

İSTANBUL AMERİKAN KIZ KOLEJİ  
CONSTANTINOPLE WOMAN'S COLLEGE  
GALATA P. O. BOX 39  
STAMBOUL, TURKEY

Nov. 4, 1931

Dr. Marion Talbot  
Constantinople Woman's College  
Istanbul, Turkey.

Dear Dr. Talbot,

Attached you will find detailed statements of the objectives and methods of approach, as well as the problems of the Preparatory Department. These statements have been prepared with a four year view the immediate situation in mind rather than according to a generally accepted plan or scheme.

May I add one thing not in the attached outline, but suggested by our conversation this noon. In planning for work of teachers and in making programs, I have weighed carefully the drafts on teachers. Every teacher has at least one half-day free from school; and so far as possible with an inordinate number of part-time teachers having fixed hours, I have tried to distribute classes rather than bunch them in order ~~so~~ that the strain of teaching may be lessened. Teaching in the Near East is extra-ordinarily intense, and the draft on teachers is heavy no matter what one may do. For the greater part the regular teachers here are intensely interested in their work both as students and as teachers. They need to be protected against the demands they themselves make on their own energy.

As I see it, the strain in this office has its origin in physical conditions described and in the part-time teacher problem. Neither of these problems can be easily solved at the present time.

I shall be very glad to get your reaction both to the report and to this note.

Yours sincerely

*Elizabeth Clarkson*



INTERNATIONAL AMERICAN BANK

100 WALL STREET, NEW YORK, N. Y.

NEW YORK, N. Y.

January 1, 1921

Dear Sir:

Mr. J. M. Smith

100 WALL STREET, NEW YORK, N. Y.

Dear Sir:

Dear Sir:

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

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Yours sincerely,

John M. Smith



## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO Dr. Talbot  
FROM Miss Burns

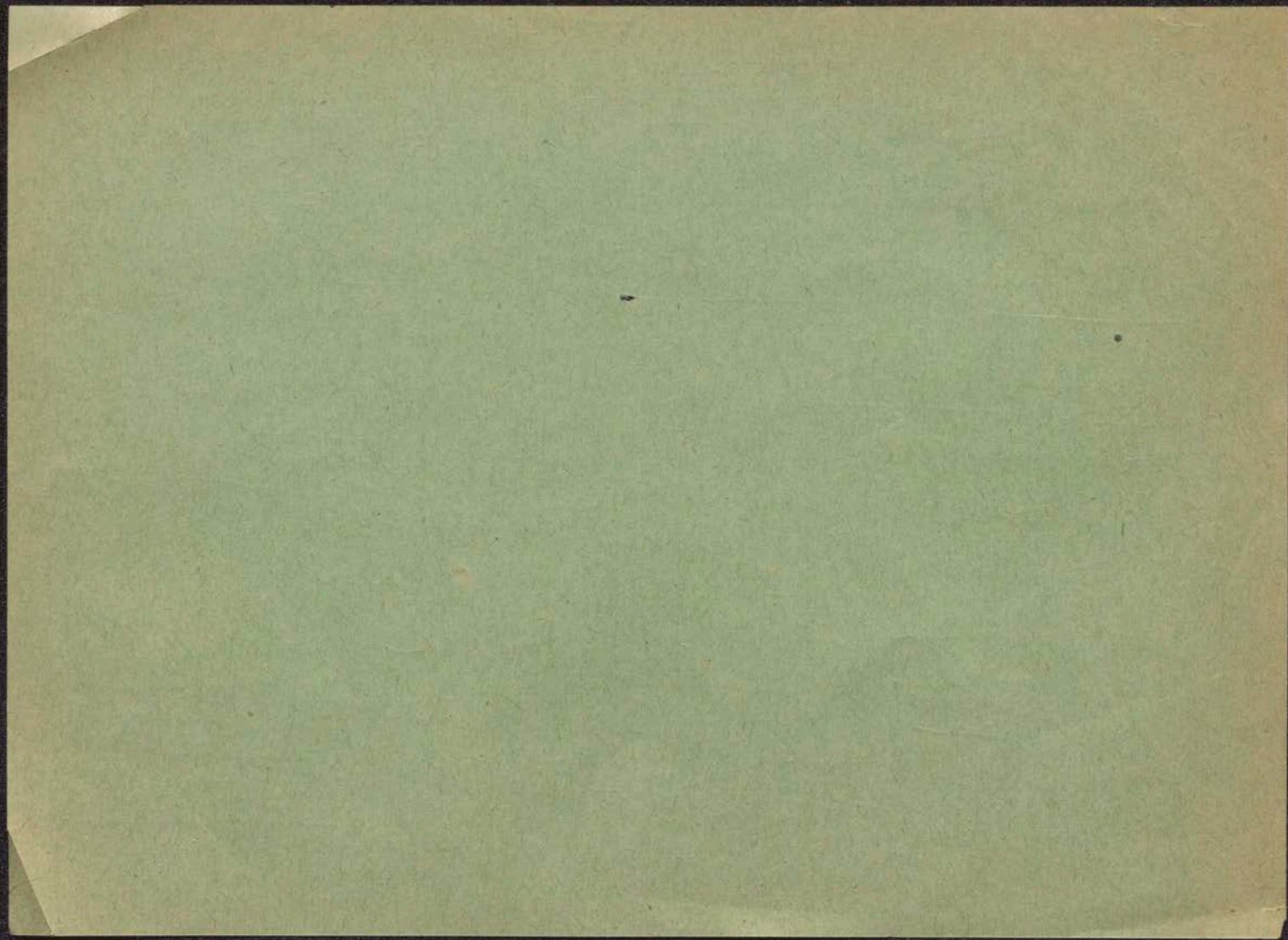
DATE Nov. 11.

In re Miss Carahan's problems.

I Administrative

A. Physical -

I fear little can be done to improve this situation - I should think however that we could arrange for her to use our Assembly Hall occasionally or bring her students over for joint assemblies with College students - more frequently.





## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

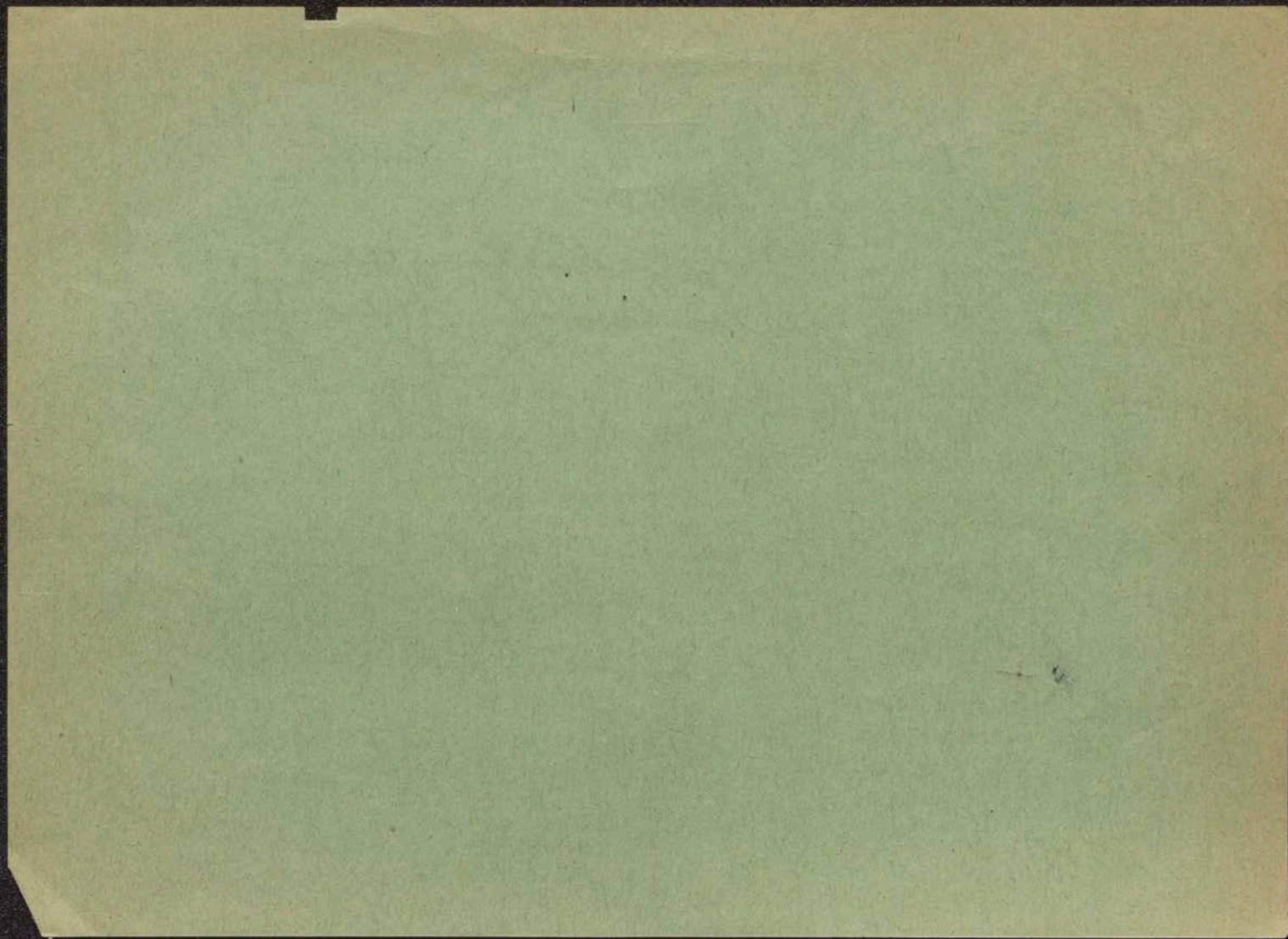
DATE

FROM

2

I am somewhat puzzled concerning her  
make-shift gymnasium facilities as  
until this year she used the big  
room in Bingham Hall where we had  
the Sub. Fresh Party - as a gymnasium  
& I considered it better than our basement  
room. This year she seems to desire  
to keep it for a sitting-room but I  
do not consider that necessary







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

(3)

DATE

FROM

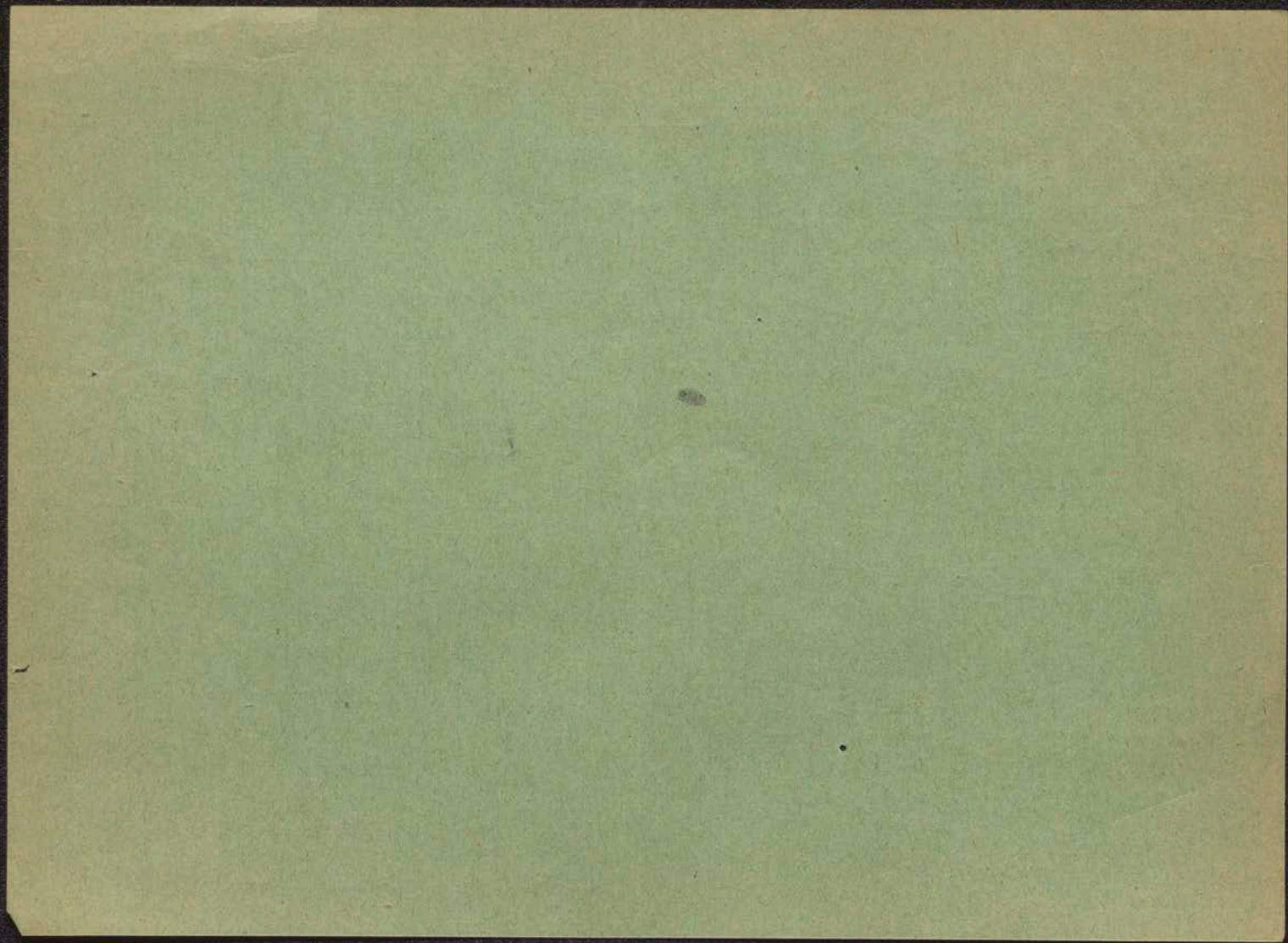
II Instruction

There are some things here that do not seem necessary ill.

- (1) The long & period day for younger students. I do not see why it is not possible for them to finish at 3:45 with the exception of the upper <sup>prep</sup> classes & Introductory students

- (2) I do not see why she counts only 7 as teachers who help in carrying the burden of the School. I would list the following: —







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

4

DATE

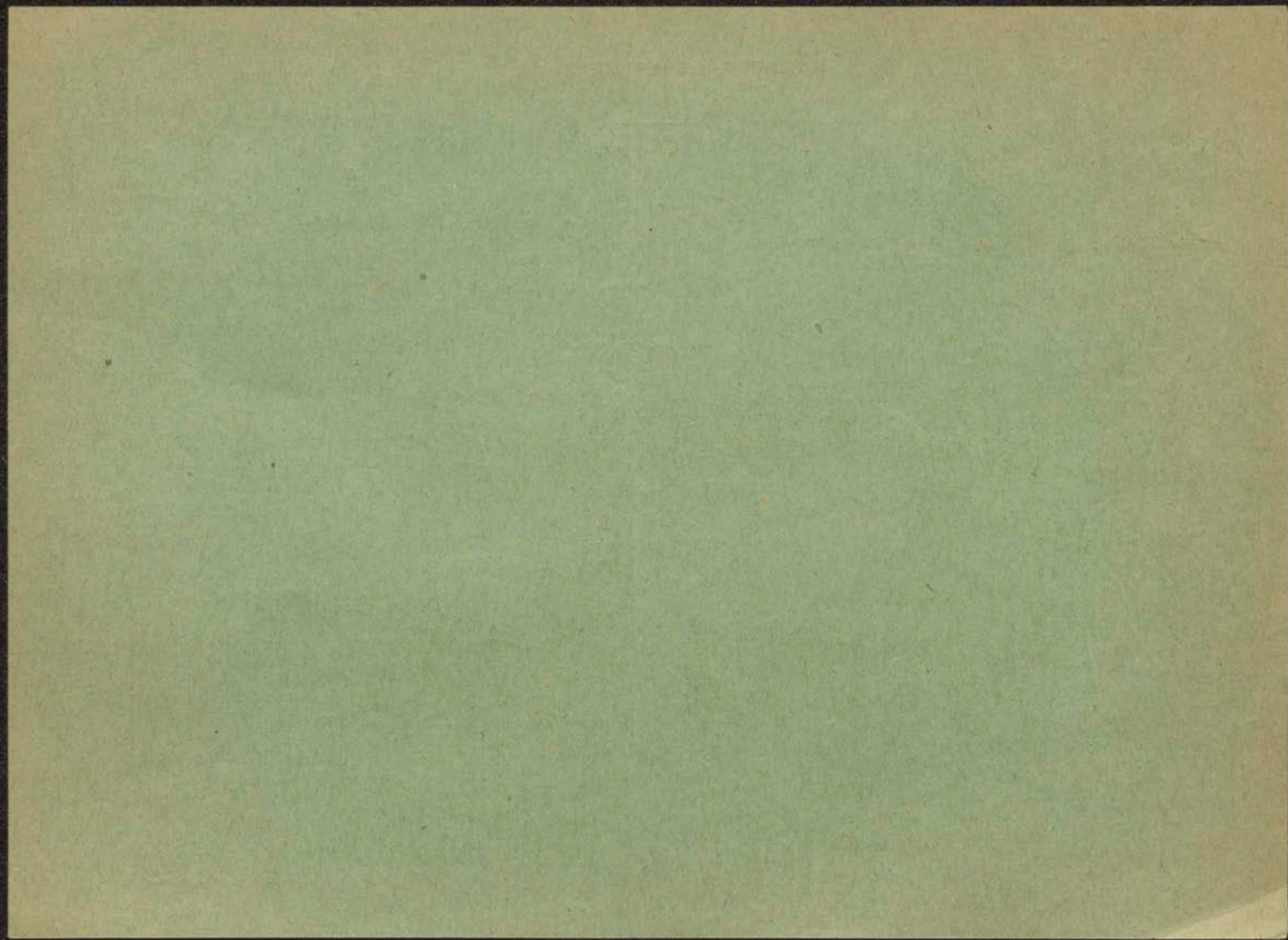
FROM

D. Ashover, Mr. Ashover, Briggs, Lisdick, Hart, Lewis,  
 Mr. Canley, Ryan, Schneider, Stokes, Summers,  
 Tarakdjian (motion), Jonker - 13 in all.  
 If these are not carrying in one way or another  
 the "burden" of the school - I think it is her  
 own fault.

(3) I have already told Hussein Bey that I  
 think we must definitely plan next year  
 on a full time, resident, Turkish woman  
 teacher for the Prep. Dept.

(4) In regard to the Introductory group -  
 I think it is too early yet to express opinion







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

FROM

5

DATE

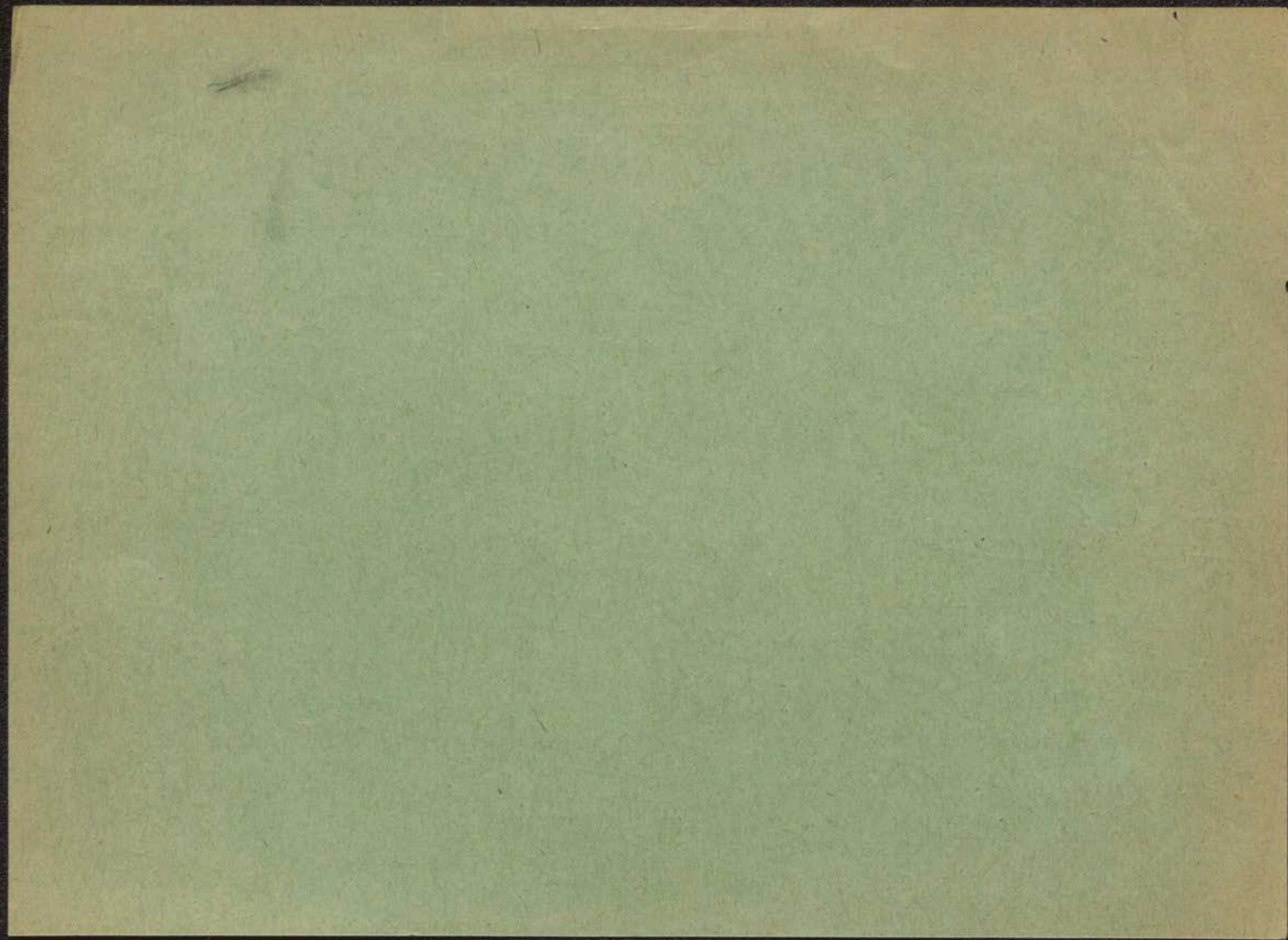
ious - but I have a feeling that it will  
be a mistake to try to enforce the  
same type of life & control for them  
as is used with Prof. students.

III Regime

(1) Could Miss Meshterdjian help with stenography or other typing?

(2) Personally I think it is a mistake to carry many of the details she carries. Delegation would not only save her, but improve the esprit de Corps -







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

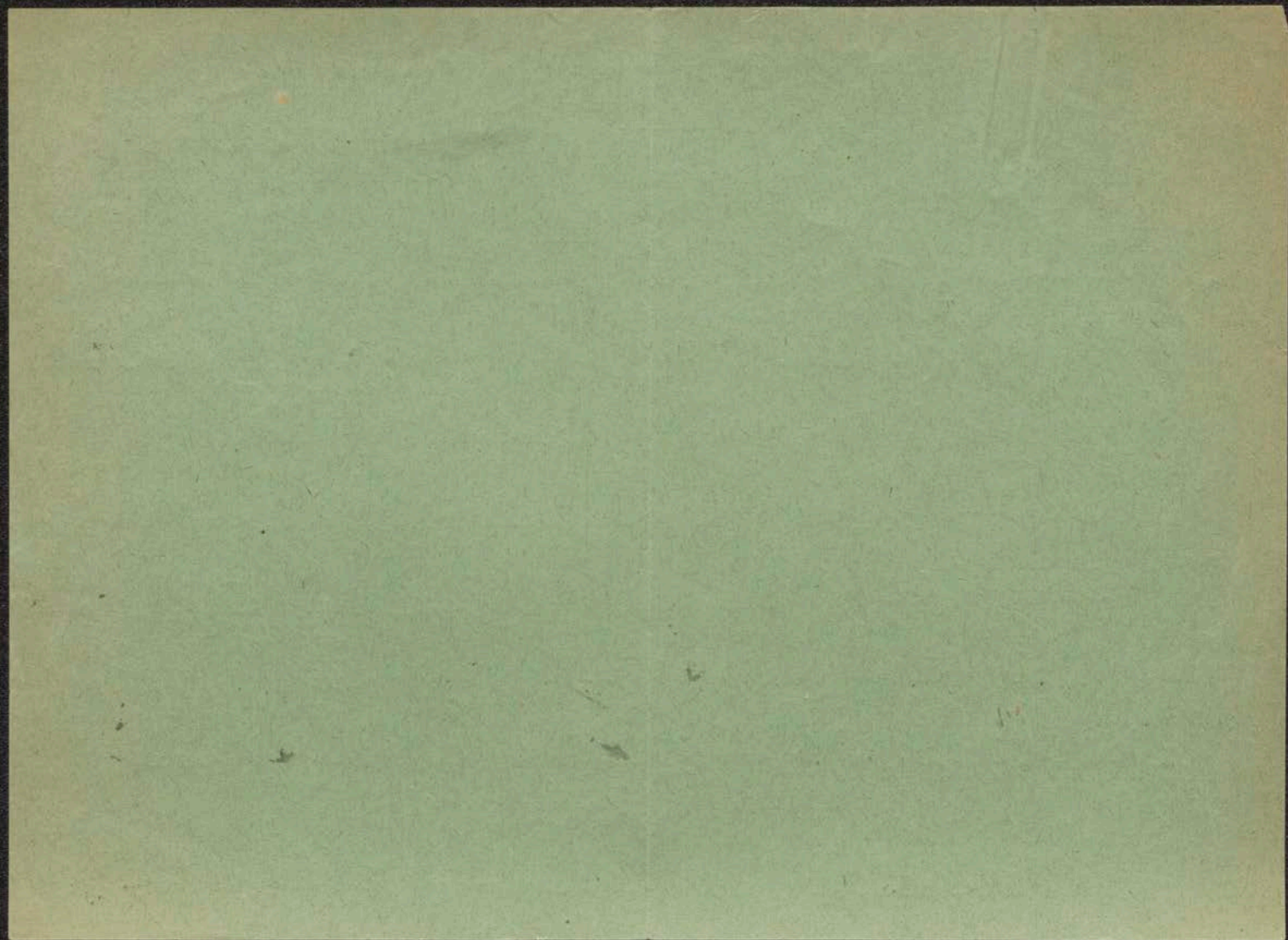
TO Dr Talbot  
FROM Miss Clurahou

DATE November 12/31

Do you think that our Trustees would release one of our teachers here for this new school in Ankara if the American Friends of Turkey would pay travel expenses for a teacher to take her place, plus the difference in salary etc. If so, may I discuss the whole situation with you very soon?

Personally, I think it would be







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

DATE

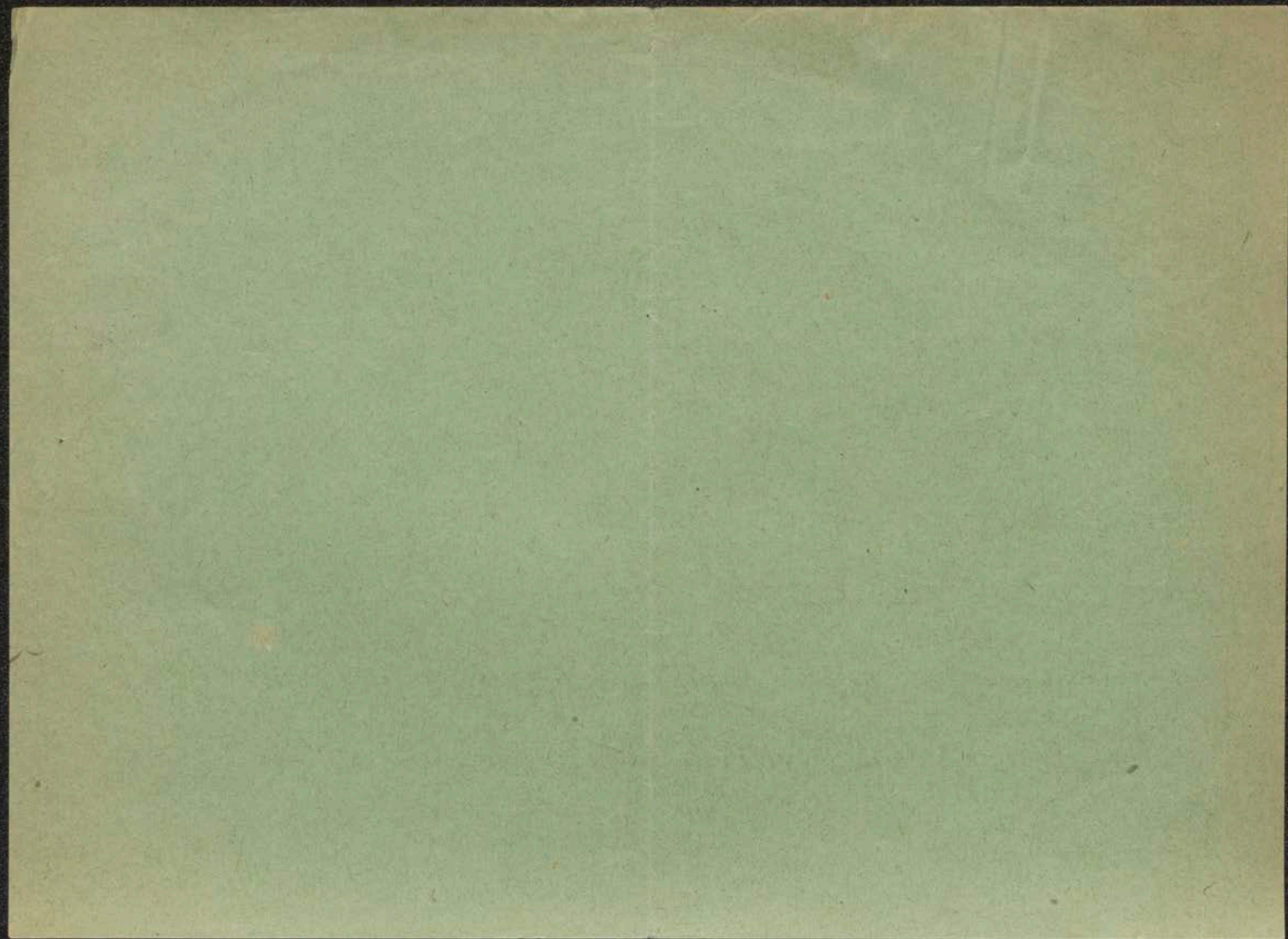
FROM

a splendid thing for the College if one of our corps were to take up this very important piece of work. Also, I believe that we have one among us who can do the work.

