospital social service workers. The School of Social Service Administration would welcome an affiliation with such an experiment whereby the director would give some courses at the University and the demonstration be used as a training center for Hospital Social Service workers.
2. A Training Center for Public Health Nurses -- The need of public health nurses is at present one that cannot be adequately supplied in the Chicago field. To meet this the Director of the Visiting Nurse Association (Miss Edna Foley) has been urging the School to establish some courses for public



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### Experimentation

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health nurses with adequate field-work training. This can be done only if the funds can be secured to provide for the proper training center, and a supervisor of field work who could also give courses for students in the Public Health Nursing field. Probably an annual grant of approximately \$5,000 would cover the whole expense of such a course and would mean putting into the field annually some properly equipped nurses for the Infant Welfare work, School Nursing, Visiting Nursing, etc. Miss Foley would be glad, I am sure, to furnish statements showing the need of such a training course and center.

C. Prevention of Crime

An adequate criminal justice survey is greatly needed in Chicago. When a jail survey was made two years ago at the request or under the auspices of the Community Trust at the request of the Cook County Commissioners, a great effort was made at that time to secure funds to follow up the jail survey with a comprehensive survey of the administration of criminal justice somewhere along the lines of the survey undertaken by the Cleveland Foundation of which I am sending you a copy in case you do not happen to have it in mind. When the subject was proposed here in Chicago the Community Trust felt that the expense involved was too great. An estimate indicated a minimum cost of \$30,000 and a considerably larger sum than this could be used to good advantage. At this time Mrs. Dauchy and Mrs. Dummer agreed to furnish \$15,000 towards the undertaking if the Community Trust, or Association of Commerce, or any other of the men's organizations would furnish the rest. The money was not forthcoming and the whole project was dropped. This was one of the subjects proposed, however, in the memorandum we sent to the Spelman Foundation. Professor Merriam would, of course, be greatly interested and would probably be the logical person for the director of such a survey, since his experience as Chairman of the City Council Committee on Crime would be invaluable.



health nurses with adequate field-work training. This can be done only if the funds can be secured to provide for the proper training center, and a supervisor of field work who could also give courses for students in the Public Health Nursing field. Probably an annual grant of approximately \$5,000 would cover the whole expense of such a course and would mean putting into the field annually some properly equipped nurses in the Infant Welfare work, School Nursing, Visiting Nursing, etc. Miss Foley would be glad, I am sure, to furnish statements showing the need of such a training course and center.

#### Prevention of Crime

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## Suggestions

My dear Harry,

No organization, so far as I am aware,  
exists of the faculty alumni other than  
the congregation committee of fifteen.

The interests of the faculty alumni  
~~belong~~<sup>belong</sup> however, among other things, <sup>to</sup> the  
care of this committee. This committee  
of faculty alumni so far has had  
nothing to do: the few matters  
referred to it seemed to belong elsewhere,  
and the regular alumni evidently prefer  
to run their own affairs by themselves.  
No doubt the committee will make  
a place for itself in time, but in the  
meanwhile, if either you or the  
President knows of any matter it



ought to take up, I, as chairman  
would be very glad to <sup>hear</sup> ~~know~~ of it.

Yrs sincerely  
Nath Flint.

April 17 '05.

*Suffolk*

My dear Henry,  
No organization, so far as I am aware,  
exists of the faculty alumni other than  
the Corporation Committee of fifteen.  
The interests of the faculty alumni  
are, however, among other things, the  
care of this committee. This committee  
of faculty alumni so far has had  
nothing to do: the four members  
referred to it seemed to belong elsewhere,  
and the regular alumni evidently prefer  
to run their own affairs by themselves.  
No doubt the committee will make  
a place for itself in time, but in the  
meantime, if either you or the  
President knows of any matter it



Ty1

*Suggestion*

The University of Chicago

The Colleges of Arts, Literature, and Science

OFFICE OF THE DEAN

March 28, 1924

President E. D. Burton  
Faculty Exchange

Dear President Burton:

It would seem to me that in view of the fact that the University of Chicago is a co-educational institution it would be entirely appropriate that women should be represented on the Board of Trustees.

It seems to me that such a move would be not only appropriate and logical in itself but that it would be in the highest degree strategic just at the present time.

May I venture to suggest also as names that might be considered in this connection Miss Florence Bartlett (daughter of the donor of Bartlett Gymnasium), Mrs. Philip Post, Miss Shirley Farr.

Very truly yours

*Ernest H. Wilkins*

EHW:A

Dean of the Colleges



171  
The University of Chicago

The College of Arts, Literature, and Science

March 28, 1924

OFFICE OF THE DEAN

President E. D. Burton  
Faculty Exchange

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Wm. H. Williams

Dean of the Colleges

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*Suggestions*

*1*  
*JA*

*CHA 1*

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Memorandum to Mr. Tufts:

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