

UNIVERSITY OF MISSOURI  
COLUMBIA

PRESIDENT'S OFFICE

R. H. JESSE

13 November, 1906.

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

Dear President Judson:-

I have read with much interest your letter of 10 November. I knew that you would agree with my view which I have embodied steadily as a policy here; to quote your own word "on all fundamental policies it is far better that the President should be a co-worker, sometimes perhaps a leader, but never a despot".

I am so strong physically and have enjoyed uniformly such health, that sickness goes hard with me. But it will come sometimes to the strongest of us. I confidently expect to be myself again within 60 or 90 days. How soon health will return depends upon how far I can abstain from work. I was driven to death necessarily during the summer, and I have every reason to expect hard driving when the Legislature gets to work. Between now and then I am trying to escape every physical and intellectual burden. I have gone up the hill at a most encouraging rate in the last 30 days. If I can dodge physical and mental work successfully between

*Return to H. P. Judson  
Thank you M.P.*

7

15 November, 1906.

President Harry Pratt Judson,  
University of Chicago,

Chicago, Illinois.

Dear President Judson:-

I have read with much interest your letter of 10 November. I know that you would agree with my view which I have embodied steadily as a policy here; to quote your own word "on all fundamental policies it is far better that the President should be a co-worker, sometimes perhaps a leader, but never a despot".

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now and Christmas, I shall be all right again I believe.

When you can escape your duties at Chicago, drop down and idle with me. It has taken some time to get me into humor for idling, but some think that I have learned the art fairly well in the last 30 days. I hope so.

Very truly yours,

*R.H. Jesse*

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 When you can escape your duties at Chicago, drop  
 down and idle with me. It has taken some time to get me  
 into humor for idling, but some think that I have learned the  
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Very truly yours,

*W.A. Jones*



14 June 1904.

Personal.

June 18, 1904.

President William R. Harper,

University of Chicago,

President R. H. Jesse,  
Chicago, Illinois.

University of Missouri,

Dear President Harper:-

Columbia, Mo.

I have not forgotten your suggestion ~~that~~ possibly

My dear Mr. Jesse:-

a line from me might be helpful to you with Mr. Rockefeller.

I was very sorry indeed not to join you at  
What is said in this letter has been said sincerely. If it

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proves serviceable to you in any degree with Mr. Rockefeller

view of the unimportant character of my duties at Bradley, I thought  
I shall be glad to have written it. As it involves a com-

it wise to stay at home.

parison between your University and other Universities whose

I wish to thank you for the letter you sent me. I am  
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wondering whether you will not change somewhat the form of it. I  
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am proposing that the letter be addressed directly to Mr. Rockefeller  
it published, and yet I do, in writing to you confidentially,  
and then enclosed with a personal letter to me which I may send with  
believe that the two greatest Universities of to-day are Harvard  
your letter. Would you be willing to put it in this form? I am  
and the University of Chicago.  
returning the other letter.

Very truly yours,

With great regret that I have not been able to see you,

I remain,

Very truly yours,

W. R. Harper

President

June 18, 1904.

President R. H. Jesse,  
University of Missouri,  
Columbia, Mo.

My dear Mr. Jesse:-

I was very sorry indeed not to join you at  
Paris. Some matters of a very important character came up, and in  
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I wish to thank you for the letter you sent me. I am  
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believe that the two greatest Universities of <sup>The United States</sup> to-day are Harvard  
and the University of Chicago.

Very truly yours,

R. H. Jesse  
President

12 June 1904

*Presidential*

13

President William R. Harper,  
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Dear President Harper:-

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and the University of Chicago. Very truly yours,

*W. D. Howells*



February 20, 1905.

President R. H. Jesse,  
University of Missouri,  
Columbia, Mo.

My dear President Jesse:-

Your letter of February 17th to Mrs.

Harper has been placed in my hands. It is very good of you to think of me so kindly and to keep me in mind.

What a good time we had that Saturday night in Chicago. It has been a source of great satisfaction to have known you and to have worked with you.

I am going to fight this battle as earnestly as I have ever fought a battle, but it seems quite clear that there is not much to hope for.

I appreciate more than I can tell you the spirit of your letter, which has been the spirit of your relationship to me through all these years.

Yours very truly,

W. R. Harper

February 20, 1902.

President R. H. Jesse,  
University of Missouri,  
Columbia, Mo.

My dear President Jesse:-

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but never a despot.

I am very sorry that you are not altogether yourself  
yet physically, and hope that the time may not be far  
off when you shall have all your old time vigor.

Please present my cordial regards to Mrs. Jesse and say of  
President R. H. Jesse,

University of Missouri, Columbia.  
I shall be delighted to  
be in your home.