And, I think I know where to turn for a teacher ~~to~~ to come in <sup>with you</sup> here.

I do not want to set wheels in motion until I <sup>talk</sup> with you.







## FOR INTER-DEPARTMENT USE

(WRITE ON ONE SIDE ONLY)

TO

Dr. Talbot

DATE

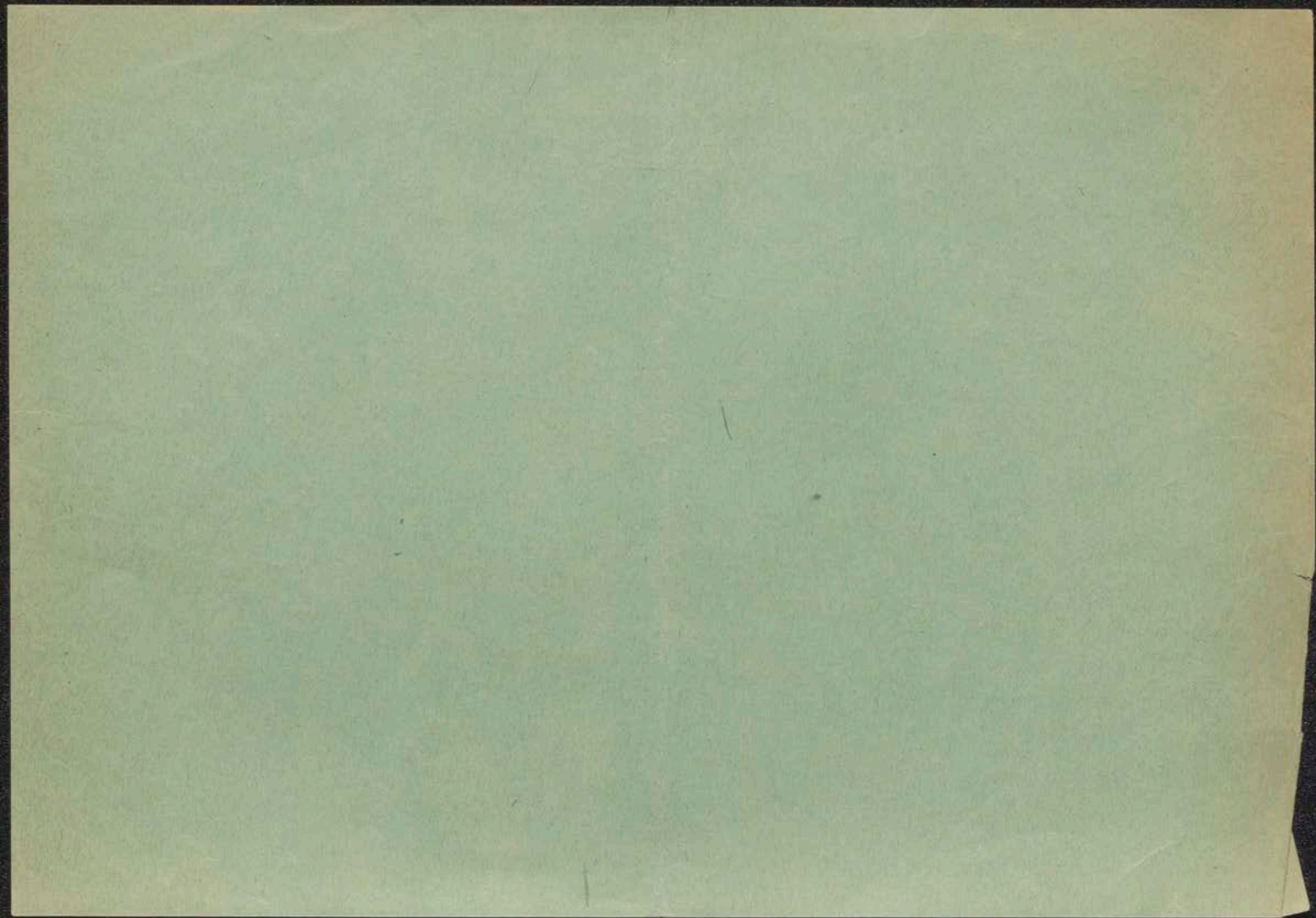
Nov. 13

FROM

Miss Burns

Miss Claraham & I talked for two hours last night. I am not very optimistic, and fear my only suggestions will be negative ones of advising "hands off" in certain directions. I shall be glad to talk with you this afternoon at your convenience, if you so desire.







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

Dr. Talbot

FROM

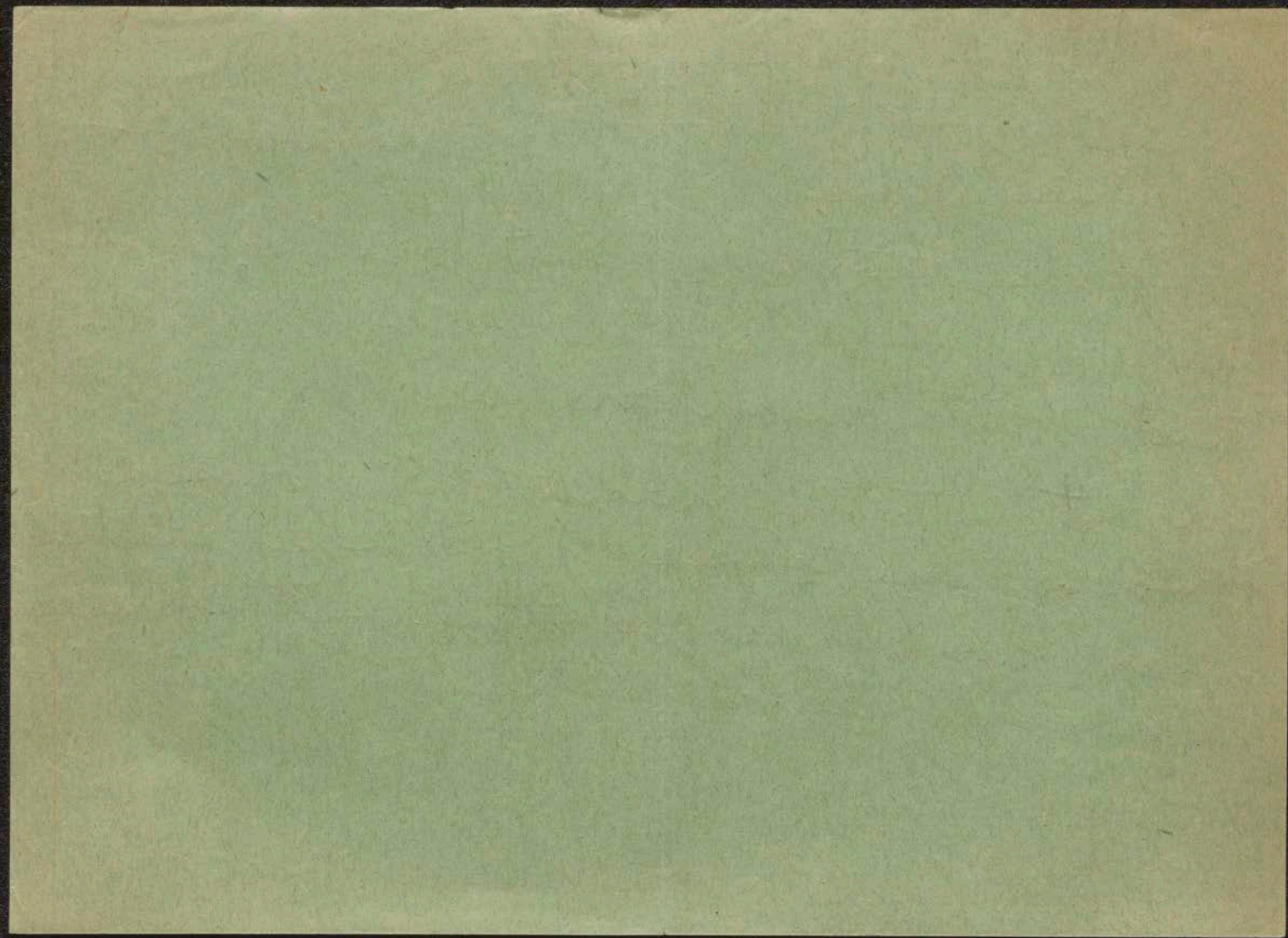
Miss Burns

DATE

Nov. 15

I can't see that "responsibility is put on a low plane" or that there is "failure to show trust" but Miss Claraham does & broods on it until a mountain arises & <sup>her</sup> cooperation ceases & yet she blames others for not cooperating. It baffles me as it seems a strange mental slant.







## FOR INTER-DEPARTMENT USE

(WRITE ON ONE SIDE ONLY)

6 large type written  
pages

DATE Nov. 16.

TO Dr. Talbot

FROM Miss Burns.

I know you must reply to these letters, even altho  
reply is not strictly demanded. Your silence would  
be misinterpreted as lack of interest, or disap-  
proval & that would be the beginning of the end  
so far as harmony & cooperation are concerned.  
On the other hand, you can't be drawn  
into an endless "exchange of notes". That is  
wasteful of time & exhausting. I am baffled,  
and can only suggest a rather vague  
note in reply - assuring her of your



FOR INTER-DEPARTMENT USE

(WRITE ON ONE SIDE ONLY)

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TO

DATE

FROM



## FOR INTER-DEPARTMENT USE

(WRITE ON ONE SIDE ONLY)

TO

DATE

FROM

Appreciation of her constructive work in the  
Pres. Dept; of her loyalty to the best interests  
of the College; and of your approval of the  
principle that the College is here to coop-  
erate with all institutions working for the  
welfare of Turkey.

I think nothing can be gained through  
discussing details of her letters.



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UNION THEOLOGICAL SEMINARY  
BROADWAY AT 120TH STREET  
NEW YORK

November 4, 1931.

My dear Dr. Talbot:

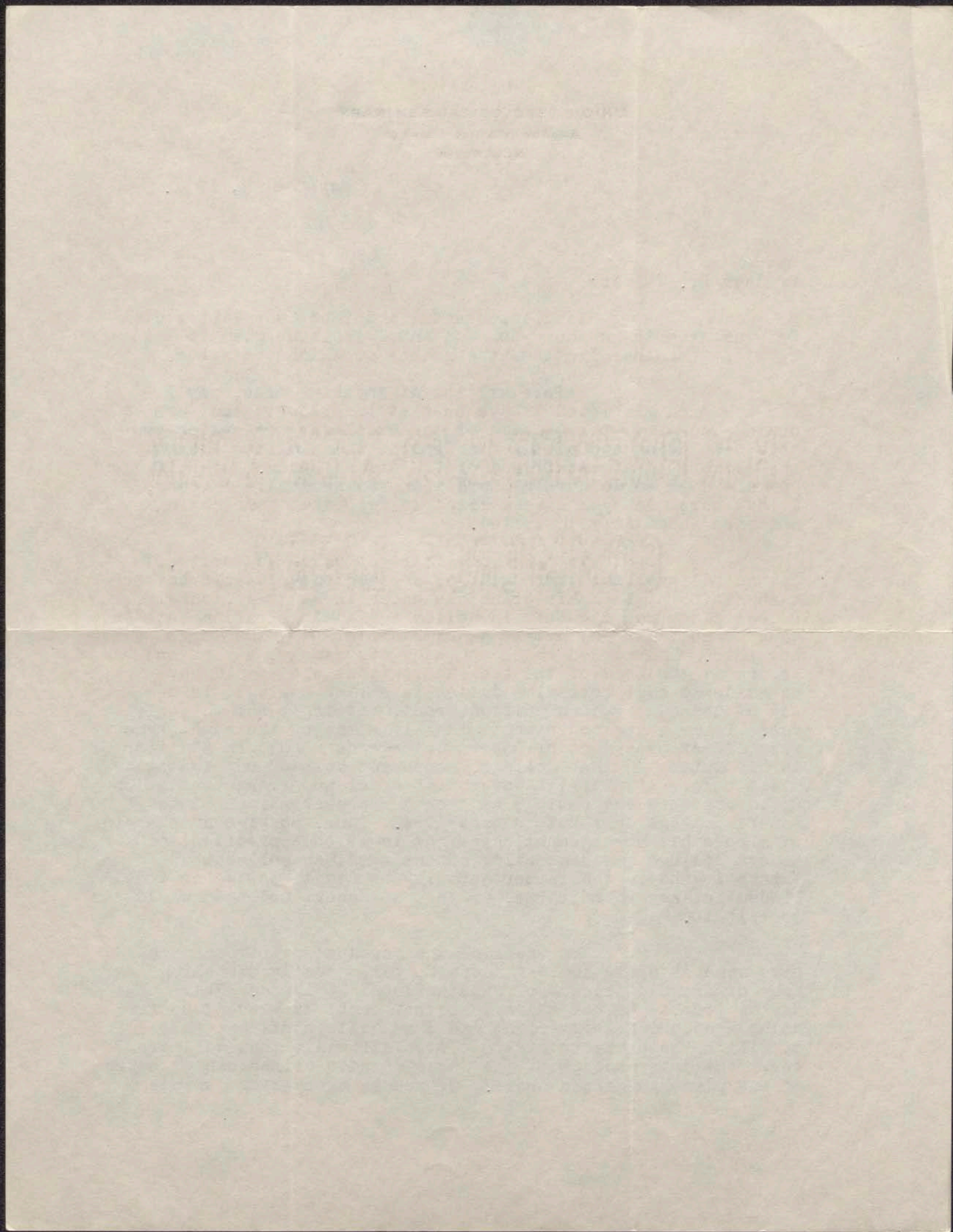
Your interesting and important letter of October seventh has come to hand and I shall be glad to take up with the other Trustees the points of which you write.

Before writing of anything else, may I say how much gratified I have been at the reports that are coming back from the College of the excellent work which you have been doing and of the fine spirit which exists among the members of the staff and of the student body. Even if you are able to do nothing more than you have already done, I feel sure that you have a right to feel that your coming has been abundantly justified.

To take up matters of which you write, I do not believe that there will be any serious obstacle to the recognition of the main principle which is at stake, namely, such a close relationship in policy and administration between the two colleges as to make a united front with the Turks possible. The method which you suggest, namely, having one person at the head of the two institutions who should have no academic administrative duties in either college, is one way of securing such a unified front, but it is not the only one. It is quite conceivable that if a man of the right type were chosen president of Robert College he might, in addition to his duties in that College, represent both of our institutions before the Turkish Government under an arrangement which would make him responsible as such a representative not to Robert College only but to ourselves. Thus, to give an example of a possible arrangement, he might be at once president of Robert College and chancellor of the American colleges in Istanbul, and in the latter capacity he might receive an independent salary to which we, as well as Robert College, would contribute.

You speak of the conclusion to which you have come as one which, if adopted, will greatly discourage many of the old friends of Constantinople College. While that may be true, I do not think that that ought to prevent us from doing that which seems right and I am quite confident that it will be possible to work out a relationship that will preserve the independence of the College under either one or other of the plans suggested above. Of course everything depends







upon the personality of the man who is chosen to be the head of Robert College. If he is the kind of man whom we would be willing to have represent us, then the relationship which I suggest would be possible. If not, it might be necessary to find some third person to act as liaison officer; but if it is hard to find one good man, it is still harder to find two, and that is a factor that we have to take into account.

Your suggestion that Dean Burns should be appointed president immediately in order to insure continuity of policy with the Turkish Government is worthy of consideration and will receive our careful attention. As an emergency measure to save us from administrative embarrassment, I do not believe there would be any difficulty on the part of our Trustees, but if it were to mean the permanent appointment of Dean Burns or her indefinite continuation in the position, I think that there would be hesitancy, not on the ground of any lack of confidence in Miss Burns or willingness to have her in that position but on the ground that we should lose the opportunity of adding to Miss Burns another strong and helpful personality such as we hope our new president will be. We have already two or three promising candidates in mind and what I should hope would be that we could in the near future make an appointment which would end the present uncertainty and make it possible for us to plan intelligently for the future. We shall know probably within a few weeks whether this is possible, and, if not, then, as I say, our minds will be entirely open to the consideration of the step which you suggest.

In regard to what you write about the importance of our own Trustees taking the initiative in developing a scheme of reorganization, may I say that there will be no difficulty whatever in our doing that as soon as we receive from you and from the authorities in the College the data which will enable us to draw up such a statement intelligently.

As to the general principles which should govern our relationship, I have already discussed them at length with the Minister of Education and see no difficulty in the way.

I am delighted to know that Dr. Landes is teaching at Robert College under the terms you mention. It is a case of what I hope may be repeated on a larger scale in the future. Will you express to her my personal satisfaction at this arrangement and my hope that it may prove possible to continue it next year, as I understand the Robert College authorities desire.



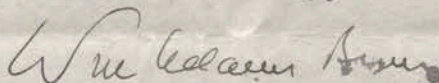
1882 11.15



There is one thing more that I ought to add. In your letter you speak of not taking very seriously any study of methods of cooperation between the two colleges until you hear from me. Personally I hope you will not allow the uncertainty as to the form which our ultimate liaison may take at the top to prevent immediate thorough discussion with the Robert College people of ways of cooperation, educational and administrative, which are at present available. There is plenty of work to be done along this line which will have to be done under whatever administration we may decide to adopt and the sooner we get started at it the better. Take for example the matter of the best means of communication. We should of course all be in sympathy with this, but it is a question of some practicable plan in which we could join. As for this we must wait for recommendations from you.

This letter, I need hardly say, is simply the expression of my own personal views. After the Board Meeting on November sixteenth I shall hope to write you more fully on all the matters of which you speak.

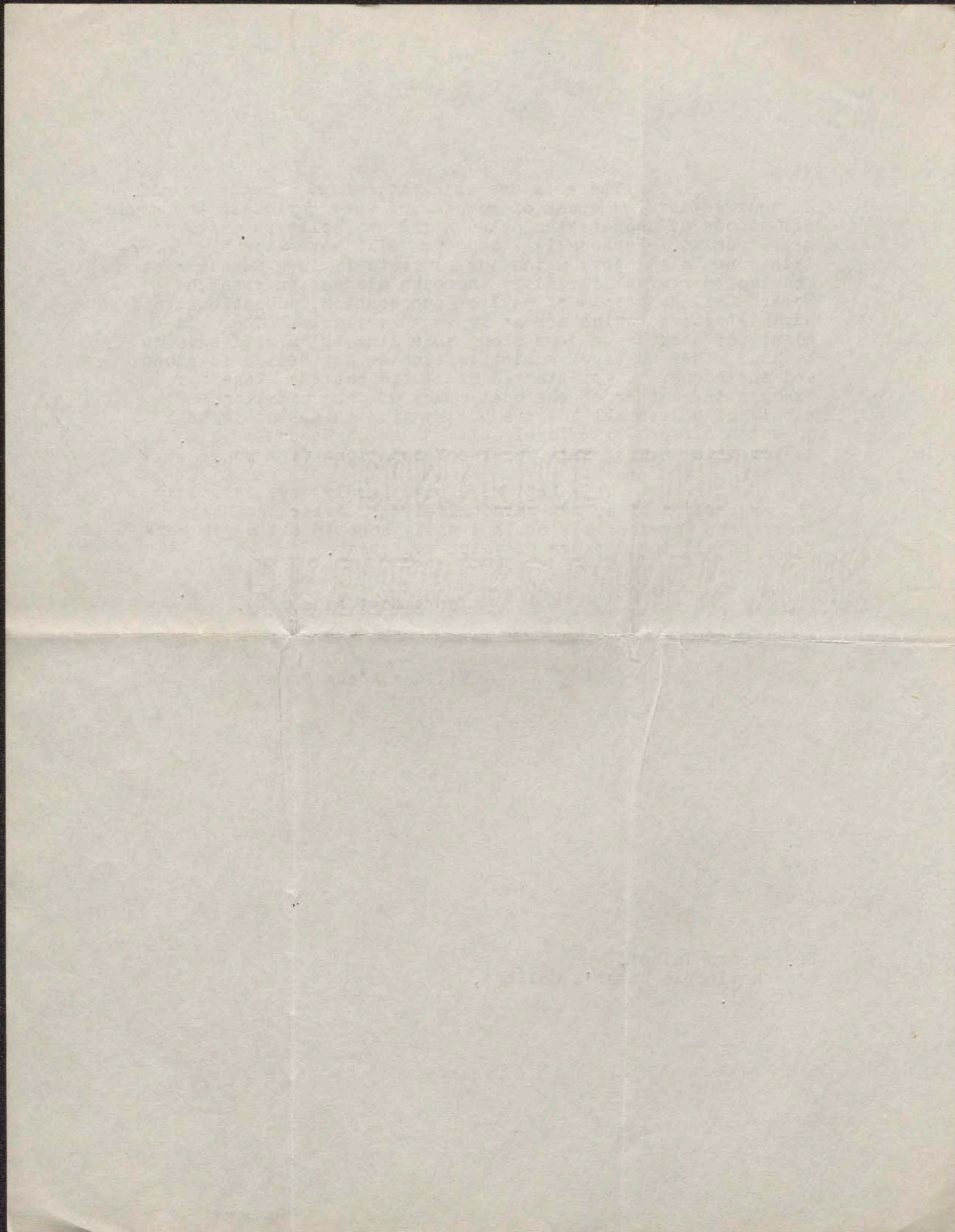
Yours most sincerely,



William Adams Brown

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul.







*H. Brown*

November 7, 1931

Mr. Albert W. Staub  
Near East College Association  
18 East 41st Street  
New York City

My dear Mr. Staub:

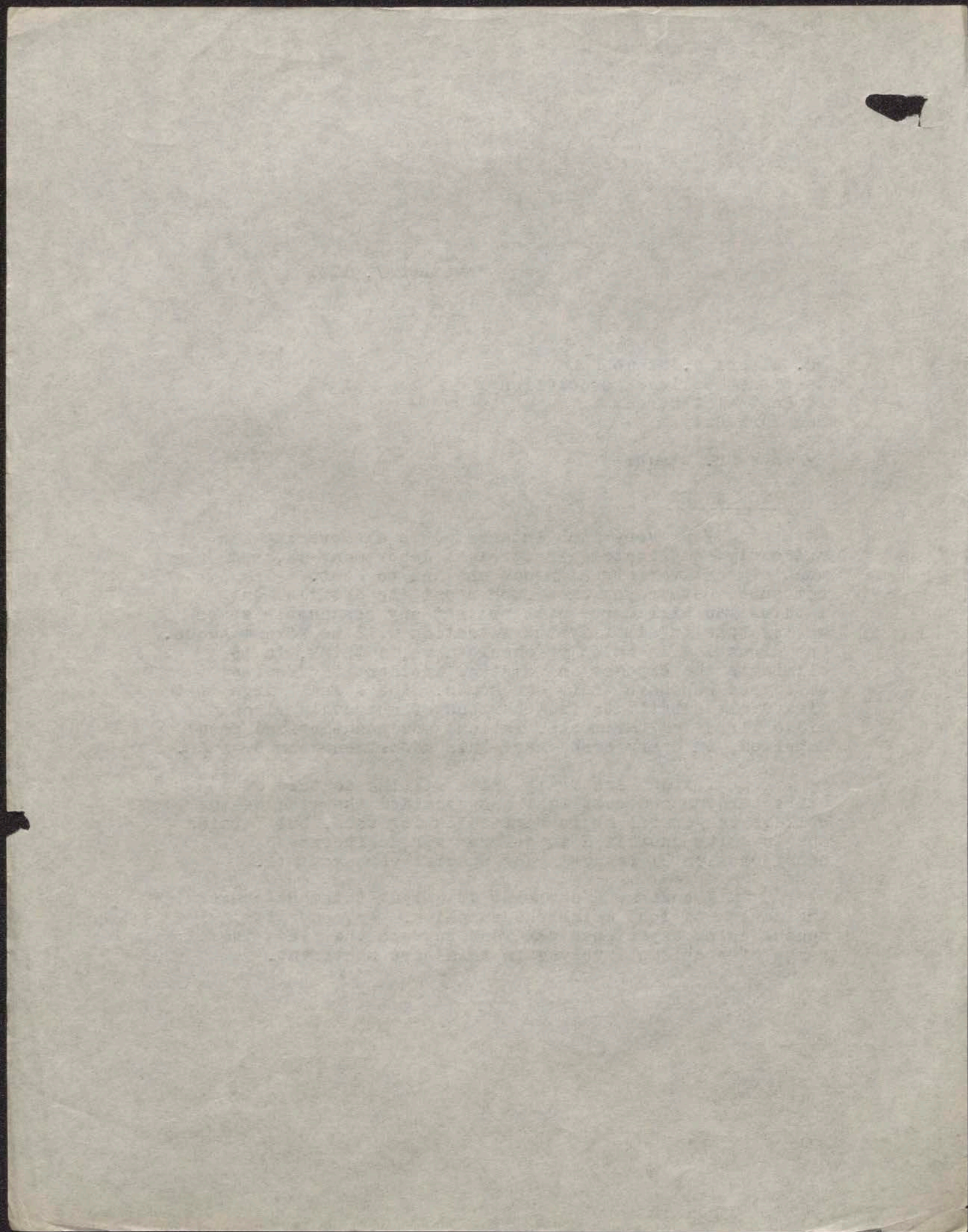
TOPIC ONE

I am very much interested in discovering how extremely complicated Miss Craig's department is, and what a great variety of needs she has to meet. I am not sure whether you know much about the details but I think you will agree with me that any reasonable steps we may take to simplify the situation will be advantageous. One direction in which we should move, I think, is to eliminate the expense and wastage incident to feeding employees who have their own homes. And I shall urge that Miss Craig substitute from her budget a monthly allowance of 15 liras for the meals, rations and unauthorized food supplies in every case where this adjustment can be made.

I find Miss Craig quite willing to take on extra burdens and complications provided the good of the college in general or in part calls for them, but I think she is quite justified in calling for deliberate consideration of requests for special arrangements.

I enclose a somewhat detailed statement concerning the meals and food which she supplies. Any one with housekeeping experience can read between the lines the range of problems involved in this bare statement.







TOPIC TWO

The Committee on cooperation between the two Colleges is ready to enter upon a consideration of the problems involved. It consists of: President Gates, Dr. Huntington, Dean Burns, myself. No steps could be taken until after Miss Burns returned from Angora, but in her mail awaiting her here, was the news of a probable joint meeting of the two Boards. I have written to President Gates, that it seems to Miss Burns and to me, desirable to await further news from New York in order to avoid possible waste of effort.

(Later) A cordial note from President Gates expresses his agreement.



The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the year ending December 31, 1964.

1. The total number of acres of land owned by the United States is 1,043,000,000.

2. The total number of acres of land owned by the States is 1,043,000,000.

3. The total number of acres of land owned by the Federal Government is 1,043,000,000.

4. The total number of acres of land owned by the States is 1,043,000,000.

5. The total number of acres of land owned by the Federal Government is 1,043,000,000.

(Total)



TOPIC THREE

I propose, unless you think it unwise, to follow a somewhat new procedure in regard to making up the budget. I would be glad to know, rather soon, as to when I may know the amount of the sum within which the budget as made up here must be kept. As I have already written to you, it is my intention to ask the heads of departments, namely: Dean Burns, Miss Craig, Mr. Stevens, Miss Clarahan, to submit recommendations within their departments. I have already made known my personal conviction that every item of expenditure, whether it be flowers, laboratory equipment, food, books, crushed rock, whatever it may be, must be justified on the ground of its contribution to the carrying out of the main purposes of the College, which as I understand it is the education of the students who are in its keeping. When these tentative budgets are ready, I will call in the Bursar and probably one member of the Faculty to aid me in my function as umpire. And then the adjustments as between the different departments which I surmise will be inevitable can be made in the light of the general good of the College rather than might be the case, otherwise under pressure from individuals or even departments.

I have the impression, possibly not an altogether fair one that there is some criticism between the different departments as to the spending of money. It seems to me that when the appropriations have been made, the departments should be given full authority as to the way in which the amounts are spent, and if satisfactory results are not obtained more competent people should be put in charge. Some of the criticisms which I have heard seem to me to have no more official justification than would be the case, if the way in which the salaries of the teaching staff are spent was made an object of criticism. If my views in these matters do not commend themselves to you, I trust you will comment on them freely, in order that I may not get involved in a procedure which may have to be revised.







Dr. Patrick writing of her interest in College affairs tells me she understands that the securities belonging to the college are quite safe. This is welcome news indeed and quite a different story from that which comes to me from the University of Chicago, which is evidently hard hit by the financial depression.

With cordial regards, I am,

Very truly,

Marion Talbot.



1



# AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS

INCORPORATED 1812

14 BEACON STREET - BOSTON, MASS.

OFFICE OF  
FRED FIELD GOODSSELL, D.D.,  
EXECUTIVE VICE-PRESIDENT

November 5, 1931.

Dr. Marion Talbot,  
Constantinople Woman's College,  
Galata, P.O.Box 39,  
Istanbul, Turkey.

Dear Dr. Talbot:

I want to express to you my deep appreciation of what you are doing to create a wholesome atmosphere and to give creative leadership at the College. You seem to have accomplished wonders already. I have been in correspondence with Miss Burns and Miss Clarahan ever since I left Istanbul in March 1930. The note of joy over your coming to the College in the letters of both of them is most satisfying.

It was a great regret to me that I didn't reach you with some message on the boat as you sailed last August. I do not now see how I let anything prevent me from doing so. I have taken unbounded satisfaction in your willingness to go to the College this year. I hope you will not interpret my silence as thinking that the moment I had rolled a big burden on to your shoulders, I could sit by quietly without concern. That far from represents my attitude. I have understood, however, that your official correspondence would be largely with Dr. Brown. He and I are frequently in conference. The other day he shared with me your important letter to him of October 7th. I know that he is giving great importance, especially to what you say with reference to the cooperation of the two colleges. This undoubtedly has a bearing on the choice of a new president.

Please accept my cordial good wishes for your welfare in every respect. You are bearing a heavy load with great dignity and poise and in such a way as to elicit the best from your associates. We Trustees owe you already a debt that can never be repaid.

Yours sincerely,

*Fred Field Goodsell*

FFG/MCD







İSTANBUL AMERİKAN KIZ KOLEJİ  
CONSTANTINOPLE WOMAN'S COLLEGE  
STAMBOUL, TURKEY

To: Dr. Talbot

November 14, 1931

From: Publicity Committee

It is the understanding of the Publicity Committee that any news stories released from the College would of necessity emanate directly from the administrative offices. We, therefore, take pleasure in making the following suggestions to you. As I reported to you before the last Faculty meeting, the Committee felt we should wait until the entire personnel was here before having a meeting. However, there is now some "news".

The suggested publicity is outlined in very much the manner in which a professional press agent would proceed. We do not know if all, or even any, of the proposals are suitable for Constantinople Woman's College, but we feel they are excellent publicity material in themselves.

1. We believe "Education Week" as observed in the College could be "covered" for (a) European editions of American newspapers, (b) Istanbul papers, (c) possibly papers in the United States.
2. Miss Morrow's arrival here will be of definite interest to people in the United States, and it might be worth while to attempt lining up a rather extensive story. We suggest sending the story, with several pictures (Miss Morrow, the College, Turkish students, etc.) to the New York office. When Miss Morrow arrives here, the news could be cabled to New York, and the story simultaneously released from there to the proper agencies of distribution.

In this connection; it might be well to interview the local foreign correspondents to see if they are cabling the story. It has such great news value that undoubtedly they will. We could get more space, however, if the material were mailed. It should be mailed immediately, so as to be available for the Sunday edition by noon of the preceding Saturday.

3. Another story that could well be sent to the European editions and to local papers is this:

"Sami Bey, one of the leading artists of Turkey, held an exhibition of his paintings November 11 and 12 at Constantinople Woman's College. Sami Bey, who designed the Turkish stamps and some of the Turkish currency, held an exhibition at ----- in Paris during May of this year. His wife, Belkis Hanoum, is a graduate of Constantinople Woman's College."



RESEARCH REPORT  
ON THE  
EFFECTS OF  
STRESS ON  
HUMAN PERFORMANCE

Author: J. H. B. ...  
Date: ...

The purpose of this study was to investigate the effects of stress on human performance. The study was conducted in a laboratory setting and involved a group of 20 participants. The results of the study are presented in the following sections.

The first section of the study was a pilot study. The purpose of the pilot study was to determine the appropriate level of stress to be used in the main study. The results of the pilot study are presented in the following section.

The second section of the study was the main study. The purpose of the main study was to investigate the effects of stress on human performance. The results of the main study are presented in the following section.

The third section of the study was a discussion of the results. The purpose of this section was to discuss the results of the study and to draw conclusions from the findings. The results of the study are presented in the following section.

The fourth section of the study was a conclusion. The purpose of this section was to draw conclusions from the findings of the study. The results of the study are presented in the following section.

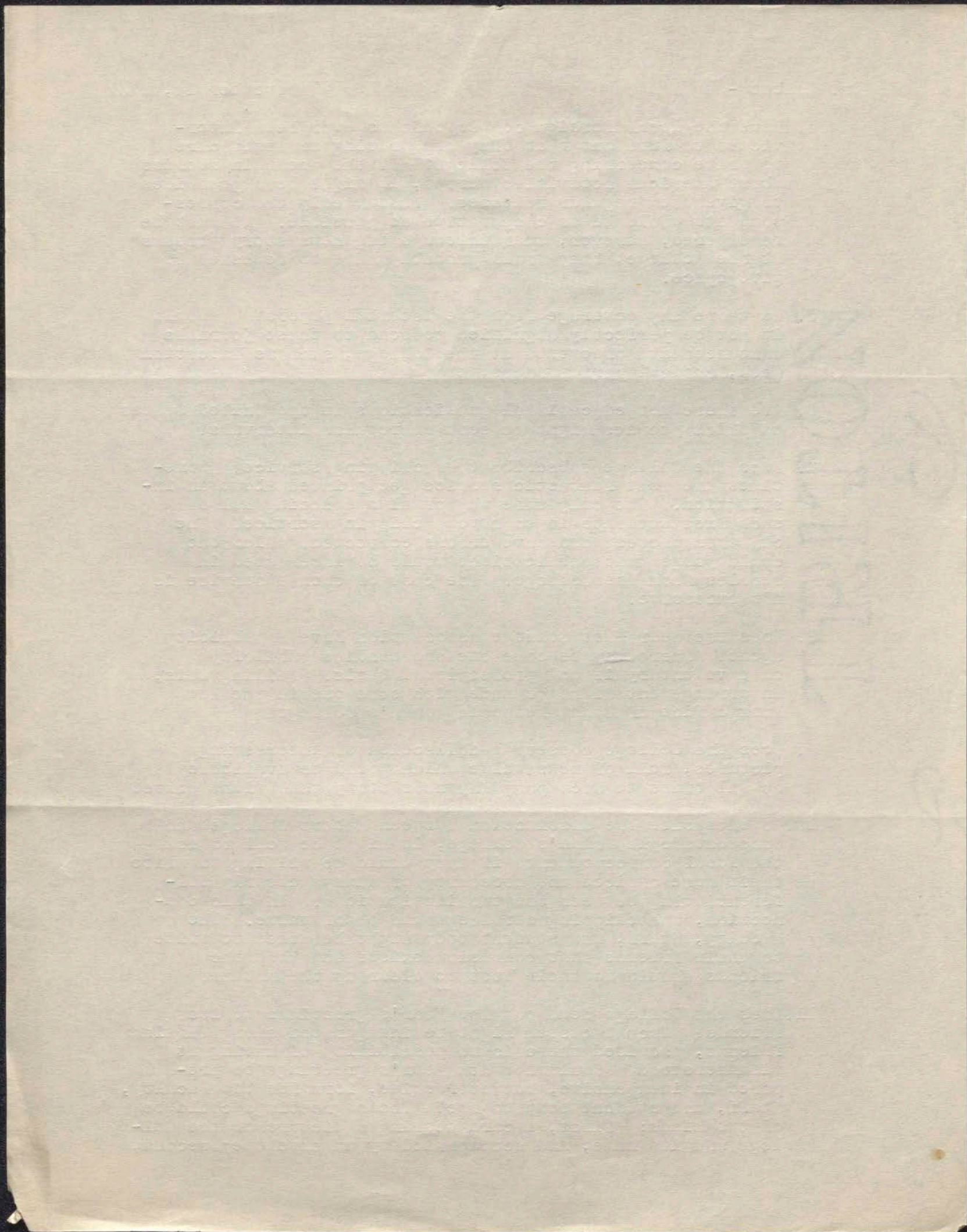
The fifth section of the study was a list of references. The purpose of this section was to list the references used in the study. The results of the study are presented in the following section.

The sixth section of the study was an appendix. The purpose of this section was to provide additional information related to the study. The results of the study are presented in the following section.



4. Have the local foreign correspondents ever been interviewed to find out what they are writing or would care to write concerning the College? If they send in stories about American activities abroad, it might be a good idea to give them regular releases. Undoubtedly the correspondents would be as cooperative as possible. It must be remembered, however, that unless a big news story "breaks" at the College, they would probably have to be asked to give space.
5. Is there any coverage from the Istanbul papers? Would it not be perfectly dignified to send to these journals announcements of events at the College, such as Education Week, musical performances, etc.
6. Are there not educational publications in the United States to which stories might be sent at regular intervals?
7. Does the College subscribe to a clipping service? Sometimes the most fantastic stories get printed about an institution. The only sure way of always seeing all of such misstatements is to have a clipping service. One can then protest and have errors corrected. Also one could judge what publications would be interested in stories from the College. The cost of such a service is not excessive.
8. Does the Near East College Association have a publicity agent? There may be some one who handles publicity on a voluntary if not professional basis. Failing this, an arrangement might be made with some one in the New York office of Constantinople Woman's College.
9. Does the College possess a collection of interesting pictures, full of news value which would be available at all times to accompany any news story that might arise?
10. To emphasize the distinction between Robert College and Constantinople Woman's College, it might be well to ask the local correspondents if they would be willing to write their home offices the necessity of always clearly differentiating between the two institutions. In this connection, the clipping service would be of value. The Faculty, Staff, and student body might be asked to write to their friends that confusion exists and that the friends should do their best to clear up the matter.
11. Does the College send out New Year's greetings to its friends? Such a custom might be inaugurated among Turkish friends, provided there is no possibility of having it misunderstood. Could not New Year's greetings be prepared in inexpensive, but attractive, form for the Faculty, Staff, and student body to use? These greetings could be of two kinds: first, a card bearing a picture of the College and its name, and accompanied by an envelope; second,







Dr. Talbot - 3

November 14, 1931

a card similar to the above, but smaller and without envelope so as to be enclosed with personal greeting cards.

12. It might be worth while writing to authors and publishers of guidebooks about Istanbul so that when new editions of existing books are published -- or when new books are published -- there would be proper mention of Constantinople Woman's College.

Respectfully submitted,

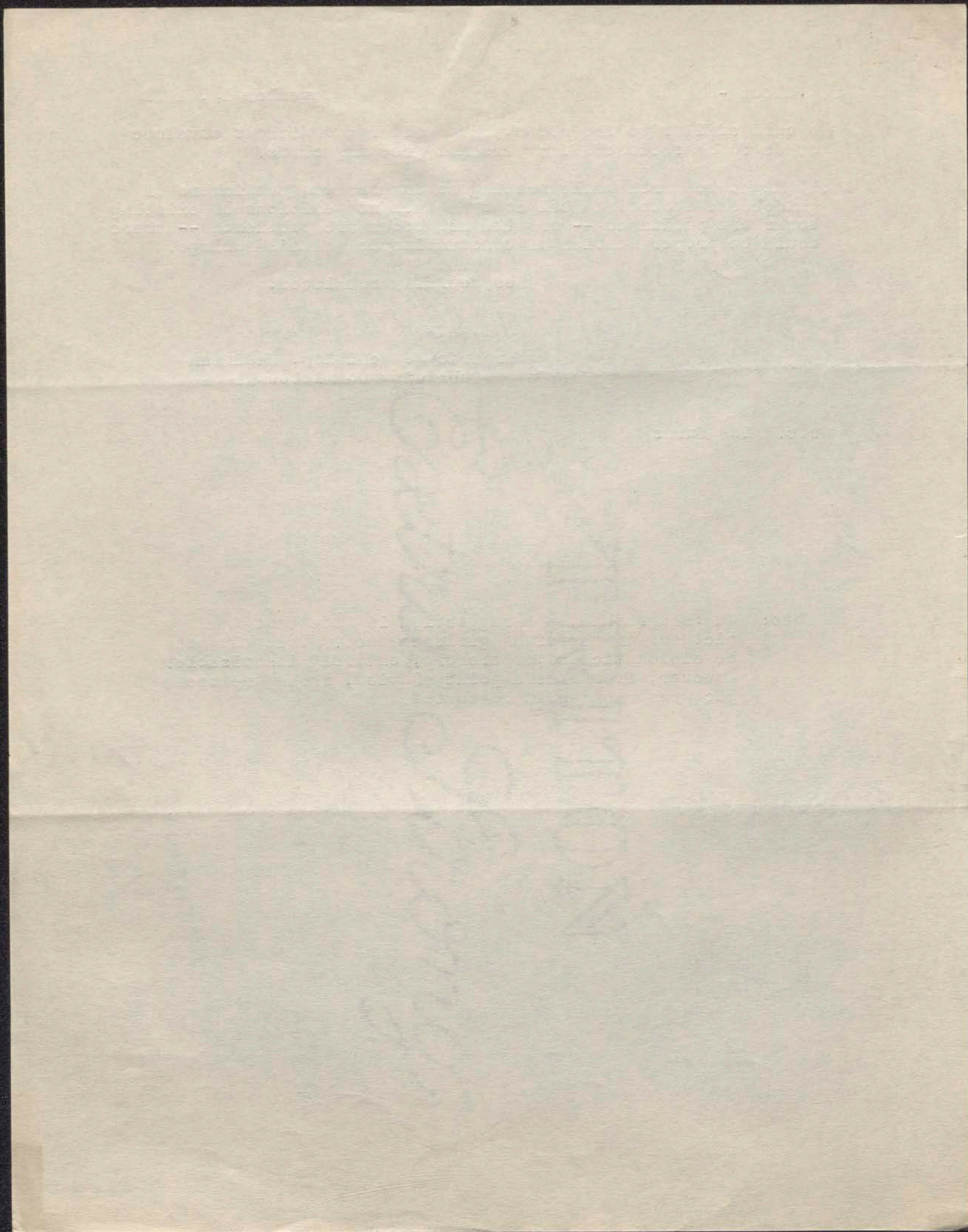
*Marjorie L. McKillop*

Marjorie L. McKillop, Chairman  
Publicity Committee

c.c. Miss Burns

Note: In Paragraph 2, the suggestion is made that pictures of "Turkish" girls be used. This may not be diplomatic and, therefore, entirely inadvisable. However, from a news point of view, those are the pictures that would be wanted.







To: Miss McKillop

From: Miss Burns

November 14th, 1931

As a preliminary reply to your note to Dr. Talbot of which you sent me a copy, I would make the following comments. For convenience sake I will take them up in the order in which you have made your suggestions:-

(1) Education week could I believe be profitably written up for School and Society. I have from time to time sent various items and some times longer articles and have found that they were very acceptable although it is not the type of magazine that pays at all for such information. I should be glad to help in this matter of writing it up in case that seemed desirable.

(2) Miss Morrow's arrival certainly has publicity value. The only foreign correspondent that we have much connection with, is Miss Ring of the Associated Press.

She is always glad of any information we can give her and I feel sure would be more than willing to send dispatches or even articles. This summer when one of our graduates was made the chief manager of the İş Bankası, I sent the story to the New York Office, but found out from Mr. Staub that Miss Ring had already sent it as a story with a photograph. As Mr. Staub said, publicity from outside means a great deal more than that which is inspired by us.

(3) Personally I do not think there is much publicity value in the Sami Bey situation.

(4) As Miss Ring really covers American activities in Turkey, what I have said under point (2) concerning her applies with force here.

(5) The İstanbul papers have a very strange way of handling news items. They are very fearful of giving gratuitous advertising. The few times we have sent them items similar to those you suggest, we have received a bill for the insertion. I think this is their usual custom. The only exception is when we had some event to which reporters have been invited and of their accord they have written it up. That is usually done when we have public plays, particularly in Turkish and French, or at times like Commencement. We are careful to see that at such times tickets are sent to the leading local papers.

(6) This has already been touched on in my reference to School and Society.



For Miss Hurling

From Miss Hurling

November 14th, 1931

As a preliminary reply to your note to Dr. Hurling of which you sent me a copy, I would make the following comments. For convenience sake I will take up in the order in which you have made your suggestions:-

(1) Association week could I believe be profitably written up for School and Society. I have known this to be done with some success and some times longer articles and have found that they were very acceptable although it is not the type of magazine that pays of all for such information. I should be glad to help in this matter of writing it up in case that seemed desirable.

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She is always glad of any information we can give her and I feel sure would be more than willing to send dispatches or even articles. This summer when one of our graduates was made the chief manager of the 14th Annual, I sent the story to the New York Office, but found out from Mr. Stump that Miss King had already sent it as a story with a photograph. As Mr. Stump said, publicity from outside means a great deal more than that which is implied by us.

(3) Personally I do not think there is much publicity value in the fact that she is here.

(4) As Miss King really covers American activities in Turkey, what I have said under point (3) concerning her applies with force here.

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(6) This has already been touched on in my reference to School and Society.



(7) and (8) . The Near East College Association had a publicity agent during the time of the drive. I do not know how much time they are now receiving from such an agent, but know that they still have certain contacts. This also applies to the clipping service.

(9) Both here and in the New York Office there is quite a large collection of pictures. At various times we have had requests from the New York Office for certain types of additional photographs, and these have been taken and sent on.

(10) I think it might be wise to ask Miss Ring for suggestions as to how a distinction between Robert College and our College could be made clear to people in America.

(11) Miss Adams, Miss Clarahan and I were all in the habit of sending New Years greetings to the Turkish friends of the College to whom Christmas greetings could not be sent. We also made an even greater effort to send greetings at Bairam. Although these were sent in a way personally, they were sent even more in an official capacity. I think your idea of certain cards for this purpose is worth consideration.

(12) I know very little about guide-books that are likely to come out, but think it would be valuable if anything could be done along that line.



1000

(7) and (8). The New York College Association had a publicity agent during the time of the strike. I do not know how much time they are now receiving from such an agent, but know that they still have certain contacts. This also applies to the shipping service.

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(10) I think it is wise to have Miss King for suggestions as to how a distinction between Robert College and our College could be made clear to people in America.

(11) Miss Adams, Miss Givens and I were all in the hall of smoking New York newspapers to the Turkish friends of the College so when Christmas greetings could not be sent. We also made an even greater effort to send greetings at Baku. Although these were sent in a way personally, they were sent even more in an official capacity. I think your idea of certain cards for this purpose is worth consideration.

(12) I know very little about guide-books that are likely to come out, but think it would be valuable if anything could be done along that line.



ISTANBUL AMERIKAN KIZ KOLEJI  
CONSTANTINOPLE WOMAN'S COLLEGE  
Galata P. O. Box 39  
ISTANBUL, TURKEY

Cable: "CONCOLL", Istanbul

Telephone: BEBEK 160

November 16, 1931

Dear Dr. Talbot,

I agree fully and heartily with the points made in your letter of the fourteenth. And, because these points express my own convictions, I was seeking counsel when I wrote my note to you about the thought which had come to me. I do not make plans about vital changes without counsel and without an attempt, at least, to get all possible view points. Perhaps I did not make a happy approach and so caused you some anxiety. I am sorry.

I am perplexed and troubled about my relation to the undertakings initiated by the American Friends of Turkey, and about the organization itself. I do not want to be so overcautious as to put obstructions in way of progress. Neither do I want to become involved in activities that I can not see through. I have tried to reassure myself by considering the list of American members, - all men and women of unusually high standing, three of them intimately connected with the College - Dr. Patrick, Dr. Goodsell, Mr. Staub. And I remind myself of Mr. Grew's pleasure and Mr. Shaw's insistence when the question of my membership on this committee was opened. I recall, also, Dr. Brown's expressed interest and pleasure in the work, as well as Dr. Goodsell's. As I consider these it seems that perhaps I may be standing with those "once characterized as "of little faith".

This is even more true when I consider the character and standing of the Turkish members of the Commission, and think of their sincerity and their vision. These members represent the best thought and the finest character of the Turkish people, as well as the foremost positions of trust, in both political and the social life, of Turkey. They are intelligent and eager. They have given me inspiring glimpses of the ideals they believe we hold for American education and for our College.

In this last bit of planning the Turkish members asked repeatedly how the College did certain things suggested by possible future situations with reference to the model school. These men are not only earnest but they are generous. Personally I think that we cannot disappoint them. This means that we must find ways to work with them even if Mr. Jennings fails.



STANDARD FORM NO. 64  
OFFICE OF THE SECRETARY OF THE ARMY  
WASHINGTON, D. C. 20315  
February 10, 1941

Dear Mr. Tolson:

I am glad to hear that you are interested in the work of the American Legion. I am sure that you will find it very interesting and that it will be of great value to you. I am sure that you will find it very interesting and that it will be of great value to you.

I am sure that you will find it very interesting and that it will be of great value to you. I am sure that you will find it very interesting and that it will be of great value to you. I am sure that you will find it very interesting and that it will be of great value to you.

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- 2 -

May I say that I have but two purposes in working on this Welfare Commission - To help this College extend its influence as an educational and character-building institution; To counsel with these Turkish leaders as they seek counsel.

Clearly, they have three things in mind - they want to raise the level of education in their schools; they want some things they see in American education; and they want to avoid some tendencies in educational practices current in other European states.

I have served on the Committee at some personal sacrifice both of physical energy and thought and time and money because of the character of these Turkish members and because of their attitude in the meetings of the Commission. And because of what I have written above, I am deeply concerned by the present situation. I do need counsel. That is why I asked for it. I shall hold on as long as the American Embassy advises that I do so. The sub-committee meetings of the 7th, 8th and 9th, were very difficult. The Monday meeting of the Commission as a whole was a rich experience, as was the lesser meeting on Tuesday.

I shall not ask for the release of one of our teachers, however. It seems to me not in accord with your judgment, and I would not do this thing without your whole-hearted approval. I am here primarily to work with you for the strengthening of this College. Within a few days I shall write to Mr. Staub at some length about the whole situation which the Welfare Commission faces as I see it, and let him decide upon the wisdom of my continuing as a member of the Commission. I shall be very glad to have you read this letter and counsel with me once it is formulated.

Believe me, Dr. Talbot, my whole allegiance is to this College and whatever affects its interest and influence. I do not work or act alone.

Yours sincerely,

*Elizabeth Carahan*







Dear Mrs. Clarahar

1931

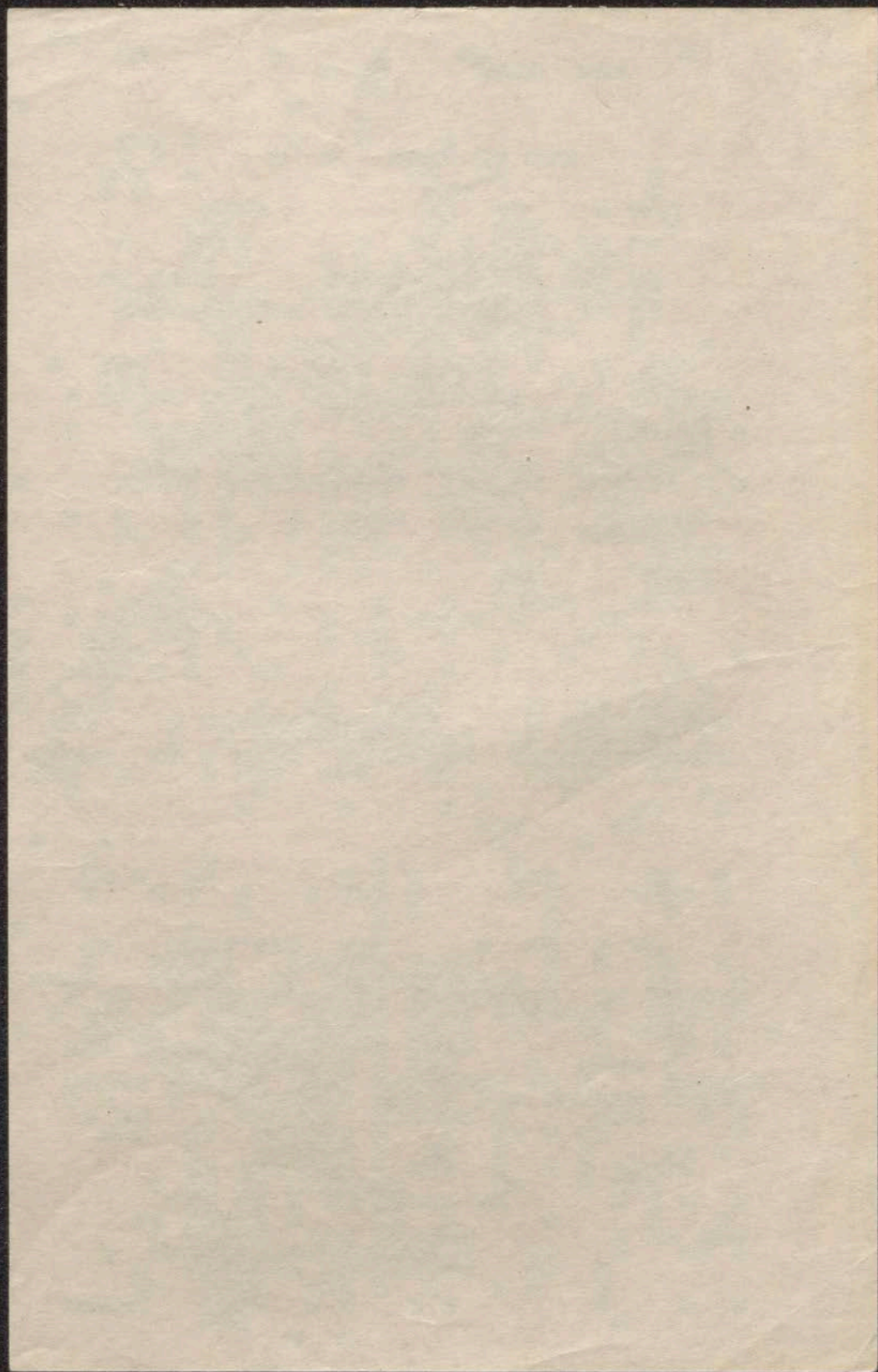
Nov 15

I hope you will agree with me in thinking 1) that your relations with the Friends of Turkey and their undertakings should be determined by you personally with such counsel and suggestions from the officials of the College as you choose to seek, 2) that appointments and changes in the teaching staff of the Preparatory School are matters to be recommended by you through the Pres. & the Trustees. May I therefore suggest that you write a letter to the N.Y. office to be transmitted by me in which when your plans are made you set forth the details and make the necessary recommendations.

I hope you will understand that what I say is with the purpose of giving you the utmost freedom and at the same time I will gladly hold myself ready to cooperate with you to the fullest possible extent.

Yours truly  
M. J.







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CONSTANTINOPLE WOMAN'S COLLEGE  
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Telephone : BEBEK 160

November 16, 1931

Dear Dr. Talbot,

I was somewhat startled about a statement you made in a recent conversation about the one-ness of this institution. This conversation followed your discussion of the papers written by the faculty members. You said that the Preparatory School does not know what it is preparing students for. I want to explain what the Preparatory School has been preparing for during the past three years and what it is trying to do now.

Three years ago the Preparatory School and the College were at the two extremes of the educational scale with a very wide gap between. We have been trying to fill in that part of this gap normally belonging to a secondary school. There was no curriculum for the Preparatory School. Neither the teachers who came with me nor myself could get an informing statement about the college courses for which we hoped to prepare our students. There were no college entrance requirements as we know them now, or as we knew them a few years ago. I realize now that the College was not in a position to set such requirements for the following reasons - its own preparatory school was working on an elementary school level not secondary; it could not exact of other contributing schools what its own school was not achieving; it was trying to maintain college work when by general consent the institutions round about acted on the belief that Near East students could not achieve work in secondary schools on levels similar to the levels attained at home.

Certain college department heads, notably the head of the English department, expressed this belief openly. I recall distinctly that my College Juniors, with the exception of Dorothy Ashover in Education I had the English reading vocabulary of a twelve-year old American child. When the English standards are low, particularly the reading comprehension standards, all the college work suffers. As a matter of fact little attention was paid to reading for mastery of content in any of the American preparatory schools; the stress was placed upon correct speech and upon grammar. Still I could not understand the students as they spoke to me or recited in class,



November 1, 1932

Mr. J. H. Wilson

Dear Sir: I have been thinking of writing you for some time about the question of the curriculum of the secondary schools. I have been thinking of it in connection with the question of the curriculum of the secondary schools. I have been thinking of it in connection with the question of the curriculum of the secondary schools.