My dear President Jesse:-

I am pleased to receive  
your favor of the 7th of November with enclosure. I have  
read with much interest your statement of the case. I  
need hardly say that I cordially agree with that view.  
Certainly the members of your University have done  
exceedingly well in producing so much. The burdens on  
the faculty of a State University are very great. If the  
State authorities can be induced to extend the facilities  
by way of providing more instruction, that burden ought  
to be relieved somewhat. As you say, in a University every  
teacher ought to be an investigator, and every investigator  
ought to be a teacher. It is different with a mere  
college.

I also cordially agree with your view as to the  
relation of the President of the University to the faculty.  
There is power enough which a president has and should



November 10th, 1906.

President R. H. Jesse,  
University of Missouri, Columbia.

My dear President Jesse:-

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your favor of the 7th of November with enclosure. I have

read with much interest your statement of the case. I

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Certainly the members of your University have done

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95  
7 November, 1906.

Personal.

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I am very sorry that you are not altogether yourself  
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off when you shall have all your old time vigor.

Please present my cordial regards to Mrs. Jesse and say  
to her how much I appreciated the pleasure of that  
charming luncheon in your home.

We shall be delighted to  
welcome you. With sincere regards,

Yours,

My only regret was that your visit was short and that  
I was not feeling well. H. P. Judson  
Two Little Insurance Companies  
have examined me this fall and have pronounced me a good risk,  
and one of Osler's pupils, whom he praised without stint to me  
at Oxford last year, a Professor of Internal Medicine in this  
University, has pronounced all of my chief organs sound as a  
dollar. But I have been seized with quite a serious attack  
of dyspepsia, and you know how uncomfortable that makes a man  
feel internally. Fortunately I am getting better. By  
January I hope to be myself again. I shall need good  
health and good strength for the Missouri Legislature.

I am going to send you before long a pamphlet showing  
all the publications that teachers and officers of the University  
of Missouri have issued in the last five years. There are  
576 of them, and many have been published since the list was  
completed -- 1 May, 1906. If one considers how much hard  
fundamental work we have had to do, and how our men are burdened  
with teaching, the showing is in my opinion creditable. I  
have stimulated research to the utmost, preaching constantly the



have, but on all fundamental policies it is far better  
that he should be a co-worker, sometimes perhaps a leader,  
but never a despot.

I am very sorry that you are not altogether yourself  
yet physically, and hope that the time may not be far  
off when you shall have all your old time vigor.

Please present my cordial regards to Mrs. Leese and say  
to her how much I appreciated the pleasure of that  
charming luncheon in your home.

With sincere regards,

Yours,

H. R. Judson



7 November, 1906.

Personal.

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

Dear President Judson:-

Surely we enjoyed very much your visit and that of Dr. Butterick. I hope that you will seize the first opportunity of repeating the visit. We shall be delighted to welcome you.

My only regret was that your visit was short and that I was not feeling well. Two life Insurance Companies have examined me this fall and have pronounced me a good risk, and one of Osler's pupils, whom he praised without stint to me at Oxford last year, a Professor of Internal Medicine in this University, has pronounced all of my chief organs sound as a dollar. But I have been seized with quite a serious attack of dyspepsia, and you know how uncomfortable that makes a man feel internally. Fortunately I am getting better. By January I hope to be myself again. I shall need good health and good strength for the Missouri Legislature.

I am going to send you before long a pamphlet showing all the publications that teachers and officers of the University of Missouri have issued in the last five years. There are 570 of them, and many have been published since the list was completed -- 1 May, 1906. If one considers how much hard fundamental work we have had to do, and how our men are burdened with teaching, the showing is in my opinion creditable. I have stimulated research to the utmost, preaching constantly the



7 November, 1906.

Personal.

President Harry Pratt Johnson,  
University of Chicago,  
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Dear President Johnson:-

Simply we enjoyed very much your visit and that of  
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I am going to send you before long a pamphlet showing all the publications that teachers and officers of the University of Missouri have issued in the last five years. There are 870 of them, and many have been published since the last year completed -- I May, 1906. It is somewhat of a heavy burdened with teaching, the showing is in my opinion creditable. I have estimated research to the utmost, presenting constantly the



doctrine that every teacher ought to be an investigator and every investigator a teacher -- in a University at least -- not necessarily in a college. With this view, I am sure, you will sympathize freely.