I have been thinking of it in connection with the question of the curriculum of the secondary schools. I have been thinking of it in connection with the question of the curriculum of the secondary schools. I have been thinking of it in connection with the question of the curriculum of the secondary schools. I have been thinking of it in connection with the question of the curriculum of the secondary schools. I have been thinking of it in connection with the question of the curriculum of the secondary schools.

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- 2 -

and they could not write their requests or describe their needs.

After repeated and futile attempts to get information and guidance for attack on this English problem through interviews with the head of the department, and a meeting of the teachers with the head called by me to discuss the problem, we decided to work toward the achievement of College entrance requirements as generally accepted at home. We based our procedure on the following assumptions.

1. That students of the Near East have minds similar to the minds of students at home.
2. That students here can be prepared to enter College ready to work on the college level provided that their intellectual interests be awakened.
3. That the teachers must find both materials and methods of approach suitable to needs of the students and so develop the interests and the capacities of the students until they have both desire and will to enter college with purpose.

So, during these three years, we have worked hard to fill in the wide gap suggested above. We have been guided somewhat by American secondary school courses and standards of achievement as found in good schools. We have kept in mind the situation here, however, as different from America. We have tried always to avoid using materials generally accepted as of College rank so as to avoid repetition and waste later on. We have used methods of the secondary school rather than elementary as far as possible in developing both curricular and extra-curricular activities. And we have used standard measures of achievement in fundamental subjects as bases of comparison with good work done at home. We have sought counsel. We have tried to keep an open mind as we studied this whole question of teaching English to foreigners so as to give them command of the language and knowledge of the sources of ideas and ideals.

I am inclined to believe that we have succeeded fairly well in our task of filling in the secondary school part of the wide gap between the two extremes as found in 1928. Miss Schneider's spontaneous comments on the situation as she finds it strengthens this belief. The Intro-







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- 3 -

ductory problem remains. The development of courses of study and methods of approach suitable to prepare these students for work in the College is our new problem. When that problem is solved the gap will be considerably narrowed and the two groups, College and Preparatory, can work together.

As I look back over the years, two things appeal to me - 1. The wisdom of the decision made about January first, 1929, 2. The utter impossibility of setting college entrance requirements in English until the present time. The College could not well repudiate its own preparatory school before the government or in the eyes of the community. It could scarcely confess the situation.

All this is different now. A year and a half ago a statement of requirements for admission to the Sub-Freshman class was prepared by us and accepted by Miss Adams. Miss Burns adhered to it as new students came in September of 1930. Last year a tentative statement of entrance requirements to the College Freshman class was prepared by the college. The outside schools contributing to the College welcomed these statements and strengthened their work accordingly. I believe all the American institutions are doing stronger work because of the changes described above.

I have used English as the outstanding illustration of what we have been trying to do. The gaps were equally great in other fields, - science, history, mathematics, French and music. These gaps have not all been filled in so satisfactorily as the one between the two extremes of the work in English.

Now committees are at work organizing statements of curricula as they have evolved in fundamental subjects so that statements may be available for discussion, revision, and guidance; so that wasteful repetition may be avoided.

It may seem to you that we have worked slowly. I do not think so, because of the many problems involved in each course to say nothing of the numerous and perplexing problems involved in other courses not under our control.







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CONSTANTINOPLE WOMAN'S COLLEGE  
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- 4 -

Also, this kind of work progresses slowly with inexperienced teachers as were most of the 1928-1930 staff members - a staff inadequate in numbers.

The present situation seems to me a very natural result of local conditions in spite of earnest three years' work toward one well defined purpose - the creation of a situation in which college entrance requirements may be defined on a level comparable with the level generally accepted for an American College. I believe that a College ~~level~~ cannot carry work on the College level until the College entrants are prepared for fairly independent work through mastery of certain fundamental knowledge and the formation of habits of study including the ability to think and to attack problems.

I am devoted to the interests of this College as they may be revealed to me; by the College I mean all the parts that make the College - the Preparatory and Introductory departments, and the College proper - I have always sought counsel; I cannot work any other way. The situation has been complex. Its resolution has not always been clear.

Yours sincerely,

Elizabeth Clavahan



STANLEY AMERSON

COMMITTEE ON THE COLLEGE

STANLEY AMERSON

STANLEY AMERSON

Also, that kind of work progresses slowly with imagination and  
creativity as well as of the 1930-1940 style movement -  
a great imagination in movement.

The present situation seems to me a very natural  
result of local conditions in the U.S. of course, but it is  
not toward the well-defined purpose - the creation of a  
situation in which college entrance is determined by  
a level of ability with the level of ability.  
I believe that a college  
level cannot carry with it the college level itself. The  
college entrance and movement for fairly independent work  
through a series of certain fundamental knowledge and the  
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think and to attack problems.

I am devoted to the interests of this college  
as they may be revealed to me; the college is a team and  
the parts that make the college - the preparatory and  
introductory departments, and the college proper - a team  
which might be called; I cannot work any other way. The  
situation has been complex. Its resolution has not always  
been clear.

Yours sincerely,

Stanley Amerson



## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

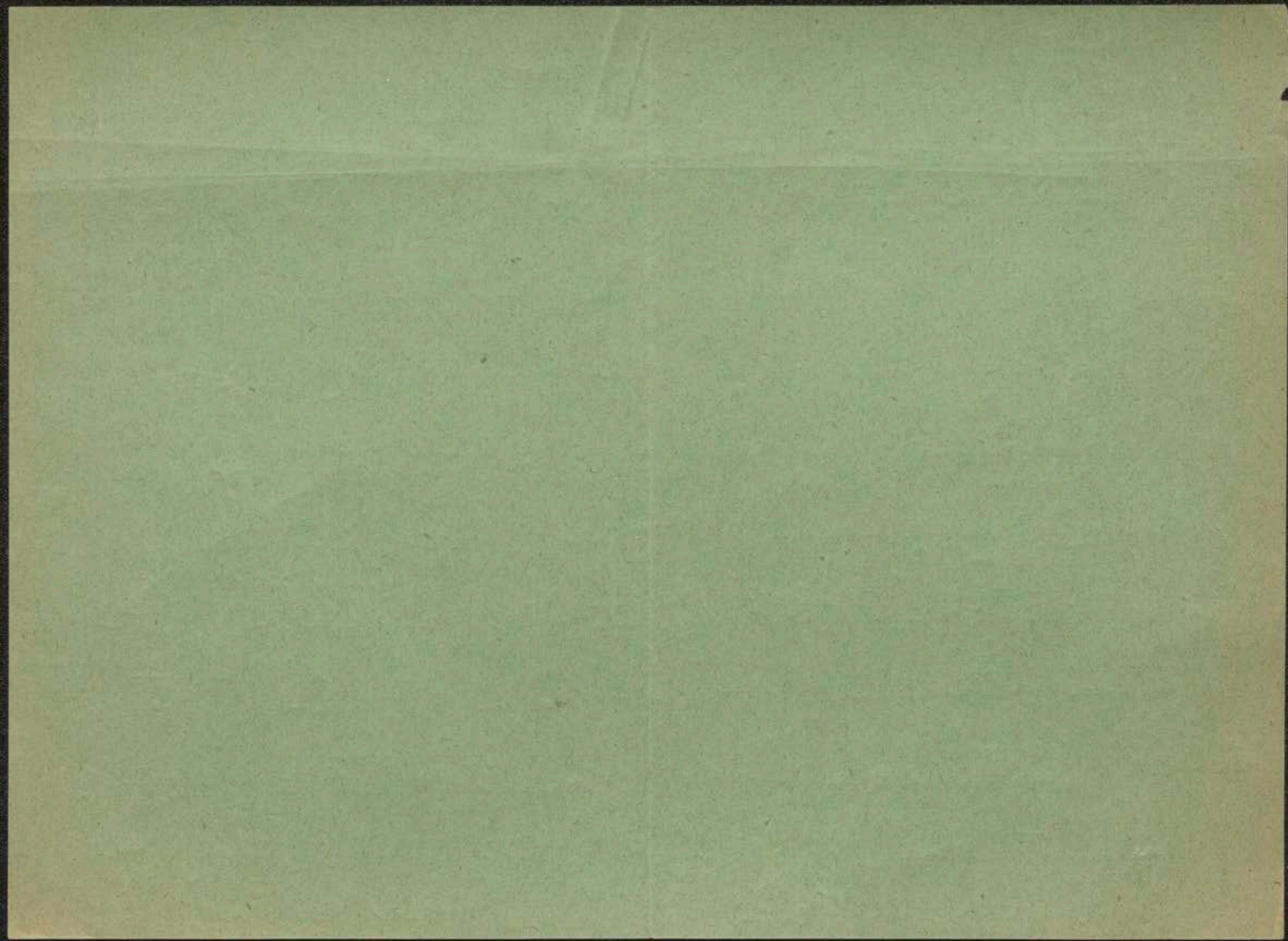
TO Dr Talbot

1931  
DATE November 16-

FROM Miss Clara Howe

Miss Yonker assures me that she is not now and never has been identified with the Buckmanite movement in any way. She would appreciate it very much, indeed, if we may all contradict this report. She said that she deplores the effects of Buckmanism on friends and acquaintances so much that she has little sympathy for the movement even at its best







FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO Dr. Talbot

FROM Miss Clarahan

DATE November 17, 1931

With reference to your note of the 16th about exemption from special fees for late registration:

Frequently the reasons for exemption from late registration fee are not disclosed until some days or even weeks after registration, or until the second quarter's money is due. This is particularly true of young incoming students who do not know English and whose parents do not know it, so have not understood this item on the receipt. Consequently we are back in the same old situation.

This one thing causes us more trouble and creates more ill will among patrons than anyother one thing. I consider it an unwise regulation for young non-English speaking students. In many cases I should prefer to pay this fee personally than face the consequences of such trying interviews as we have.

Sometimes - several times this year - the late entrance has been caused by inability to get the money. We do not always know this until after registration.







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

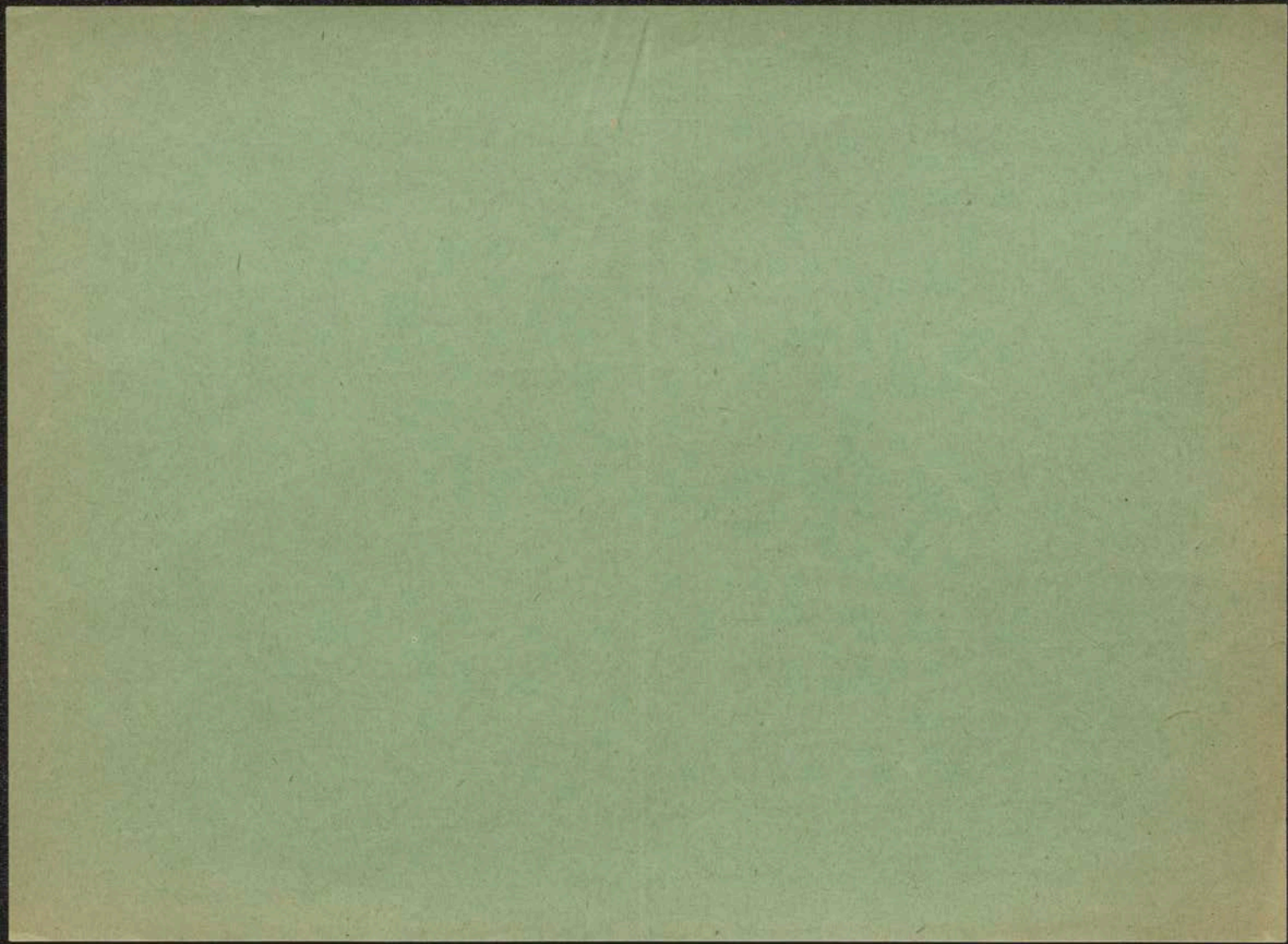
TO Dr Talbot  
FROM Miss Clapham

DATE Dec 2/31

Thank you for your offer to help on Friday - I think that you can do so by entering into the discussions - Sometimes I think that this new examination requirement is one of the best things that has happened for us - It makes co ordination necessary, and it gives point to our work here.

I think you are helping greatly by giving this luncheon in such way as to lend dignity to the group meetings -







## FOR INTER-DEPARTMENTAL USE

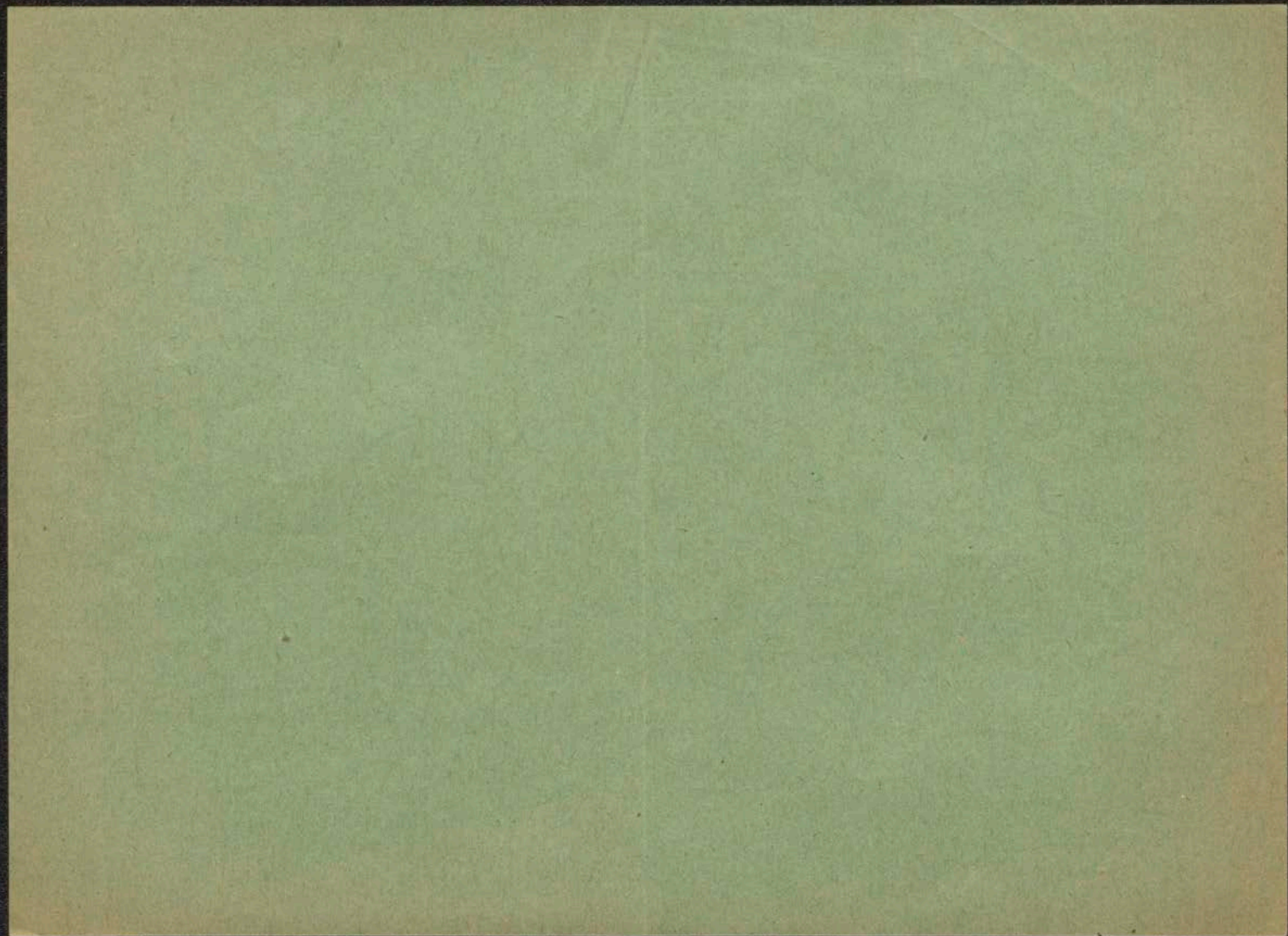
(WRITE ON ONE SIDE ONLY)

TO Dr Talbot  
FROM Miss Carahan

DATE December 8

I am very sorry about my not seeing you where you expected me. I taught until 10<sup>45</sup>, came to the office and found Mr Miles waiting - Sirvante did not have opportunity to tell me about the appointment - so I was not sure of it. As soon as I could talk with her and found out that you were expecting me - I tried unsuccessfully to telephone - then sent Sirvant over. I am sorry







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

Dr Talbot

FROM

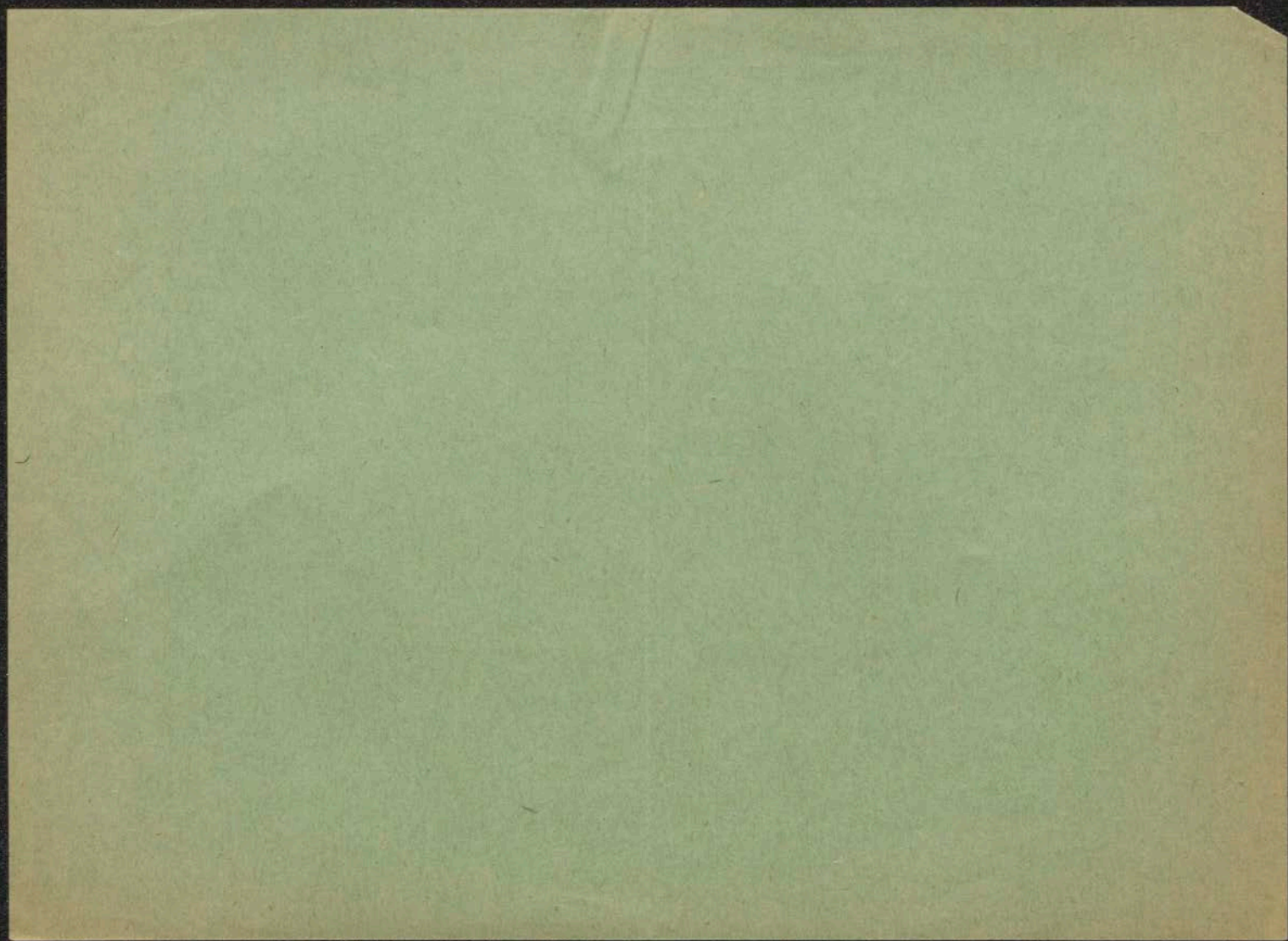
Miss Clapham

DATE

Dec 8 -

I can have a generalized report on the  
faculty letters ready Monday the 14th if  
you want it - and shall be glad to do so.







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

Dr Talbot

FROM

Mrs Clarkson

DATE

Dec 8/31

You spoke about a science group meeting - and said you would like to have the Preparatory department included. May I attend this meeting when you schedule one?



Dr Taebot



## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

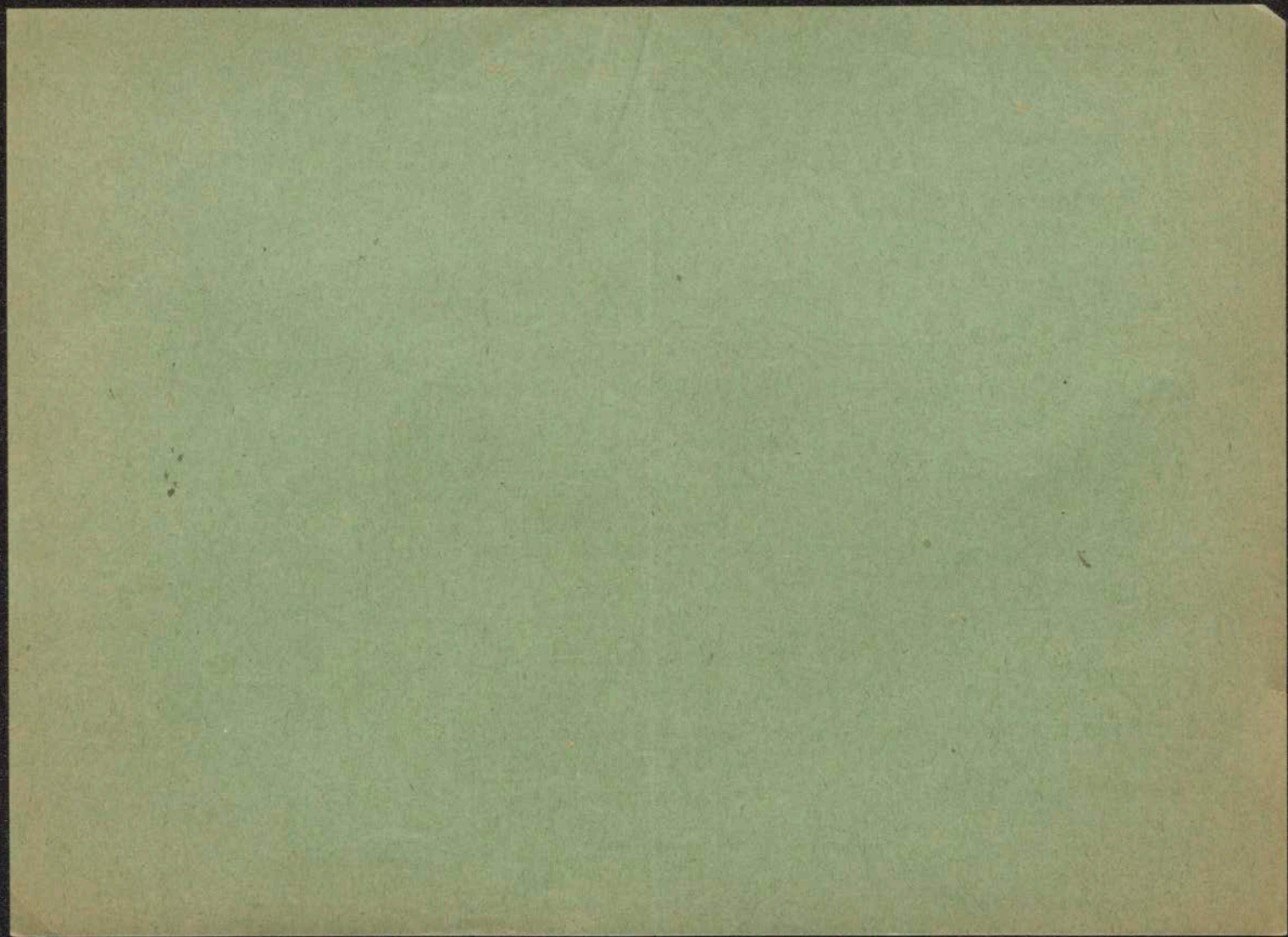
TO De Talbot  
FROM Miss Curahan

DATE December 8

May I ask to have Miss Briggs invited to meet with the Academic Council where conferences are called?

It seems to me eminently unfair that she should be excluded - And I know that she will feel hurt - She is one of the most generous and versatile as well as efficient contributors to the educational activities of this whole institution - It seems to me wholly wrong that newcomers should enjoy privileges she does not - merely because the matter was not fully considered - when Miss Insels and Miss Schneider were







FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

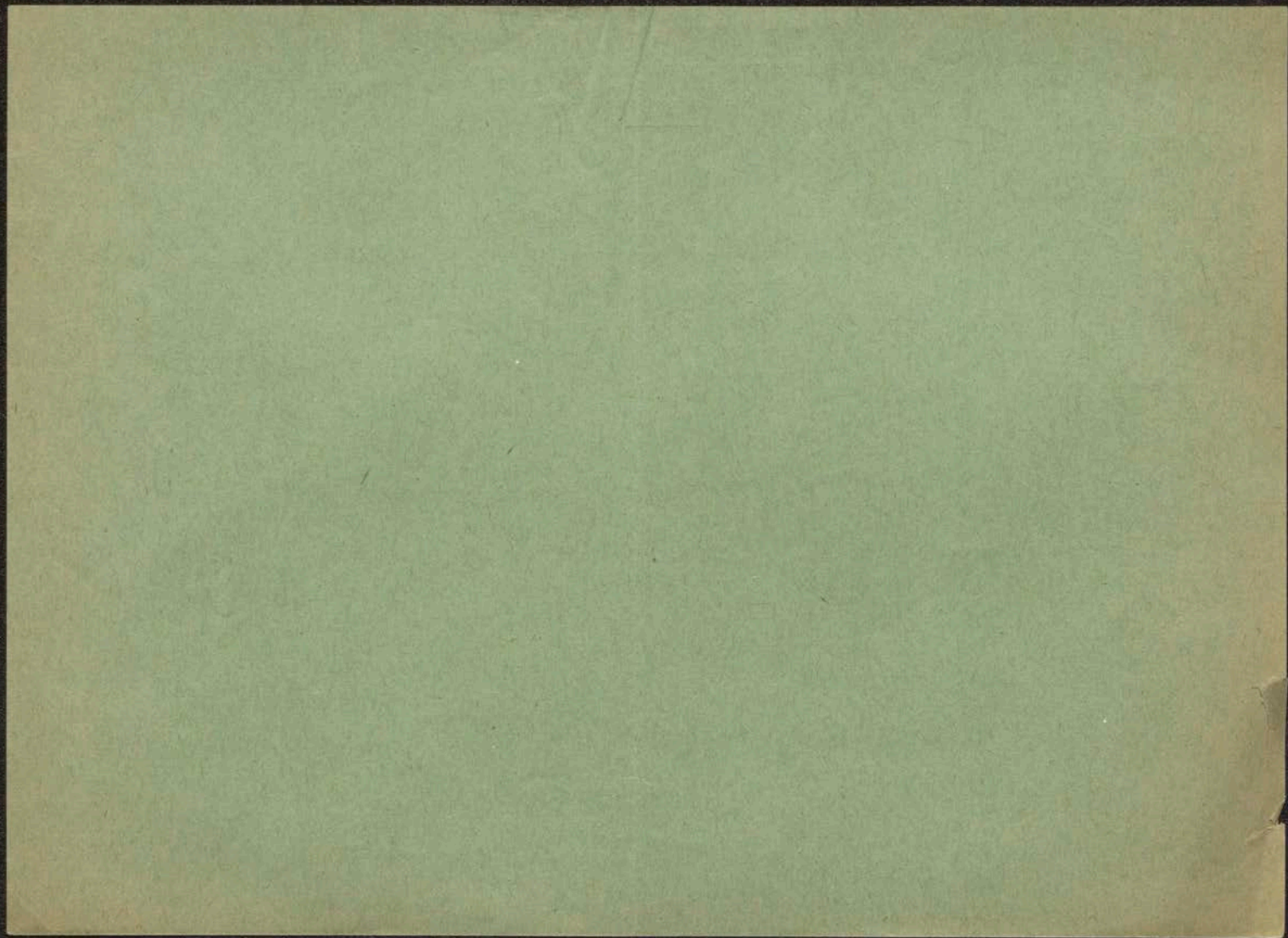
DATE

FROM

made assoc. prof. Miss Briggs should rank with  
Miss Ryan and take precedence over the two  
named.

If you see reasons for hesitation, may I  
discuss them with you?







UNION THEOLOGICAL SEMINARY  
BROADWAY AT 120TH STREET  
NEW YORK

November 19, 1931.

CONFIDENTIAL

My dear Dr. Talbot:

You will be interested to know about the action taken at our Trustees Meeting which was held at my home on Monday afternoon. Some of this dealt with matters of detail in connection with recommendations which you have made, and you will receive notice of it in due course through the office and through the Minutes of the meeting. I shall write only of some of the more important matters.

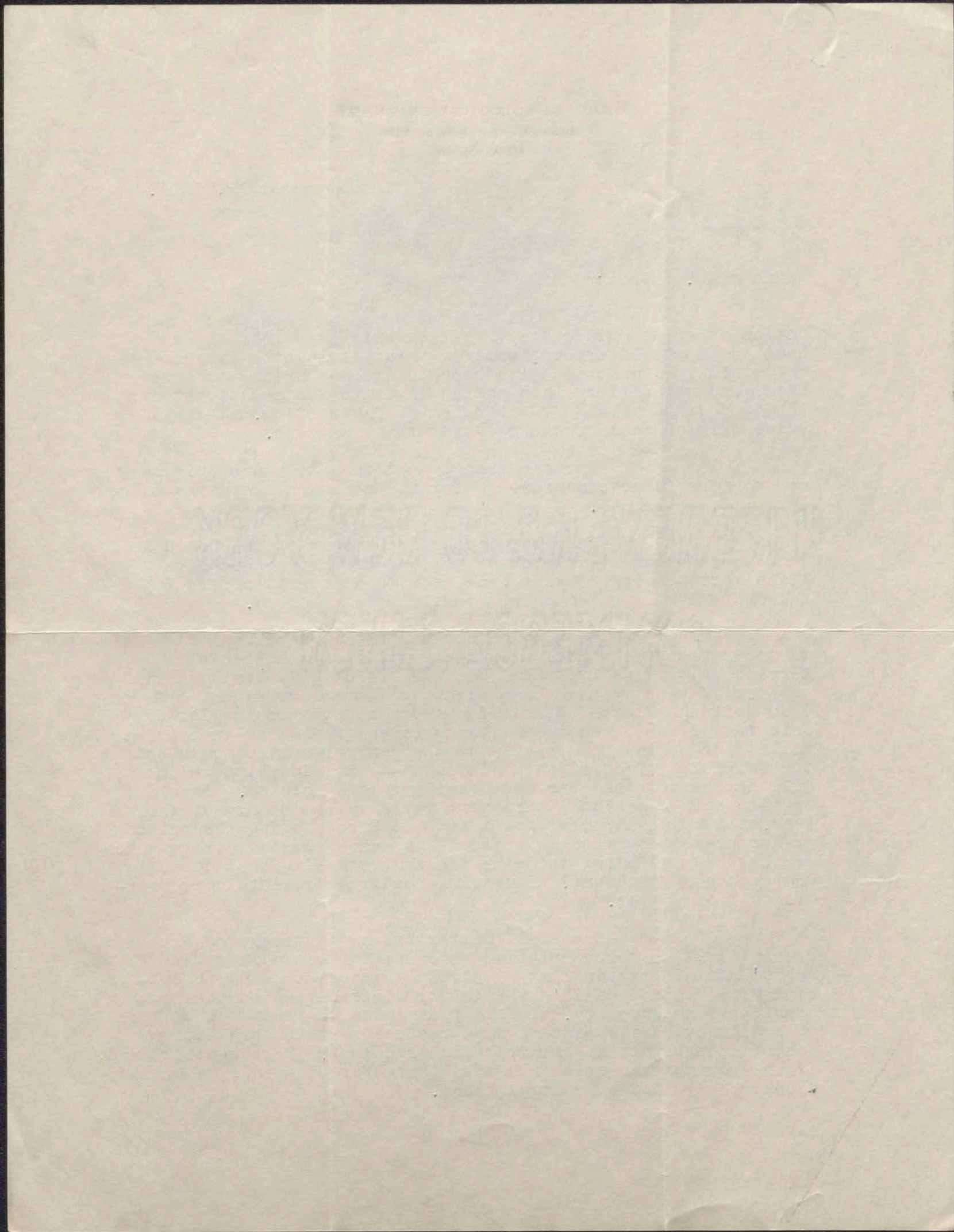
For one thing, we took action authorizing you to make the recommendation for the revision of the By-Laws, Part III, Article I.

We also elected as members of the Board Professor Walter Livingston Wright, of Princeton, and Miss Alice Morrow, both of whom have been good friends of the College and will, I am sure, greatly strengthen us.

We also authorized the Finance Committee to take appropriate action in recognition of the special service which Miss Burns has been so effectively giving during the period when we have been without a formal president and I am writing you confidentially as our natural counsellor in this matter to ask what would seem to you to be the appropriate action for us to take in view of the general salary scale and the possible effect of this action upon the situation which will be created when our new president is appointed. Should we take action making a permanent raise in the salary of the Dean, or simply a special grant to Miss Burns during the period of her present service in view of the extra responsibility which she has been assuming and with the understanding that it will not create a precedent? I should greatly appreciate your counsel on this matter.

One small matter has considerably embarrassed us, namely, the recommendation which we inherited from Miss Adams' administration that we should appropriate \$200 to publish Miss Behidje Sadik's thesis for distribution to the libraries of the country. I find that there has been a good deal of hesitancy on the part of our Trustees to take this action lest it constitute an embarrassing precedent. On the other hand, if in your opinion this is a wise thing for us to do, we should wish to be guided by your judgment.







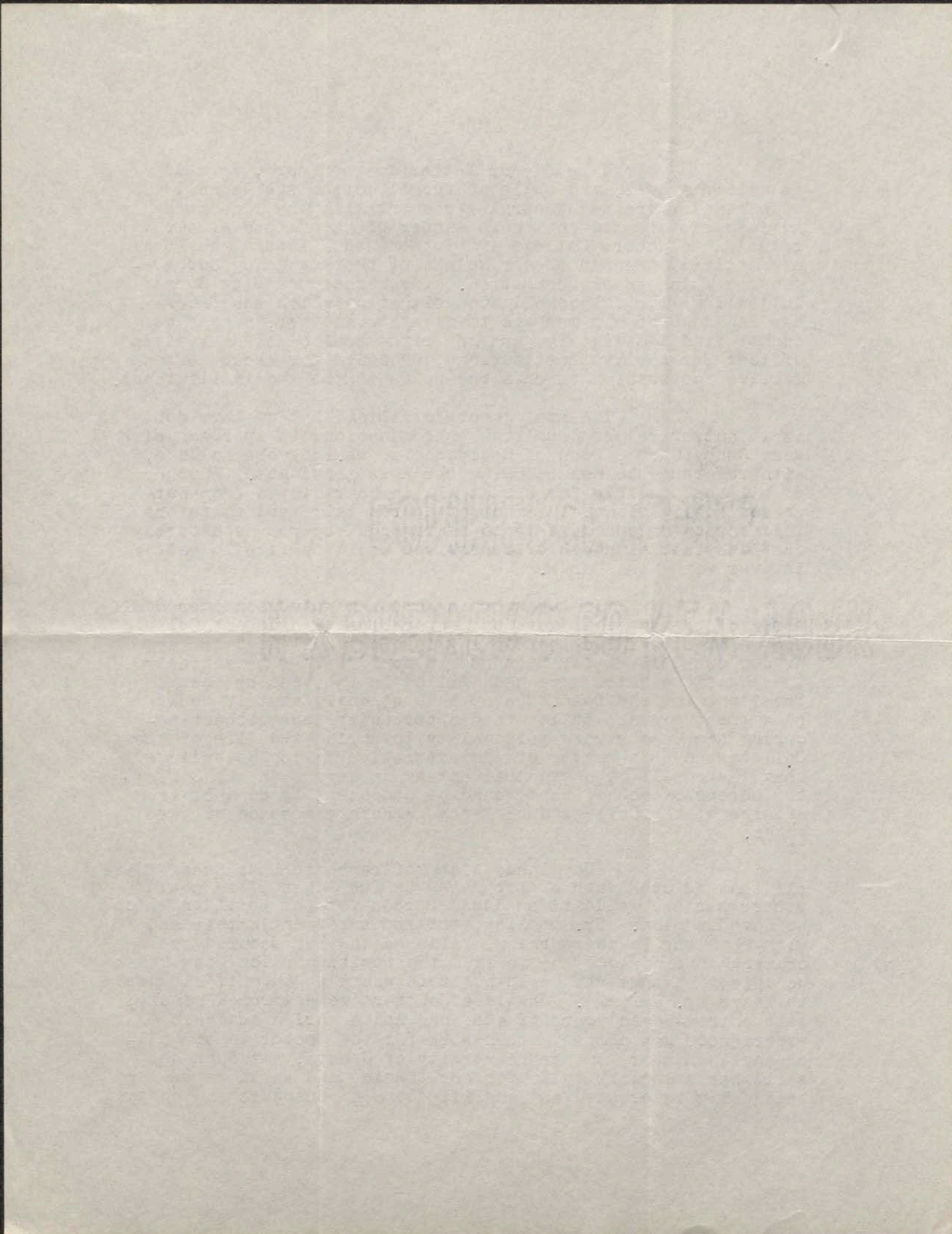
I read your letter to the Board, as well as my own answer, and while no formal action was taken I understand there was general agreement with the line taken in my communication on the whole matter of the method of our relation to Robert College and I think the minds of our Board are entirely open to the principle of thoroughgoing cooperation to which we are committed. The success of Miss Burns in dealing with the complicated situation which she faces has led some of our members to question whether, in case we cannot find immediately just the right man to act as liaison officer for the two institutions, we could not secure effective cooperation through the heads of the two institutions.

The most important thing that we have done is to authorize our Committee on Nominations to approach Miss Mary Ashby Cheek, Dean of Residence at Mt. Holyoke College, with reference to her becoming our next president. Whether it will be possible for her at all to be relieved from her present obligations, I cannot of course tell, and therefore this action on our part is to be regarded by you as entirely confidential, although of course you would be free to talk it over with Miss Burns.

In taking this action we have considered all three of the possible ways of cooperation with Robert College and we are convinced that in any case we shall need to have at our own College two persons who would fill substantially the positions which have been filled in the past by the President and the Dean. We believe strongly that it would be a great mistake to let this opportunity pass without securing some new strong personality to enrich the life of the College and as a matter of administrative policy we believe that there will be a great advantage in having in the College two persons, each of whom would be competent to conduct the affairs of the College during the temporary absence of the other.

May I say with reference to Miss Cheek that all that we can learn of her makes us feel that if we could secure her she would be an ideal person for the position which we have in mind. Dr. Woolley, who knows her intimately and with whom she is now working, tells me she has scoured the country to find some one to fill the position which Miss Cheek occupies and that she would not know where to turn if she were to leave Mt. Holyoke. She is a Southern woman from Kentucky, some thirty-seven years of age, has had a varied academic experience, has completed her work for the Doctorate of Philosophy in history in the University of Geneva, although she still has some work to do for her thesis, and would we believe be equally interested and qualified on the academic and on the







personal side. She is a woman of most attractive personality, gracious and unselfish and of deep Christian principle. I am sure she would be some one with whom Dean Burns could work most happily.

I have heard with great regret that Mr. Shaw has been called away from Constantinople and that the College will lose his invaluable counsel. Would there be any chance, do you suppose, of persuading him to forsake his diplomatic career and become the representative of our American Colleges in Turkey? That surely would be an ideal solution of our problem.

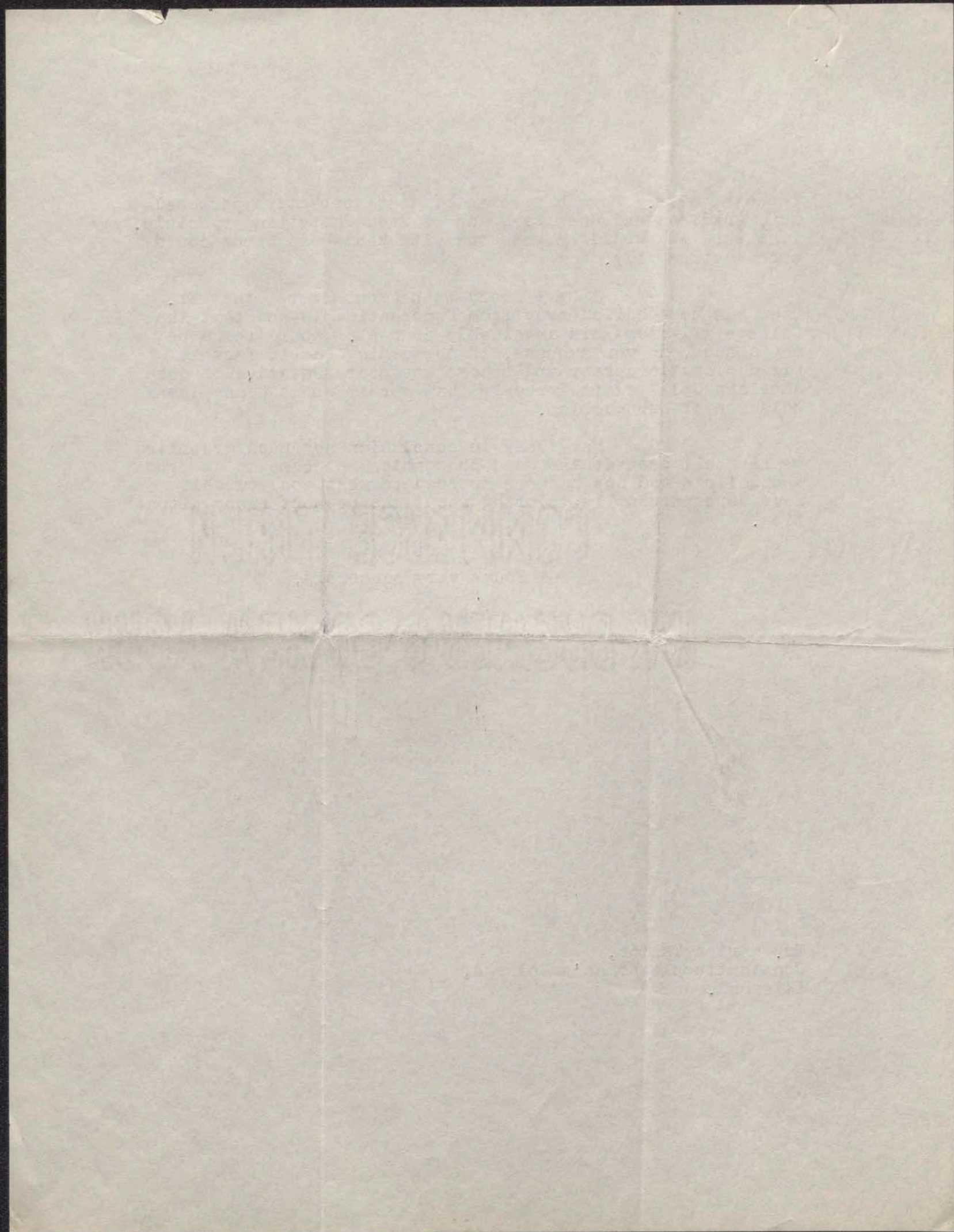
May I say in conclusion how much gratified we have all been at the good news which has come to us from the College and how much we appreciate what you yourself have done personally to bring about the present happy situation.

Yours very sincerely,

*Wm. Leavenworth Burns*

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul.







November 20th, 1931

Dr. William Adams Brown,  
1105 Park Avenue,  
New York City.

Dear Dr. Brown,

Your very kind and interesting letter of November 4th has come. May I at once express my warm appreciation of your encouraging comments on my work for the College. I hope that time will prove them to be amply justified.

I regret deeply that your suggestion in regard to the joint administration of the two Colleges fills me with dismay. I fear that I was not clear as to what I meant by suggesting that the proposed head of the two Colleges "should not carry administrative duties in either College". I meant by that phrase details rather than principles of administration. I thought it would be understood, without saying so, that no one could properly and intelligently represent the College in matters with which the Government is concerned without not merely keeping in constant and close touch with the affairs of the College but bearing the responsibility of leading in the formulation and execution of its policies.

The officer whom you suggest would be primarily President of Robert College. The President of Constantinople College would be subordinate to him and the College could have no place among his major interests because of his lack of knowledge of and responsibility for its academic activities. The situation would be inevitably, even with the best intentions on both sides, an impossible one for the administrative officers of Constantinople College to meet and the College would sink to a level of considerably less importance than that which it now occupies.

I am confident, however, that the unfortunate implications of the plan came to your mind before it was given serious consideration by the Trustees. I think there can be no question but that rather than make such a change it would be better to continue on the present basis trusting to methods of friendly cooperation in affairs concerning both institutions.



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Dr. William Adams Brown  
November 20th, 1931

Since writing you I have had it pointed out to me by Hussein Bey that there could not be an officer over the President or Müdür. The President is the officer recognized by the Government as director of the institution. This should be made clear to anyone appointed to the presidency.

I can see no ground in case the independence of the College is to be continued for thinking that the opportunity of securing a strong and helpful personality would be lost if Miss Burns were given more responsibility. It would take almost incredible ability on the part of a newcomer to serve as a substitute for Miss Burns extraordinary grasp of the situation, her knowledge of the local needs and demands, her educational vision and her sane and painstaking methods of meeting difficult situations. I have had frequent opportunity to profit by these qualities during both of my experiences here.

I am with cordial regards,

Very sincerely,



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# NEAR EAST COLLEGE ASSOCIATION

INCORPORATED

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AMERICAN UNIVERSITY OF BEIRUT, SYRIA  
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GEORGE W. PERKINS  
GEORGE A. PLIMPTON  
FRANK P. SHEPARD  
ALBERT W. STAUB, AMERICAN DIRECTOR  
LEOLIN H. KEENEY, ASSISTANT TREASURER

PERSONAL

November 20, 1931

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul, Turkey.

My dear Dr. Talbot:

Your letter of October 28th with reference to Miss Miller has given us a great deal to think about. We would have been much more concerned, however, if this were the first instance in which Miss Miller showed considerable lack of tact in revealing an over-critical attitude. Unfortunately, she does not always stick to the facts, or else she doesn't know them.

In the first place, she has no special authority in her position other than the duties suggested in Section 31 of the By-Laws. We have recognized in her for some time a tendency to work independently of the responsible head of the College. In fact, we have had to warn her a number of times that she is responsible to the President of the College and must make her recommendations through that medium as does everybody else in the institution.

In spite of these conspicuous weaknesses which Miss Miller shows, I still think that she is doing very good work at the College. On September 28th I wrote Miss Miller a special note of appreciation. Her reports are clear and concise and she has given us a better business management than anyone preceeding her. I only wish she could render this fine service with a little better spirit, and as far as I am concerned I am quite prepared, and so is Mr. Keeney, I think, to be very patient with her.



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Dr. Marion Talbot  
November 20, 1931

Miss Miller has no right to criticise the action of the Trustees in connection with the purchase of land any more than I have. I never did approve of that deal. It was one of those unfortunate things that happened before I had anything to do with the affairs of the Constantinople Woman's College. A certain moral obligation was assumed by our Trustees which had to be taken into consideration.

Miss Miller is an unpleasant person to deal with. We are five thousand miles away so that we are not as much affected by this characteristic as are the people who are working in the College. We have no criticism whatever of her efficiency as far as our business relations are concerned. My chief concern is that she should not make herself too disagreeable to those with whom she comes in daily contact. I am sorry that she does not seem to be happy. Do you think that type of person would be happy anywhere? I shall be glad to have you give more thought to this problem if you care to do so and give heed to any recommendations that you may wish to make.

In my letter to you with reference to being cautious about the budget for next year, I certainly did not intend to imply any criticism whatever on Miss Miller's work. We are passing through some very trying days in America. Fortunately Mr. Holt, our Treasurer, has taken such good care of our securities that it now seems that we shall not be very hard hit. If we ever reach the point where we have any surplus, I would like to see it used to improve the conditions of the teachers rather than add new departments.

I wish very much that we could solve this salary schedule to the satisfaction of everybody. If Miss Miller had the right spirit, she might be very helpful to us in this connection, but every suggestion we make seems to be misunderstood.

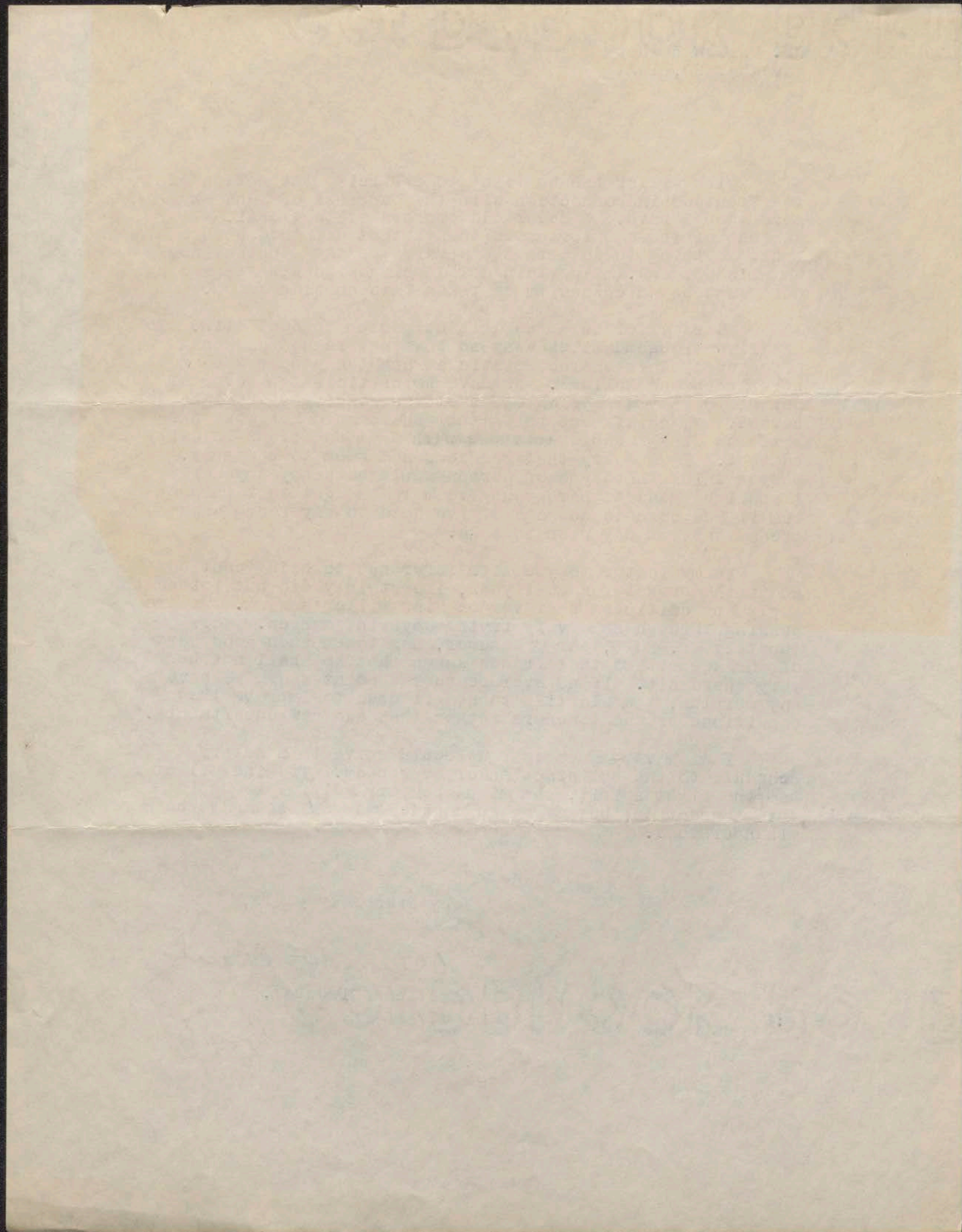
Very sincerely yours,

*Allen W. Staeb*

American Director.

S:P







# NEAR EAST COLLEGE ASSOCIATION

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ALBERT W. STAUB, AMERICAN DIRECTOR  
LEOLIN H. KEENEY, ASSISTANT TREASURER

#193

November 20, 1931

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul, Turkey.

My dear Dr. Talbot:

I am sending to you a preliminary copy of the minutes of the meeting of the Board of Trustees of the Constantinople Woman's College held last Monday.

For your confidential information, I should also add that the suggestion that Miss Burns should receive proper recognition for the special service that she is rendering to the College during this period of transition was referred to the Finance Committee and the Chairman with power. I do not think that this matter should come to Miss Burns' attention before the committee has a chance to make a decision.

I should also add that there was a report from the Committee for the Presidency, which the Board requested should not appear in the Minutes.

I think it is not necessary for me to make any special comments, other than to say that your cablegram came just in time so that definite action could be taken on the appropriation for the farm building.

You will note that action was taken on the recommendation that you made with reference to Miss Summers and so far as I can see, all of the business items that have been referred to our office were included.



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Dr. Marion Talbot  
November 20, 1931.

With reference to the amount of money appropriated for the budget next year, you will note that the amount is practically the same as last year, namely \$107,000, of which \$7,000 would be for the scholarship fund.

It was the sense of the Trustees when this matter was discussed that the budget for next year should be carefully studied in view of the falling off of the number of students. In other words, the organization required for teaching fewer students should be carefully considered, although all of us know that this is not as simple as it sounds. While the business for the past year shows a surplus of some \$16,000, we have to keep in mind the fact that there was an appropriation of \$11,000 for the purchase of land and that there will be during this year a reduction of income, the amount of which cannot be determined at this time.

Please note that Miss Morrow was made a Trustees of the Board. I am writing a special letter to her to go in this same mail.

If the Minutes suggest any further questions which I have not answered, please feel free to call upon me.

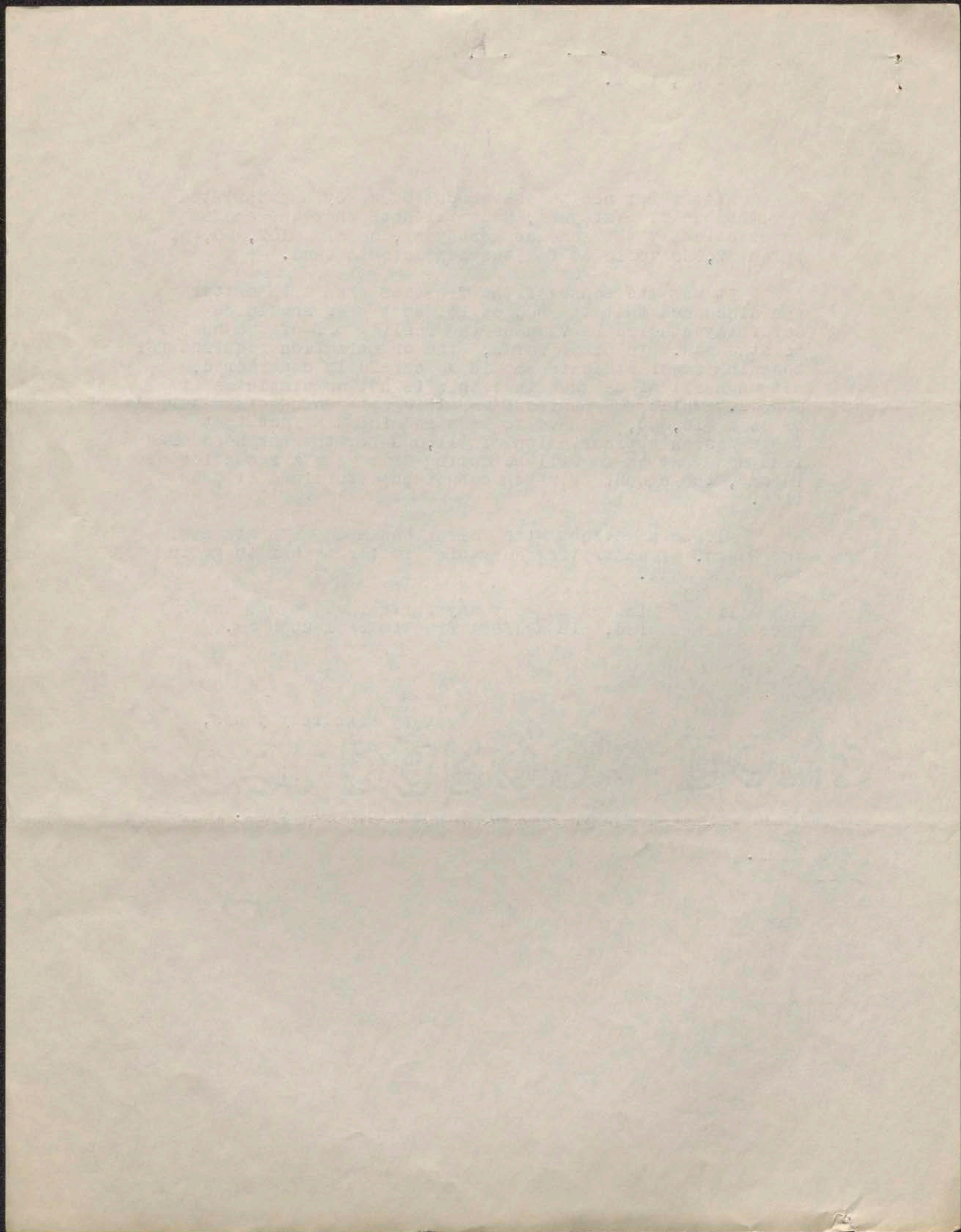
Very sincerely yours,

*Arthur W. Stauch*

American Director.