Then I feel sure, without knowing it absolutely, that you do not stand in University administration for the absolute and unlimited power which some of the Presidents hold. It is better for the President himself, and better for the teachers, and far better for the institution, that policy should be determined by careful debate among the chief officers of the University, rather than by Mr. President alone. If the President can give a good reason for any policy, he ought to make his reasons convincing to the best of his colleagues at least. I cannot help feeling that the universities whose policies represent the deliberate judgment of thoughtful men, are founded on a firmer basis than those on whose policies rest upon a notion of the President himself. In my opinion, American Universities have something to learn in this respect. In this also I believe you will agree firmly with me.

Please seize the first opportunity of visiting us again. We shall be delighted to see you.

Mrs. Jesse joins me in kindest regards.

Very sincerely yours,

*R.A. Jesse*

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Mrs. Jones joins me in kindest regards.

Very sincerely yours,

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Personal.

14 October, 1907.

President Harry Pratt Judson,

University of Chicago

October 16th, 1907.

President R. H. Jesse,  
Chicago, Illinois,  
Columbia, Mo.

My dear President Jesse:-

Hitherto the University of Missouri has made little effort to attract or to retain graduate students. We have been busy received. Our organization on the whole has proved satisfactory and I do not believe can be substantially bettered. The graduate school, or department, should have a dean I think with a regular salary. He might be a Committee, appointed annually and serving without salary. I am very properly have a graduate committee or board of the faculty over which he might preside. Never-the-less, better if it were in charge of one man who felt for it the highest responsibility. The time for better organization of this part of our University is at hand. But I want some counsel from you before taking a single step that will commit us to a definite organization. If your graduate work were not organized, in what way would you, with all your experience, organize it? Of course the dean of the graduate school should work in co-operation with the heads of the departments of instruction. The heads of these departments, so far as they are concerned in graduate work, might very properly form a board or committee in charge of such work. As at present advised I know of no more effective organization than this.

Cordially yours,

H. P. Judson



October 16th, 1907.

President R. H. Jesse,  
Columbia, Mo.

My dear President Jesse:-

Yours of the 16th inst.

received. Our organization on the whole has proved satisfactory and I do not believe can be substantially bettered. The graduate school, or department, should have a dean I think with a regular salary. He might very properly have a graduate committee or board of the faculty over which he might preside. Never-the-less, the dean should have the element of responsibility. This graduate department should comprise the work leading to higher degrees, for example, the master's degree and the doctor's degree. Other departments, or colleges, should control all work leading to the bachelor's degree. Of course the dean of the graduate school should work in co-operation with the heads of the departments of instruction. The heads of these departments, so far as they are concerned in graduate work, might very properly form a board or committee in charge of such work. As at present advised I know of no more effective organization than this.

Cordially yours,

H. F. Johnson



personal.

14 October, 1907.

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

Dear President Judson:-

Hitherto the University of Missouri has made little effort to attract or to retain graduate students. We have been busy organizing other work. But some graduate students will come and some will stay. Last year we had, all told, 138. Hitherto our "Graduate Department", as it is called, has been in charge of a Committee, appointed annually and serving without salary. I am satisfied with my whole heart that this Department would fare much better if it were in charge of one man who felt for it the highest responsibility. The time for better organization of this part of our University is at hand. But I want some counsel from you before taking a single step that will commit us to a definite organization. If your graduate work were not organized, in what way would you, with all your experience, organize it?

All the largest American universities have, I believe, a Graduate Department and a Dean thereof. There is some objection to this. The Graduate Dean is, as it were, a Dean of Deans. He is liable not to agree with other Deans. Students in the professional Departments (e.g. Engineering) will not seek counsel from this Dean, but from the Deans of their Departments. For them, therefore, a Graduate Dean is a formality. But there are advantages also. The enrollment, for example, would probably be much





larger, under this plan, in these same professional Departments.

As the enrollment of graduate students is chiefly in Philology, Philosophy, Science, and so on, we might let our College of Liberal Arts stand with its Dean as an Undergraduate Department, and organize above it, with a Dean, a Graduate Department of Liberal Arts (Philosophy); leaving the Dean of each Professional School to look after his own graduate and undergraduate students. There are objections to this also.

We might continue appointing a Graduate Committee annually, and give the Chairman an Assistant Professor to help in the work of teaching and also a salary growing with the growth of the graduate work here. This would increase his opportunity and his sense of responsibility for excellent administration.

Is there yet another and a better way of organizing?

While we have given no degrees -- no graduate degrees -- of which I am in the slightest degree ashamed, still the fact that students will come here for this work and will stay here for the degree, until we had 138 of them last year, demands that we organize this part of our University in the best possible way. We are determined to do it this winter, and to that end I want your counsel. Let me thank you beforehand for giving it to me.

Very truly yours,

*R.A. Jesse*

larger number of them. In these cases, the following points are:

As the number of people who are in the field is

increasing, the number of people who are in the field is

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