S:P  
Encl.







*Please return to M. J.*

November 21, 1931

Dr. Fred F. Goodsell  
14 Beacon Street  
Boston, Massachusetts

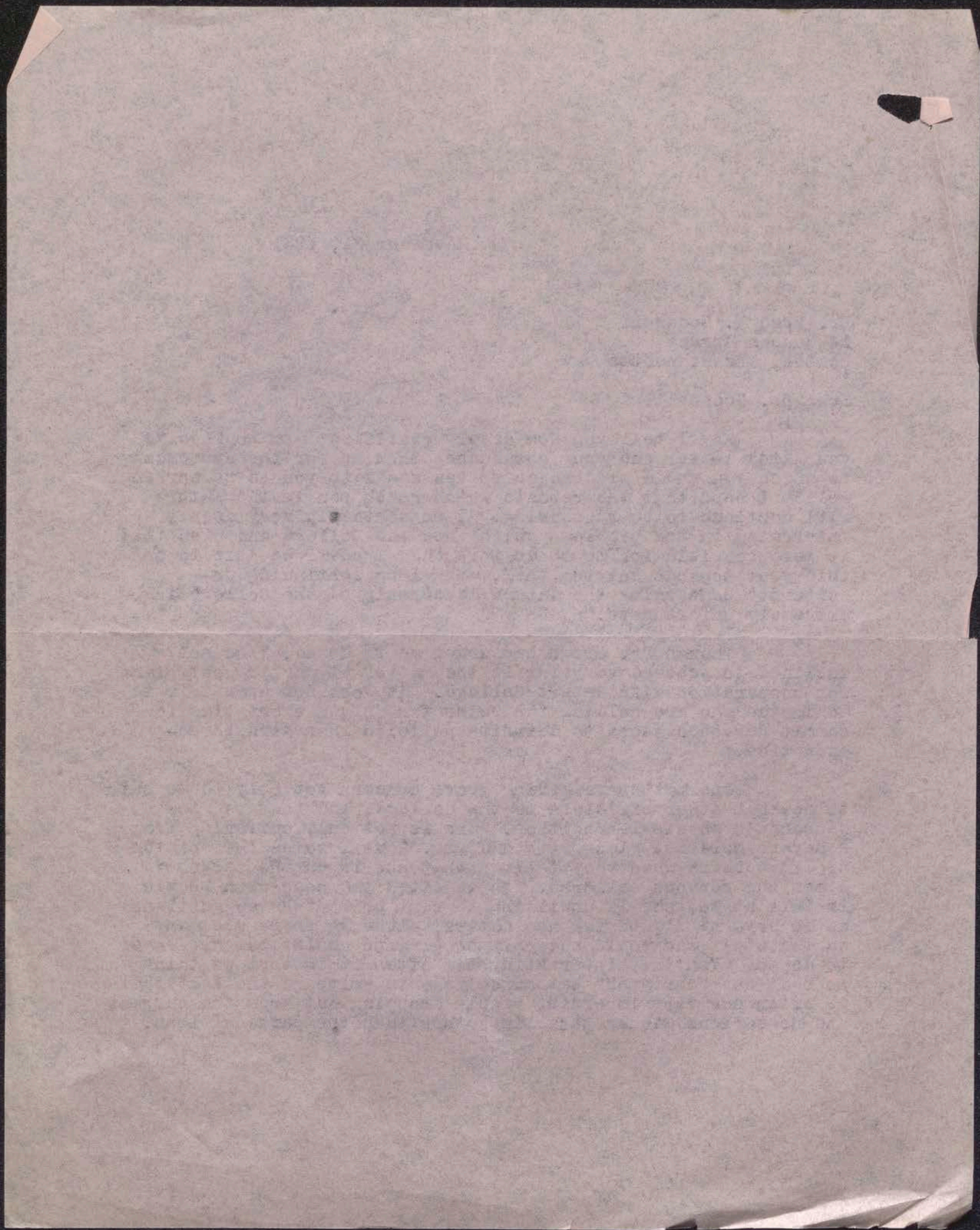
Dear Dr. Goodsell:

May I tell you how deeply gratified I am to receive your kind letter and your assurances that so far the agreement to which you and I pledged ourselves seems to you to be working well? I hope that the reports which reach you in the future will continue to be reassuring. I am certainly very deeply interested in the problems which face the College and wish that it were possible for me to do more than I shall be able to do this year towards solving them. The long continuing uncertainty concerning the future leadership of the College is extremely unfortunate.

Though Dr. Brown has urged me to do so, I am not inclined to proceed very far in the matter of working out plans for cooperation with Robert College. It does not seem fair to me for us who are holding the reins for only a short time to commit our successors to definite policies in regard to co-operation.

One matter is giving grave concern not only to me but to several other officials of the College, and that is Miss Claraham's physical condition. She is not only suffering from a severe cold but Miss Craig and Mme. Zoueff voice the opinion of many others when they tell me that she is on the verge of a serious nervous collapse. As is often the case with people in this state, she is unwilling to rest or to take suggestions as to ways of lightening her duties, although there are many on the staff who would not only be glad to assist but are eager to do so. Isn't it interesting how often it is that we think no body can "carry on" but ourselves, in spite of the fact that we often see very important people dropping out from the current and no serious mishap befalling other than the personal loss.







The uncertainty as to the way in which the government will administer its regulations in so far as are concerned greatly delays us in making plans for our educational program. I am hoping however, that we may bring about a closer coordination between the Preparatory School and the College, and between the different courses in the College. I think that at present there is some unnecessary overlapping and also failures to make proper connections. I wish also that there might be a campaign of proper publicity so that the number of students could be increased. Perhaps this will not be necessary after a period of time if we continue to gain the confidence of the government as I am told we are now doing.

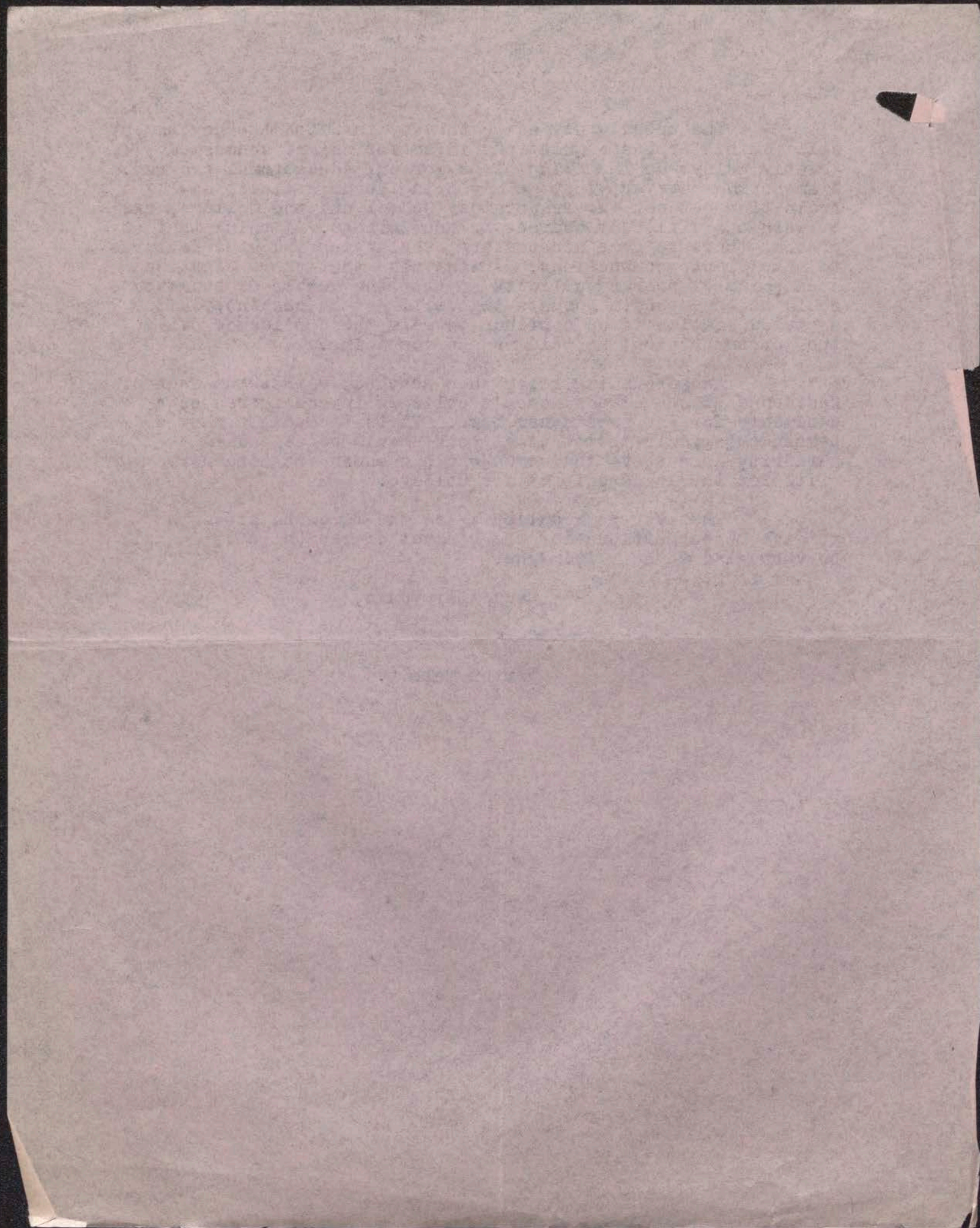
An astounding report has reached me that the dean of residence of one of the women's colleges is considered as a candidate for the presidency here. It is incredible that a person engaged in that type of work should be placed in authority here above the woman who has shown extraordinary gifts for the leadership of the college.

Whenever your duties allow the time and strength to give me suggestions for the conduct of the College, I shall be very glad to hear from you.

Cordially yours,

Marion Talbot.







ISTANBUL AMERIKAN KIZ KOLEJİ  
CONSTANTINOPLE WOMAN'S COLLEGE  
Galata P. O. Box 39  
ISTANBUL, TURKEY

Cable: "CONCOLL", Istanbul

Telephone: BEBEK 160

November 21, 1931

Dear Dr. Talbot,

May I say a few things in explanation, and close with a request?

I have never consciously failed, or even wavered, in my purpose to make the Preparatory School an integral part of this institution. I have never failed, consciously, to cooperate in carrying out any policy or program suggested to me - any program or policy that might affect the welfare of the institution as a whole. Once I did not agree with suggestions offered with reference to the Preparatory curricula. I did not consider it wise to put lectures on archeological content in the "A" and "B" classes, and I did not consider it wise to put German into an already crowded course of study, heavily weighted on the language side.

On the contrary, I have tried consciously, and I have worked with sincerity to strengthen this institution as a whole. I have charge of a College department and I direct the Preparatory department. I am as greatly interested in one as in the other. The one helps me to understand the possibilities of service inherent in the other.

It never occurred to me that the singleness of my interest in developing the institution as a whole, or the integrity of my purpose to weld the several parts into one might be questioned, either directly or indirectly, either privately or publicly. Nothing has been said to me that would warrant such public questioning, either directly or by inference. It is generally accepted that cooperation and co-ordination imply a pooling of minds and common action in solving problems. I would have been glad to know what is at issue. If the papers recently called in from teachers constitute a basis for this insistant and repeated stress on the need of closer cooperation and co-ordination with the College on the part of the Preparatory Department, my answer is this - I have asked for the privilege of studying these papers and they have not been forthcoming.\* I have done the best

\* Miss Burns was studying them



January 15, 1955

Dear Sir:

I have the honor to acknowledge the receipt of your letter of January 10, 1955.

I am sorry that I cannot reply to you more fully at this time.

I have been very busy with my other work, but I have been thinking of your letter and the points you raised. I have been particularly interested in the question of the relationship between the two different types of art which you mention. I have been thinking of the possibility of a new type of art which would be a synthesis of the two. I have been thinking of the possibility of a new type of art which would be a synthesis of the two. I have been thinking of the possibility of a new type of art which would be a synthesis of the two.

On the other hand, I have been thinking of the possibility of a new type of art which would be a synthesis of the two. I have been thinking of the possibility of a new type of art which would be a synthesis of the two. I have been thinking of the possibility of a new type of art which would be a synthesis of the two.

It is very difficult to say more at this time. I have been thinking of the possibility of a new type of art which would be a synthesis of the two. I have been thinking of the possibility of a new type of art which would be a synthesis of the two. I have been thinking of the possibility of a new type of art which would be a synthesis of the two.



ISTANBUL AMERİKAN KIZ KOLEJİ

CONSTANTINOPLE WOMAN'S COLLEGE

Galata P. O. Box 39

ISTANBUL, TURKEY

Cable: "CONCOLL", Istanbul

Telephone: BEBEK 160

- 2 -

I know how to do. Apparently, I have failed to interpret my purpose, though I do not admit failure in my work toward the ends described. I am very sorry.

I have always held that the interests of an institution like this out-weigh the interests of any one individual. Acting on that principle, I should like now to be released from further responsibility as soon as such release can be arranged with fairness to all concerned.

Yours sincerely,

*Elizabeth Carahan*







Nov. 27, 1931

CONSTANTINOPLE WOMAN'S COLLEGE.

Dear Dr Talbot,

Sometimes wires get crossed in times of stress and the bells ring without rhyme or reason. I think that the wires between your office and mine are now in such condition. Perhaps the best way of straightening out such situation is the direct way. So I am writing this letter - May I explain the situation as it seems to me?

It was with the greatest possible pleasure and eager enthusiasm that I anticipated your coming. It was with real joy that I began the year's work. I believed and I felt that both counsellor and professional friend had come. Somehow, of late, it does



THE UNIVERSITY OF CHICAGO



## CONSTANTINOPLE WOMAN'S COLLEGE.

not seem to be working out so, whatever be the reason. Perhaps I have been too strenuous or too tired at times to describe situations or present problems clearly enough to enlist your interest. Sometimes I have thought so, and have been sorry.

I have known for some time that you are concerned about the relation of the Preparatory School to the College. I cannot understand why this should constitute a problem. I have never questioned the need of co ordination of effort or co operation in <sup>the</sup> work of the two parts of this institution. I have assumed that the Preparatory Department exists primarily for the College. It has seemed impossible,



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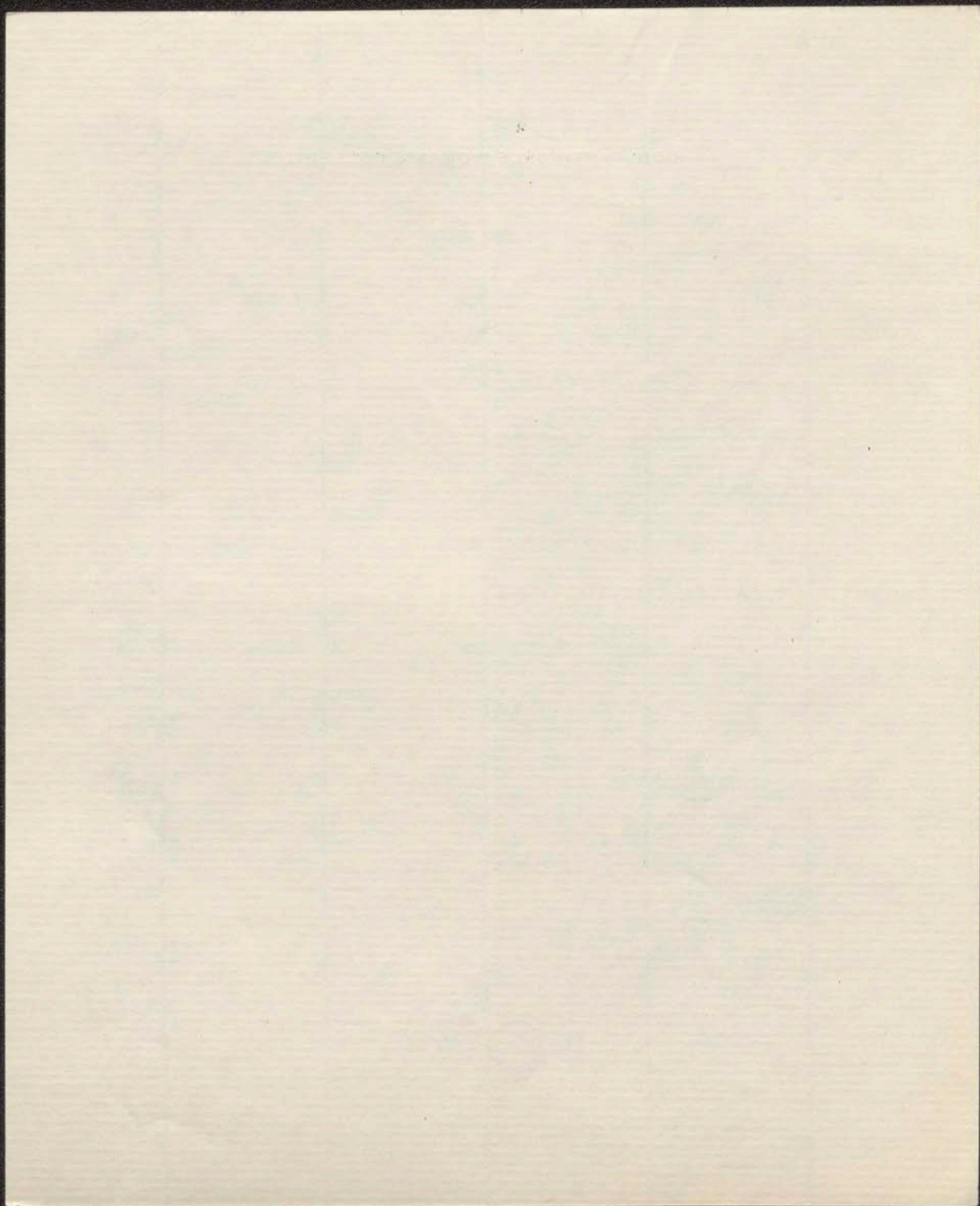
## CONSTANTINOPLE WOMAN'S COLLEGE.

however, to attempt constructive coordination until <sup>one</sup> specific problem was solved, and until the school might achieve the level of a good secondary school. There can be little coordination of effort or cooperation in work between a college and an elementary school, or even between a college and a junior high school. Consequently, I have directed all my efforts to the end that this <sup>school</sup> may become a good senior high school.

I have assumed that you would discuss your ideas with me. I have thought that you ~~were~~ <sup>were</sup> defending such conference out of courtesy to me because I have been somewhat weary and because I have been away.

Even though I knew of your



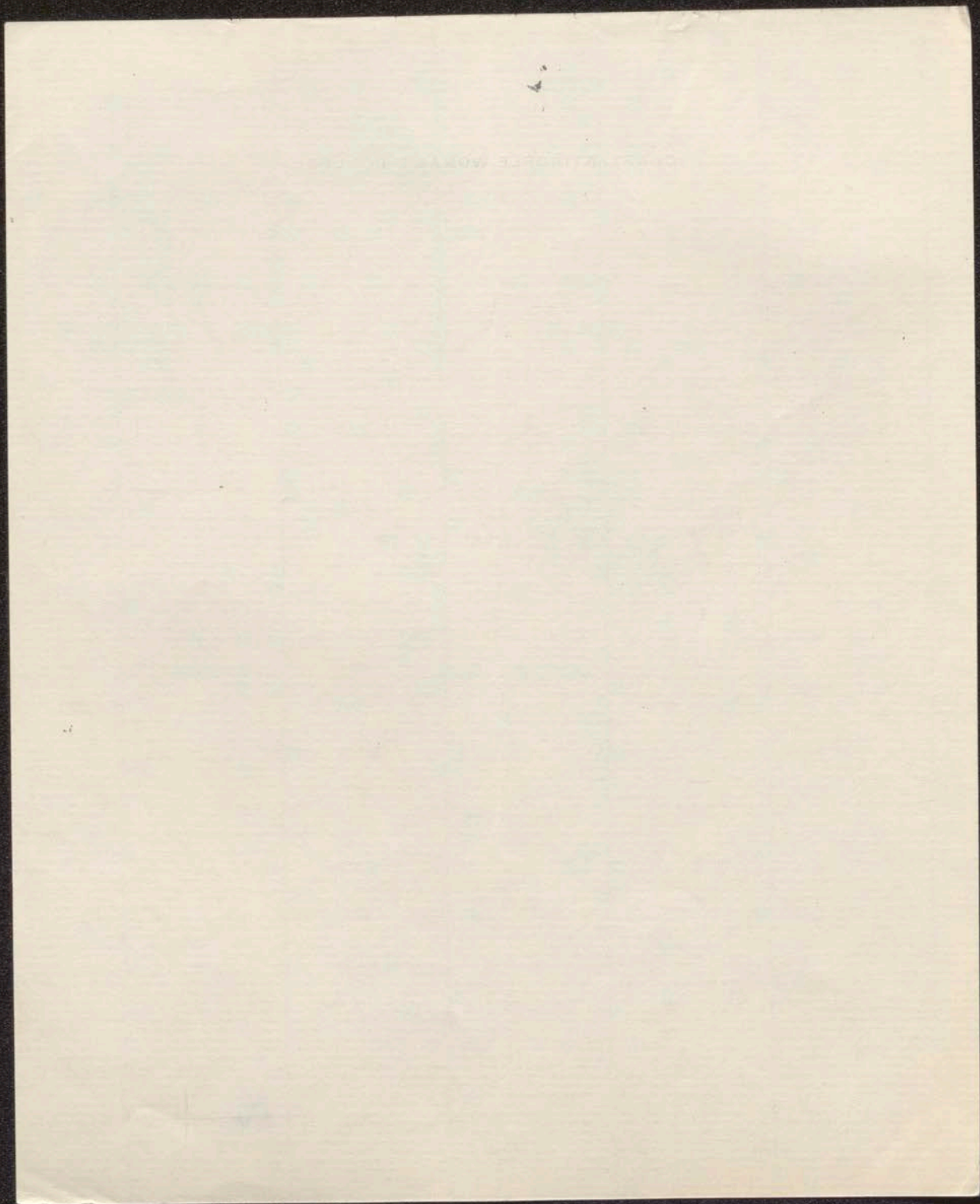




## CONSTANTINOPLE WOMAN'S COLLEGE.

concern, I was somewhat surprised when you welcomed the Preparatory students to Gould Hall with insistence upon the fact that the College and the Preparatory school are one institution. I am quite sure that these students have never thought of them as separate. In fact, I believe that their notion of what constitutes a college, and the notion of the general public, are pitched too low. Both the students and their parents regard the Preparatory school as a college. — I was both startled and deeply hurt when the need of cooperation and coordination was put before the alumnae with stress on the Preparatory Department. I was most grateful to Miss Bureau for her attempt





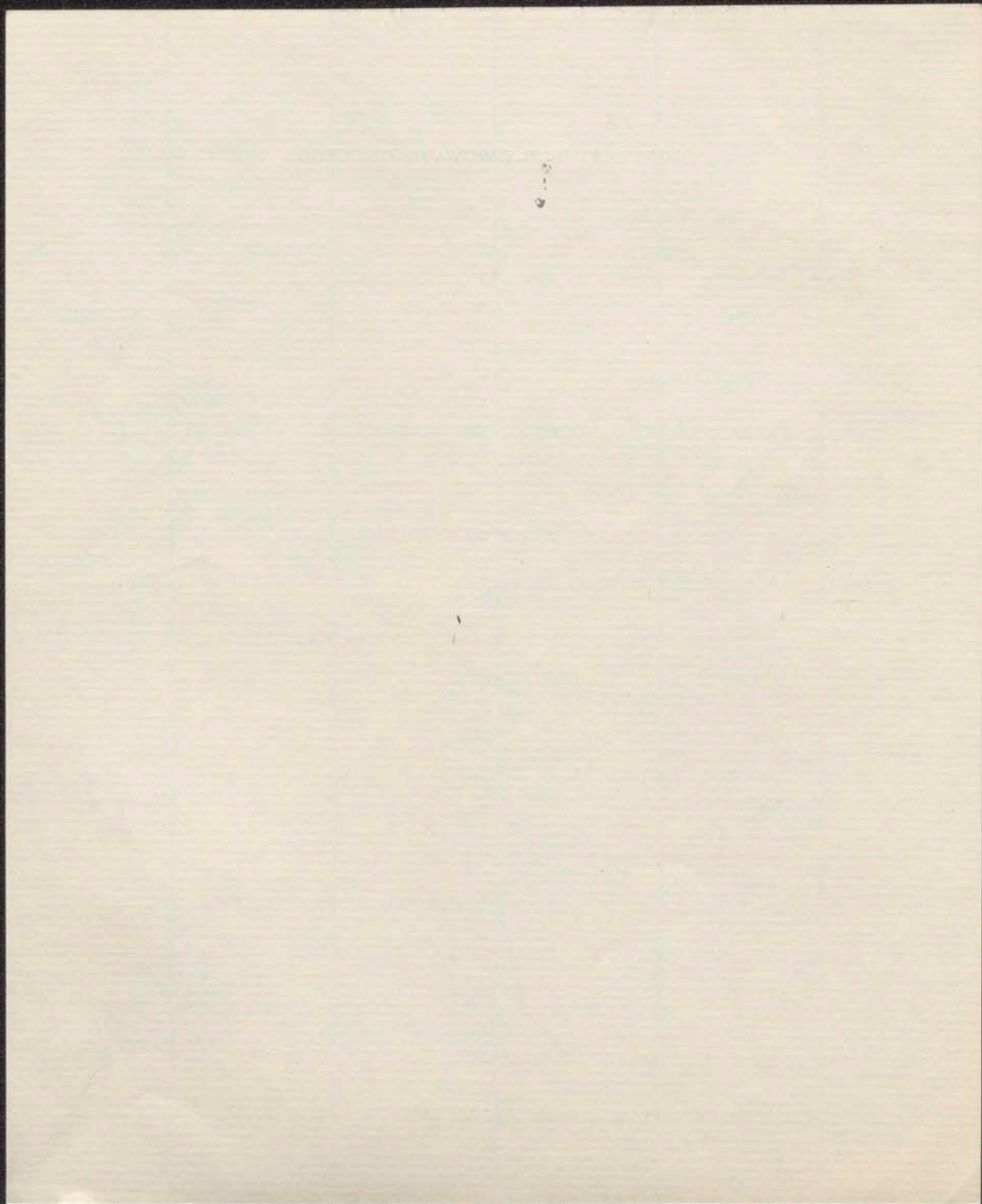


## CONSTANTINOPLE WOMAN'S COLLEGE.

to soften the statement. I would not have cared so much, I think, were it not for unpleasant rumors current, — rumors without foundation in fact, — which might easily warrant an unpleasant interpretation of your statement.

This incident followed other incidents somewhat disconcerting and disheartening to me. Unfortunately, I cannot work happily in what seems to be an atmosphere of criticism and questioning without <sup>its</sup> being objectively so. I can work both gladly and enthusiastically in the face of both questions and criticism where there is counsel and conference. There is intellectual stimulation and challenge to courage in such conference. However, I kept reassuring myself that the







## CONSTANTINOPLE WOMAN'S COLLEGE.

conference would come and the situation be clarified. My miserable cold interfered with my seeking such conference because it remained in the contagious stage for so long. Then this statement before the alumnae came as the last straw. It seemed possible of so much wrong interpretation, and I could see no good reason for it. The alumnae could do nothing toward the solution of such problem, if it exists, except to ask for the removal of the director of the Preparatory Department. I was wholly discouraged and so wrote my letter of the twenty-first.

The problems of the Preparatory Department are numerous and varied in character. Many of them are unique in character. These problems



THE UNIVERSITY OF CHICAGO



## CONSTANTINOPLE WOMAN'S COLLEGE.

cannot all be solved according to formulae, or in the light of past experience, or by one person alone. I try to take care of problems that a principal should solve; I try to solve these in such ways as to keep the tone and atmosphere wholesome; I try to attack them in kindly spirit and with common sense so as to embarrass no one; but there are problems concerning affairs both within and without the school that I should not attempt to solve alone.

I know that this school is full of holes; perhaps I may be too conscious of this fact. I know, also, that extravagant things have been said about my work here, and I have sensed danger in this praise of the



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## CONSTANTINOPLE WOMAN'S COLLEGE.

school. I know that it would not yet bear comparison with schools of the rank and character this school should achieve. Though I have worked earnestly to establish the school within itself so that the end we all desire for the institution as a whole may be achieved, I know full well how poor in quality the school must appear to the in-comer, and I am concerned.

I could not work more earnestly and faithfully and with less self-interest than I have worked, and live. I do not believe in going about with explanations in such situation as the school finds itself;— not with standing this long letter.

I am writing this letter in good



THE UNIVERSITY OF CHICAGO



## CONSTANTINOPLE WOMAN'S COLLEGE.

faith as I wrote my letter of the twenty first. I am writing in good spirit, as I wrote on the twenty first, even though I write with a keen sense of pain because of the terrible things have taken. Both letters are personal — one to you as Trustees in residence; one to you as one person to another person. If either letter merits consideration or reply, I think the reply should be personal. I say this with all courtesy because I believe that the conference you suggest with Miss Burns present is called to discuss my letter of the twenty-first. I believe that there is no dignity in such conference because I believe it is wrong in principle.



THE UNIVERSITY OF CHICAGO



## CONSTANTINOPLE WOMAN'S COLLEGE.

and unnecessary under the circumstances. If I am mistaken, I hope that you will pardon me for drawing such inference. If I am correct in the inference, may I ask to be excused from such conference?

The real reason for writing this letter, however, is my sincere desire to resolve the situation, if possible, and to clarify thinking all round, regardless of action on my first letter.

Again, I assure you that I have had, and have no other purpose here than to promote the welfare and progress of this institution as a whole. And again, may I ask you to believe me — I have been eager to work with you whole-heartedly for the interests of both College and Preparatory, or for the institution as a whole if you



THE UNIVERSITY OF CHICAGO



## CONSTANTINOPLE WOMAN'S COLLEGE.

prefer that designation. You had but  
to explain what you have in mind  
to elicit my cordial interest, for I  
have great respect for your opinions.

With all courtesy I am

Yours sincerely  
Elizabeth Clareson

November 27, 1931



CONSTANTINOPLE UNIVERSITY



CONSTANTINOPLE WOMAN'S COLLEGE.

Dear Dr Talbot

I shall be very glad to talk with you, but not for a day or two if you do not mind. I am sorry, but at the present time I am not equal to any conference either physically or emotionally - The chances for embarrassment are too great.

Meantime, I am working with you.

Yours sincerely  
Elizabeth Clarahaw

November 27, 1931



THE UNIVERSITY OF CHICAGO



CONSTANTINOPLE WOMAN'S COLLEGE.

November 28, 1931

Dear Dr. Talbot:

I herewith wish to thank you for your letter of November 25th concerning my salary.

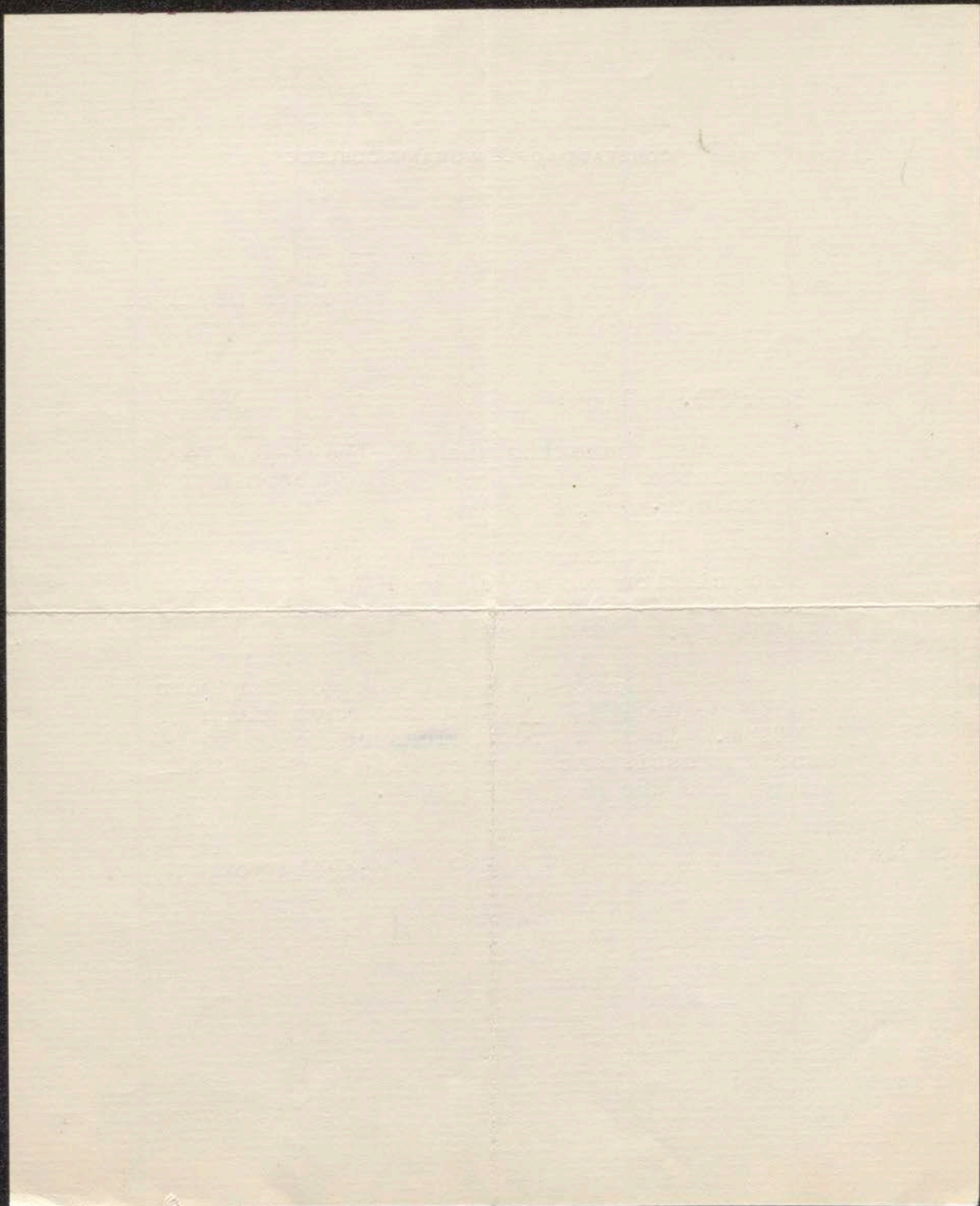
I assure you that your kind appreciation of the sincere and faithful services I try to render the College repays me amply.

I also wish to thank you for your note regarding the lessons I have given Nisba. It is a great pleasure to me to be of any assistance to her with her Turkish any time she needs the help.

Sincerely yours,

*Mehruke Akseu*







CONSTANTINOPLE WOMAN'S COLLEGE.

Dear Dr Talbot

I shall be glad to talk  
with you at any time now, except  
the time set for my college classes—  
— Monday and Tuesday at 9<sup>15</sup> + Tuesday  
and Thursday at 10.

I am sorry I had to ask for delay

Yours sincerely,

Elizabeth Clarkson

November 29, 1931



CONFIDENTIAL WORKING COPY



December 2, 1931

Dr. William Adams Brown  
Union Theological Seminary  
Broadway at 120th Street  
New York

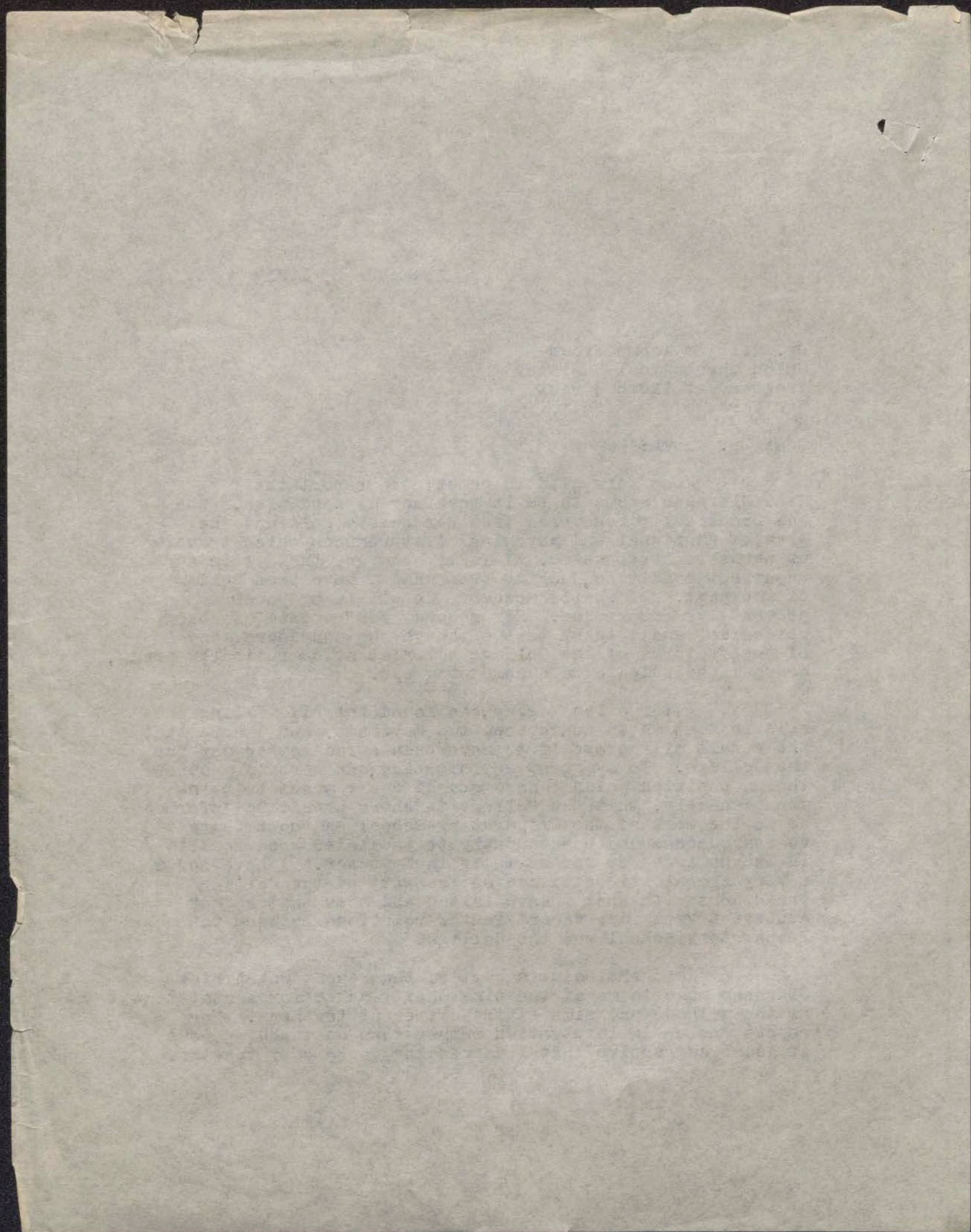
Dear Dr. Brown:

I am very glad to be able to report that Miss Clarahan seems to be in more normal condition. She has practically recovered from her severe cold and the wave of emotional and psychical disturbances which troubled us seems to have passed. I feel, however, that it is a recurrent condition, judging from what I have been told of the past. I shall, however, do all in my power prevent its recurrence. Her request for "release" has been set aside, and I think that although she considers many of the features of the College Administration radically wrong, we shall be able to make some progress.

After a long delay, she found herself willing and able to meet me in conference two days ago, and I hope that the result will prove it to have been a red letter day for the College. To my great satisfaction, she herself made the proposition which I have sought every means to bring about: namely, that the College teachers should be informed as to the work of the Preparatory School and contribute to its success and consequently to the later good results in the College so far as is in their power. I have found a very sympathetic attitude on the part of the College professors with whom I have talked and hope that we may achieve a vast improvement in the relations between the Preparatory School and the College.

I am enclosing a part of the report which Miss Clarahan made to me at the time that I asked for a statement of the methods and aims of the different teachers. Her report was on Administration rather than on teaching, but it is so suggestive that I am sending you a copy together







with the steps which have been taken to meet the difficulties. I have been all over it very carefully with Miss Claraham and am quite sure that other solutions could be found, though she does not agree with me in this respect.

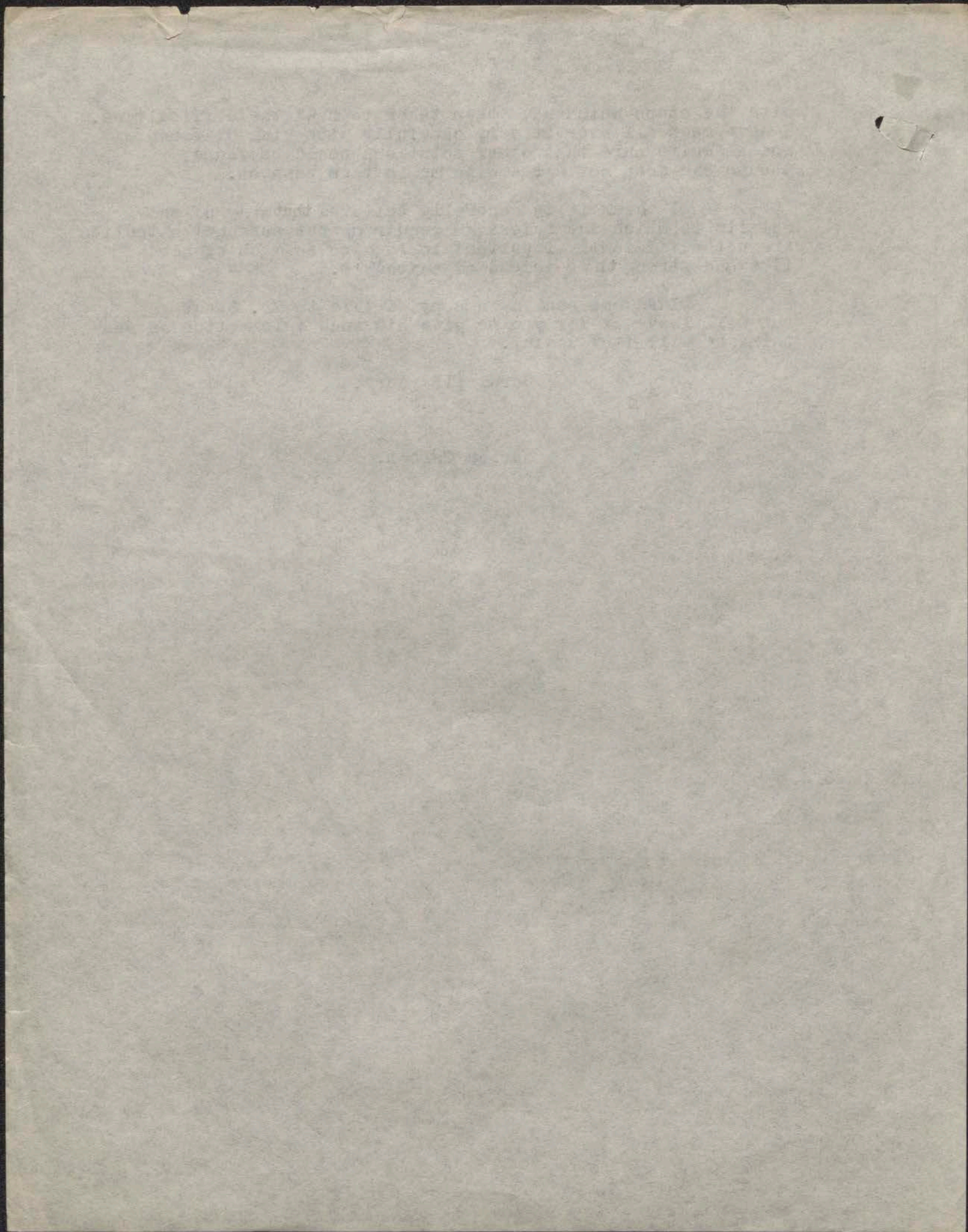
I think it is generally believed that many of the details to which she refers as requiring her personal attention are not sufficiently important to require so much of her time and strength or indeed of anybody's.

I am not sending a copy of this to Mr. Staub but will leave it for you to give him such information as you think he will find useful.

Cordially yours,

Marion Talbot.







December 3, 1931

Dr. William Adams Brown  
Union Theological Seminary  
Broadway at 120th Street  
New York

Dear Dr. Brown:

After a preliminary conference with Dr. Huntington concerning possible cooperation between the two Colleges, I decided to wait for more formal action until after hearing the result of the Trustees' meeting in New York. As I may have written I did not wish to do anything which might embarrass the new President of Constantinople College. Since however, news of those meetings would be unusually long in reaching us, because of infrequent mail this season I decided to proceed tentatively and yesterday President Gates, Dr. Huntington, Miss Burns and I met.

We agreed to start enquiries concerning co-operation in the purchase of staple articles of food. This will undoubtedly be done by asking for bids on large quantities. I am sure that it will be possible to effect economies in our College by instituting better methods of buying even though this proposed cooperation should not go into effect. We also discussed cooperation in the appointment of the teaching staff whereby in departments where it is advisable and practicable there may be some such arrangement as we now have with Hussein Bey and Dr. Landes.

In our discussion it became quite clear that the appointments we make of Junior members of the Faculty are on a distinctly higher plane of scholarship and experience than are those at Robert College. I hope we shall always be able to maintain this high standard and even to make it still ~~to~~ higher. We discussed the significance of the proposed ~~xxx~~ revaluation of the property concerning which we feel no alarm, although Dr. Gates seems considerably disturbed.







We talked about the Baccalaureate examination and the extent to which we should modify our present methods. Other matters naturally came up for discussion but in the rather short time that we had it seemed better for us not to go further at present. I think, however, we made a satisfactory beginning.

I am at work on a plan whereby <sup>financing</sup> the major material needs such as construction and replenishment may be spread fairly evenly over a term of years. We are about to consider the projects submitted by Mr. Stevens as per enclosed sheet with a view to rearranging them in order of pressing need. Of course it is clear that several of them can wait for a considerable time, while some and preeminently the fire escape for Barton Hall must have immediate attention. May I trouble you to let Mr. Staub know of this?

For a week we have been awaiting almost hourly the arrival of Miss Morrow who has been detained by a long continued storm. We heard yesterday that the ship has sought refuge at the island of Lemnos. The time of her arrival is still doubtful; the winds are high and there is a little snow in the air today, but there are blue stretches in the sky, such as we have not seen for many a day. We are quite sure that Miss Morrow's companions will not feel much inclined to continue their journey as planned through the Black Sea to Constantza.

Miss Burns and I had the pleasure of a call yesterday from Professor and Mrs. Tryon of the Seminary. We were very glad to see them but it was after dark and they could hardly get a fair idea of the College.

I am with cordial regards,

Very truly,







December 3rd, 1931

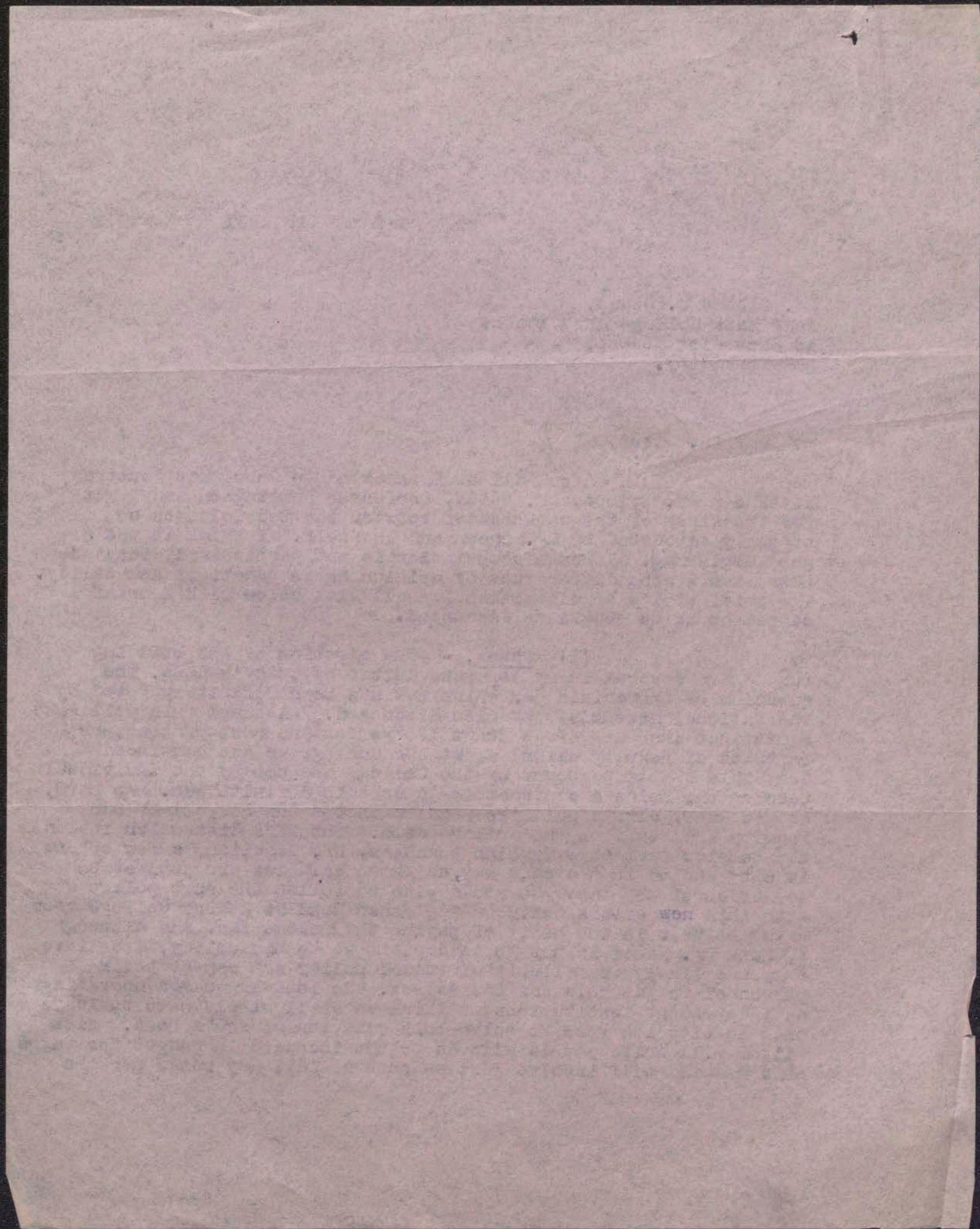
Mr. Albert W. Staub,  
Near East College Association,  
18 East 41st Street,  
New York City.

My dear Mr. Staub,

You will be interested to know that yesterday afternoon Dr. Talbot, Dr. Gates, Professor Huntington and I met for the first of the conferences between the two Colleges so strongly advocated by Dr. Brown and yourself. I think it was a good beginning, although cooperation is not particularly easy as there are strong differences of opinion as to practices and policy. The chief topics of discussion I shall list below with a brief statement as to questions discussed.

(1) Taxes. - The question of the building tax I have covered in my separate letter of today's date. The question of the crisis tax which has now been definitely voted by the National Assembly, was also discussed. Although this will make a distinct increase of at least 100% for the rest of the year on taxes of Faculty salaries, at our College we are convinced that this should be borne by the College and not by the individual teacher who holds a contract for a certain definite sum. We have, as you know, always paid the regular income tax for all of our Faculty and Staff on the dollar basis. The Lira list which includes the outside part time Turkish teachers, Dr. Tchalian, a few others, is not handled in the same way, as those salaries are subject to deduction of the tax. We would plan to follow the same policy with this new crisis tax. On the other hand at Robert College they have not been in the habit of paying the income tax, and although I think Dr. Gates is not quite certain as to his policy, I believe they are likely to follow their usual policy and expect their personnel to pay this tax themselves. So long as we are operating as independent institutions, I think we shall simply have to leave each institution free to solve this question as seems best. Miss Miller will write you details as to the increase in budget for taxes this new tax will involve just as soon as Adil Bey sends her the







Mr. Albert W. Staub  
December 3rd, 1931

figures. I believe that the policy our Trustees have heretofore adopted in regard to the income tax would be the policy they would desire to follow with this crisis tax, as it does not seem to me either morally or legally fair to make a contract with a person for a certain sum, and then have that greatly reduced.

(2) Purchasing - In my letter of November 30th, I reported on Hilmi Bey's suggestion that the College could buy in a much more satisfactory way if they were to get in tenders for certain staples. That is the system that Robert College is already using and I believe that conference between Miss Miller and Mr. Richards and perhaps their purchaser and Miss Craig, would prove of advantage. Dr. Talbot is taking the matter up with our own housekeeping department and particularly with Mrs. Benditsch, who at present handles our purchasing.

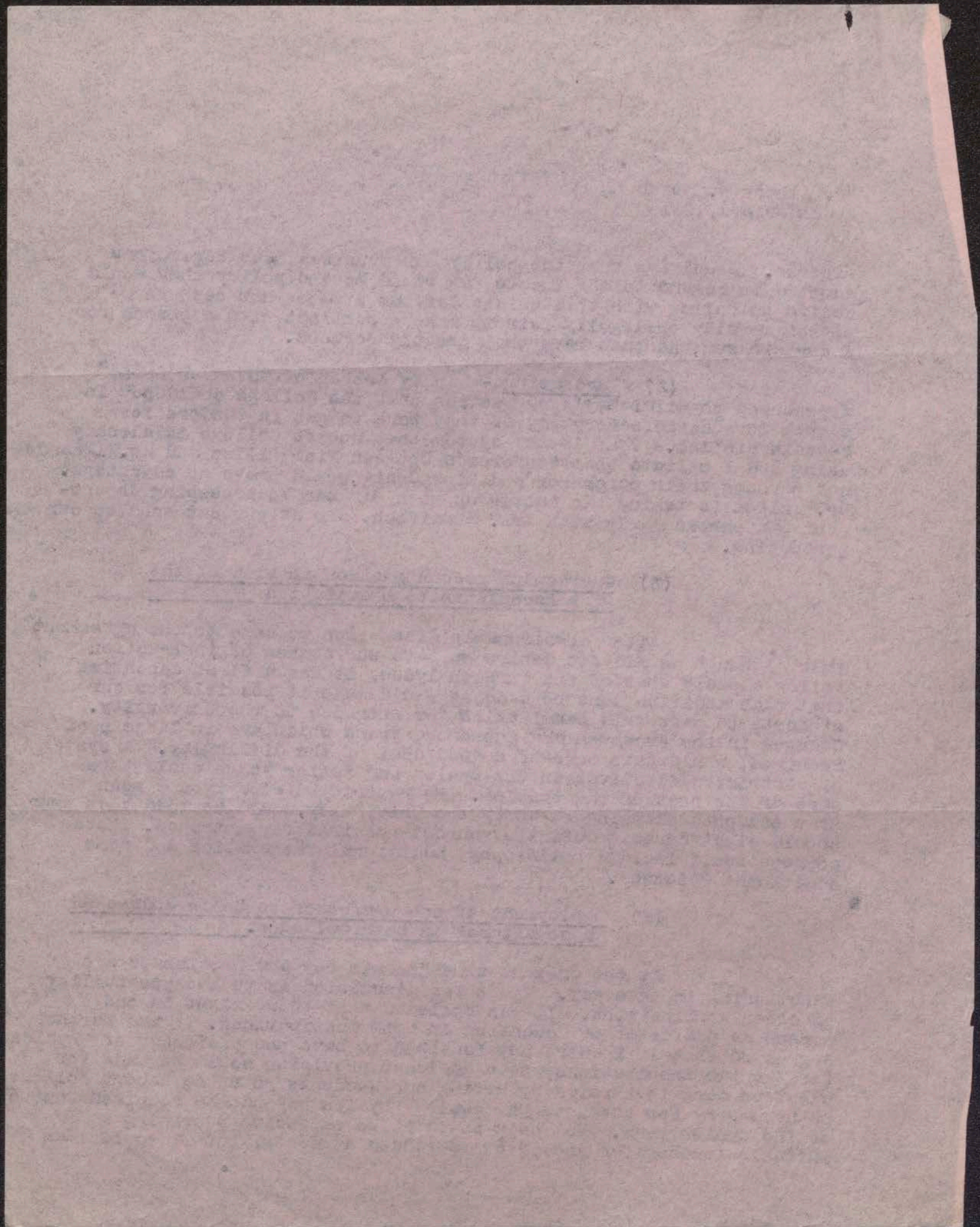
(3) Curriculum reconstruction in view of the  
Baccalaureate Examination

After considerable discussion we came to the agreement that although we did not desire to have our course of instruction follow closely that of the Turkish lycee, it was a first essential that such modifications be made as would make it possible for our students to pass this examination for entrance to the University. Changes in the Freshman and Sophomore years which are in large part required, would take care of a good deal of the difficulty. A system of restricted electives in the Junior and Senior years would take care of the rest of the problem. By restricted electives I mean that students planning to enter the University, would be told that they should elect certain definite courses required for entrance. These courses would include Philosophy, additional Mathematics and some additional Science.

(4) Employment of one professor to be in charge of  
a department in both Colleges.

At the present time Hussein Bey and Dr. Landes are functioning in this way. There was discussion as to the possibility of other combinations. It was believed that there might be one person as professor of Education in both institutions. It was further suggested that if it were not feasible to have one professor of Physics for the two institutions, that at least provision could be made for elective work in Physics by having our students go up to Robert College. We have very few students who desire Physics beyond the required course of the Junior year. Not only would it be expensive providing a suitable teacher for one or two advanced students, but it would mean







Mr. Albert W. Staub  
December 3rd, 1931

an outlay for equipment that would not be justified by the number of students desiring such instruction. The question was also raised as to the proper way in which salaries of such joint professors should be fixed and paid. We agreed that it was difficult to make any change at the present time in the arrangements existing for Dr. Landes and Hussein Bey. Such arrangements could not easily be changed unless there were some form of organic union between the two institutions. On the other hand we agreed that in case a new teacher were to be engaged for such joint service, that the appointment should be made in that way and the salary fixed as covering work in both institutions. In case more work were carried in Robert College than in our College, the actual payment of salary could be made by Robert College, the part allotted to our College being paid in toward the salary provided by Robert College. In most cases, if the joint professor were a woman, she would be considered as connected primarily with our institution and we would pay the salary; whereas the reverse would be true in the case of a man.

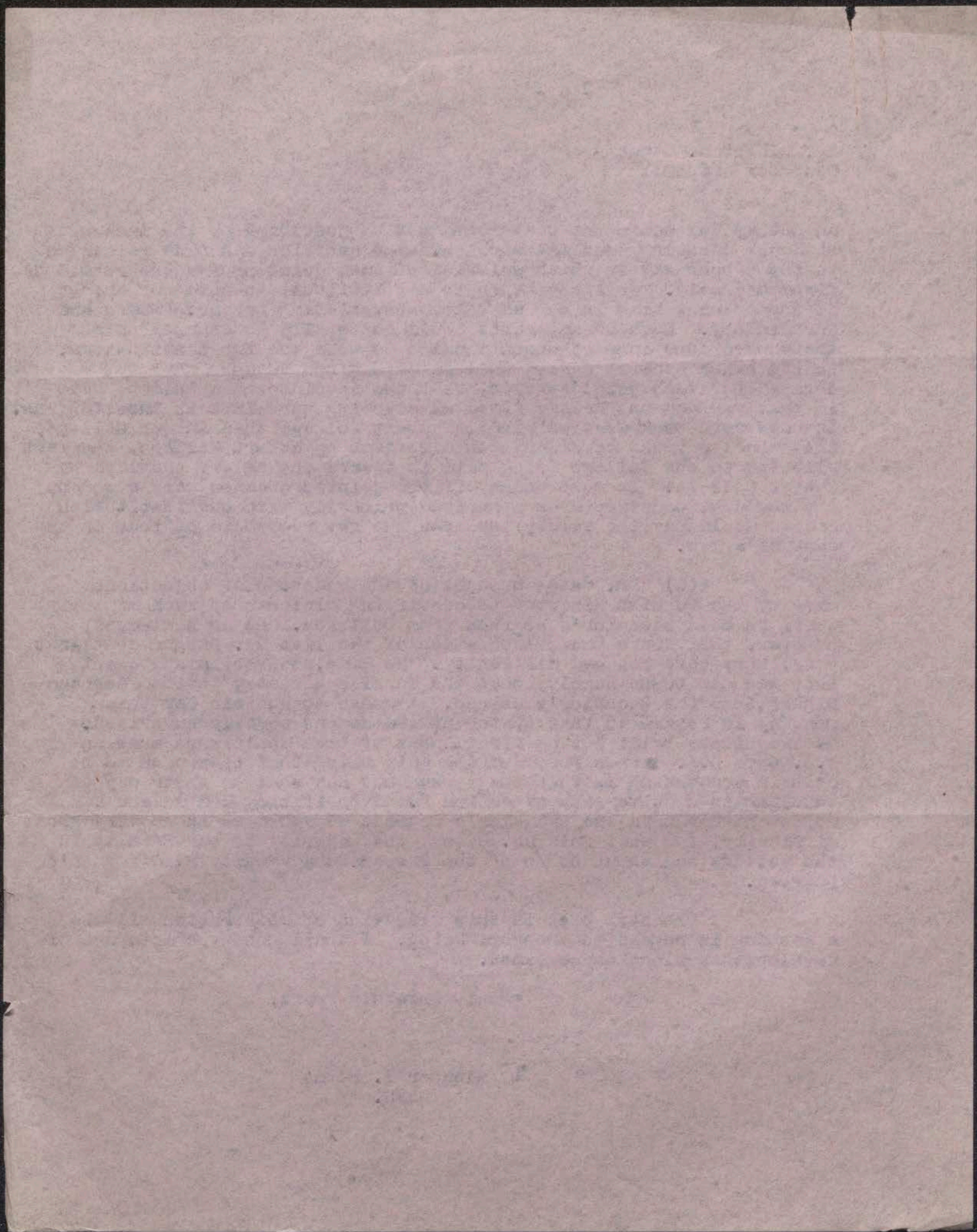
(5) Dr. Gates brought up the question of objections made by the Turkish Ministry to certifying diplomas of such of their staff as held Bachelor's Degrees from Colleges. He acknowledged, however, that since the presentation of the list Dr. Duggan sent last year, they have not had difficulty. He made, however, a statement that was new to me namely, that the Turkish Ministry desired degrees higher than the Bachelor's Degree. I spoke to Hussein Bey this morning in regard to that statement and he was equally surprised. He laughingly said: "I am afraid most of them don't know what an M.A. or a B.A. stands for, and the only thing that they wish to be certain concerning is that the person has had what to their way of thinking is a University education". Even if they did demand a degree higher than the Bachelor's Degree, we would be in no very great difficulty, for as I told Dr. Gates, the majority of our Faculty in the College and about 50% of the Preparatory Faculty held Master's Degrees.

The next step in this direction of cooperation will be a meeting in regard to the purchasing. I shall keep you informed of developments along these lines.

Most sincerely yours,

Eleanor I. Burns  
Dean.







December 3rd, 1931

Mr. Albert W. Staub,  
Near East College Association,  
18 East 41st Street,  
New York City.

My dear Mr. Staub,

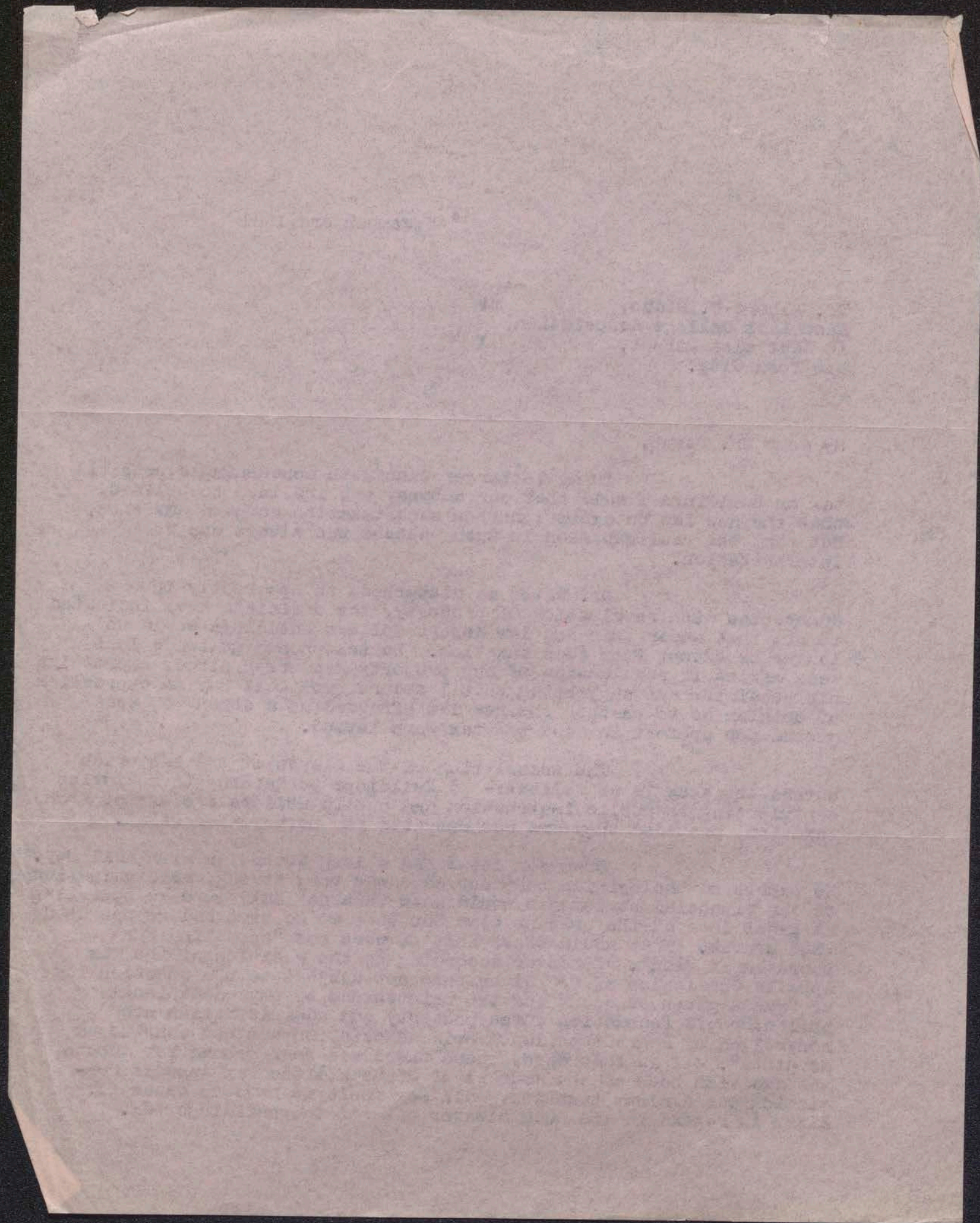
In my letter of June 29th concerning a possible tax on buildings I said that our Embassy was inclined to believe that the new law on exemption from such taxation covered our case, but that the real question in such matters was always one of interpretation.

Dr. Gates is disturbed, as apparently in connection with revaluation of property, tax officials have indicated to him that under this new law Robert College buildings would no longer be exempt from such taxation. He telephoned me twice last week asking if revaluation of our property had taken place, expressing his pessimism and suggesting that I secure from Adil Bey an expression of opinion as to whether the new law afforded us a strong or weak ground for protest in case the tax were levied.

The translation of the clause of the law which covers the case is as follows:- "Buildings pertaining to societies contributing to public instruction and public welfare are exempt from taxation, provided they are not operated for purposes of gain".

December 1st I had a long interview with Adil Bey. He expressed the opinion that our case was very strong, as examination of our financial statements would show that not only were we operating at great loss at the present time but that at no time had we operated with profit. That would prove that we were not "operating for purposes of gain". Moreover according to the decision of the Tax Appeals Commission of 9/2/31 we were not subject to the Donation Tax as "Funds given or spent for the maintenance of any educational or philanthropic foundation whose property and administration are controlled by a great philanthropic association are not considered as gifts". If in that case, where there was real ground for debate, the decision both of the Council of State and the Tax Appeals Commission was against taxation, Adil Bey feels we have no cause for alarm in regard to the much clearer case of the buildings tax.







Mr. Albert W. Staub  
December 3rd, 1931

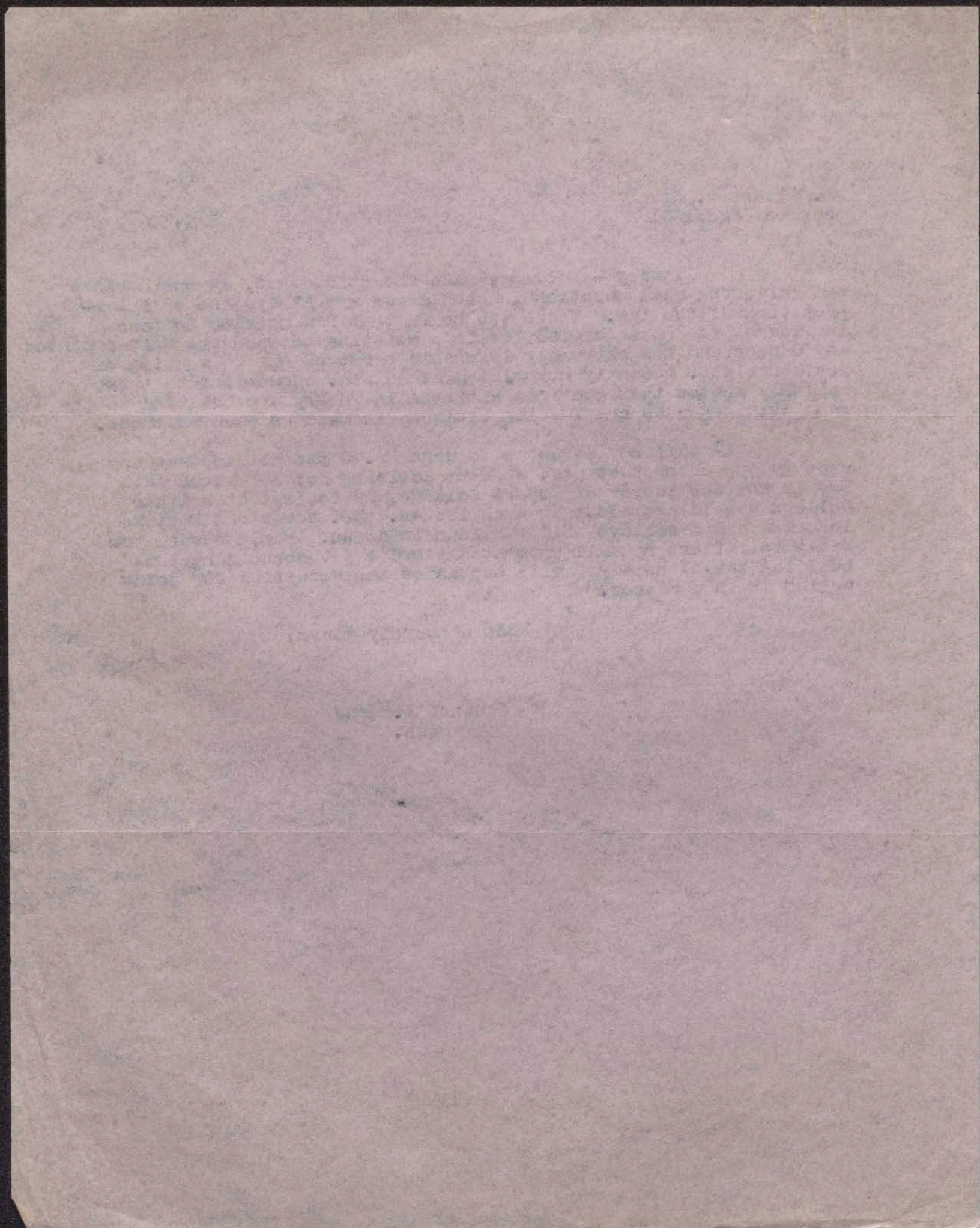
Finally - Adil Bey made the point that, as our Embassy had said, the real question in such cases was always one of interpretation of the law. There too he felt we had nothing to fear in view of the most cordial feelings existing between the United States and Turkey and the extremely favorable terms of our Convention of Residence etc. recently negotiated at Ankara. According to that, Adil Bey states that American citizens in Turkey are entitled to the same privileges as are Turkish citizens in matters such as these.

Adil Bey asked me to urge Dr. Gates not to take any step by way of protest etc. without advising me; for altho Adil Bey is not the lawyer of Robert College, he feels that neither College should act alone in such issues. Dr. Gates has kept me informed and I believe will continue to do so. When, however, you reply to letters he will undoubtedly write you concerning this building tax, I hope you will emphasize the necessity for joint action in this matter.

Most sincerely yours,

Eleanor I. Burns  
Dean.







1931?

Dec. 4

Dear Dr. Talbot,

You seemed troubled & disturbed both when you came in to my room & at dinner. It is in the note that spoke of the fact that the action on presidency was not included in the minutes, there was something that made you feel that things were not going as we desire, & as seems best to us. I hope you are not upset on my account.

Whether Scotch Covenanting Ancestors, with a strong belief in Predestination, or some other cause be the reason, one thing I believe and believe almost more strongly than anything else - namely - "It is God and the discovery of him in life & the knowledge that He has plans for our lives & is



doing something with them that gives  
us a true, deep, sense of movement  
and lets us always feel the power  
and the delight of unknown com-  
ing things" I think Thiers & Brooks  
said this, and that belief has al-  
ways been a great source of strength  
to me. Sometimes in my life I have  
hammered in vain on a door, which  
would not open, & later have come  
to know that doors that opened  
later in unexpected places were  
ones which really led to power,  
or peace, or happiness.

So, I have hammered hard on  
this door of coordination of the two  
colleges - but perhaps in years to  
come I shall know that power  
& success for the college came not  
through the opening but the closing  
of that door - affectionately yours  
Eleanora Brooks



ISTANBUL AMERİKAN KIZ KOLEJİ  
CONSTANTINOPLE WOMAN'S COLLEGE  
STAMBOUL, TURKEY

PRESIDENT'S OFFICE

MÜDİRİYET

December 5, 1931

Dear

It seems to me very desirable that the College should encourage its graduates to progress in their intellectual interests after leaving the College.

Would your department be able to provide me with a few topics for which reading material could be supplied from the Library?

If this plan seems to you at all practicable, I would issue a letter of information offering this kind of help to our graduates, provided the plan receives the approval of the Academic Council at its next meeting.

Very truly,



THE NATIONAL ARCHIVES

COLLEGE PARK, MARYLAND

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1964

1964



UNION THEOLOGICAL SEMINARY

BROADWAY AT 120TH STREET  
NEW YORK

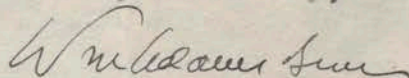
December 7, 1931.

Dear Dr. Talbot:

Your letter about Miss Clarahan's condition gave me great concern and I immediately cabled: "Urge vacation for Miss Clarahan and authorize needed expense." From what you write I fear that it will be difficult to persuade Miss Clarahan to go away, but I wish you to feel that you have all needed authorization, both morally and financially.

Your letter of November 20 apropos of the suggestion in my letter shows how difficult it is to discuss complicated questions at a distance. I am quite sure there is nothing in what I wrote which ought to fill you with dismay. In any event you can be very sure that nothing will be done by the Board until they have had the fullest conference with you and with the authorities of the College and are sure that the plan proposed is one which meets with their cordial understanding and approval. At any rate the question seems to be quite academic at the present time, as I understand that the Trustees of Robert College have at present no one in sight for the position. This is what makes it seem so important to us to have our own College properly staffed with as little delay as possible.

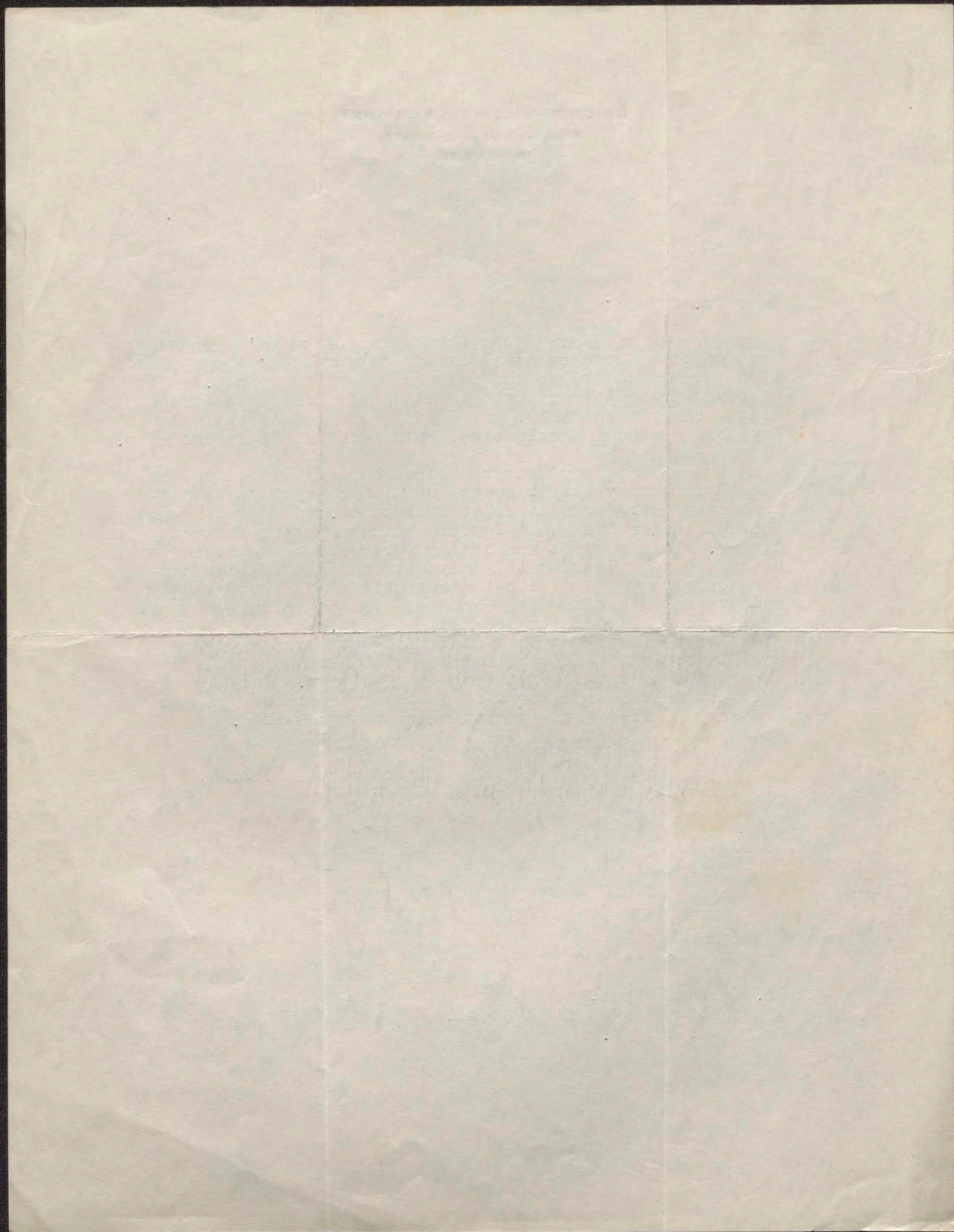
Yours very sincerely,



William Adams Brown

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul, Turkey.







December 10th, 1931

Dr. William Adams Brown,  
1105 Park Avenue,  
New York City.

Dear Dr. Brown,

Thank you for your letter of November 19th with its expression of appreciation for the work I have been doing in connection with the Government affairs of the College.

Dr. Goodsell has probably shown you my letter to him of November 19th in which I indicate that some of the suggestions you had made to Dr. Talbot in regard to forms of relationship to Robert College are not feasible from the standpoint of Government regulations. The situation this year has been most difficult because we did not know beforehand that Dr. Talbot could not be Acting President in so far as the Turkish authorities are concerned. I do not believe I am exaggerating in saying that were it not for Dr. Talbot's fineness, largeness, and the real affection we bear each other the situation would be insupportable. Only the "Müdür" may handle Government matters, and conversely the one who handles Government matters is the Müdür. Officially with the Turkish Government I am the one in authority, Dr. Talbot a guest. Officially with the Trustees, Dr. Talbot is in authority, and my information as to their action and wishes comes through her. "Who is your President this year?" is asked on all sides. The answer is complicated and I fear sometimes answered one way, sometimes another. How would it be answered by one who observed but did not put the question to us? How is it practically answered by Faculty, students and Government officials? A visitor comes and asks for the Director, who should greet him? A speaker comes, who should preside and introduce him? Should these questions be answered according to the nationality of the visitor? This year's experience has shown that conduct of Government relations can't be separated from internal administration without confusion and waste. Hussein Bey also states that a mere liaison officer can't act officially. Therefore we know that action on the assumption that either the President of Robert College or any other outside person can officially represent us, is futile. No one can be blamed for this year's situation, as no one knew the appointment was contrary to Government



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Dr. William Adams Brown  
December 10th, 1931

regulations; but there would be cause for blame when futility of action is known.

You say " We have taken this action because we believe that whatever relation to Robert College we may eventually work out there will be room for two women fulfilling the functions which the President and the Dean have hitherto discharged". With that I cannot agree, and I know better perhaps than anyone connected with the College just what are the " functions which the President and the Dean have hitherto discharged". There is room for both as full time executive officers, only if the relationship to Robert College is in no sense official. There is not room for them both, if over them is to be a joint President. Since there would not be sufficient executive work for three such people, it would seem to me a deplorable waste of money, and that chances for misunderstanding, even friction, among those three officers would be great.

In your last letter to Dr. Talbot, you spoke of the possibility of having no official union with Robert College but simply friendly cooperation such as we have tried to have this year. That is possible, but I am not alone in my feeling that the Colleges would lose a great opportunity by not finding a man whose wide educational experience, sound judgment, and diplomatic ability would instantly command respect and attention, and making him their joint President. The right man could easily win for our Colleges the same favored and influential position Ambassador Grew has secured for American interests in general. I do not believe a woman could do that unless she had a high international reputation as an educator. My visit to Ankara was on the whole successful, but as I told Mr. Shaw both the new under-secretary and the man in charge of foreign schools were cordial and gracious but made it clear they did real business only with men.

Thanking you again for your appreciation and feeling sure you will not misunderstand my frankness, I am,

Most sincerely yours,

Eleanor I. Burns  
Dean.





[The text in this section is extremely faint and illegible. It appears to be a series of paragraphs or a list, but the characters are too light to transcribe accurately.]



# NEAR EAST COLLEGE ASSOCIATION

INCORPORATED

AN INVESTMENT IN INTERNATIONAL GOOD WILL

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AMERICAN UNIVERSITY OF BEIRUT, SYRIA

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LEOLIN H. KEENEY, ASSISTANT TREASURER

#200

December 10, 1931

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul, Turkey.

My dear Dr. Talbot:

Thank you very much for your letter of November 28th. I was very sorry indeed to hear of Miss Clara Han's condition. Dr. Brown called me up last Saturday morning and asked me to send you the following cable:

"URGE VACATION FOR MISS CLARA HAN  
AND AUTHORIZE NEEDED EXPENSE"

We all hope that Miss Clara Han will be able to arrange her work in such a way as to take a good vacation. We have a special fund that can be used for this purpose.

I am receiving a great many letters from people who want to teach at the College next year. As a matter of fact, we are simply swamped with applications. I suppose that we have already heard from three or four hundred people. It is difficult to reply properly to all of this correspondence, but we are doing the best we can.

Ordinarily it is our custom to receive about January 1st a letter from the President of each College giving us a list of the vacancies on the staff for the next year. In view of the fact that so many appointments were made last year, I presume that you will be asking for a very small number of teachers.



# NEAR EAST COFFEE ASSOCIATION

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Mr. M. N. Gibson	1818 Walnut St.	Bozeman	Mont.	U.S.A.
Mr. O. P. Hart	1919 Chestnut St.	Billings	Mont.	U.S.A.
Mr. Q. R. Hill	2020 Elm St.	Great Falls	Mont.	U.S.A.
Mr. S. T. King	2121 Oak St.	Missoula	Mont.	U.S.A.
Mr. U. V. Knight	2222 Pine St.	Butte	Mont.	U.S.A.
Mr. W. X. Lane	2323 Cedar St.	Helena	Mont.	U.S.A.
Mr. Y. Z. Long	2424 Birch St.	Bozeman	Mont.	U.S.A.
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Mr. C. D. Moore	2626 Ash St.	Great Falls	Mont.	U.S.A.
Mr. E. F. Myers	2727 Hickory St.	Missoula	Mont.	U.S.A.
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Mr. O. P. King	4545 Spruce St.	Missoula	Mont.	U.S.A.
Mr. Q. R. Baker	4646 Ash St.	Butte	Mont.	U.S.A.
Mr. S. T. Green	4747 Hickory St.	Helena	Mont.	U.S.A.
Mr. U. V. Hill	4848 Walnut St.	Bozeman	Mont.	U.S.A.
Mr. W. X. Scott	4949 Chestnut St.	Billings	Mont.	U.S.A.
Mr. Y. Z. Adams	5050 Elm St.	Great Falls	Mont.	U.S.A.
Mr. A. B. Baker	5151 Oak St.	Missoula	Mont.	U.S.A.
Mr. C. D. Carter	5252 Pine St.	Butte	Mont.	U.S.A.
Mr. E. F. Evans	5353 Cedar St.	Helena	Mont.	U.S.A.
Mr. G. H. Foster	5454 Birch St.	Bozeman	Mont.	U.S.A.
Mr. I. J. Gibson	5555 Spruce St.	Billings	Mont.	U.S.A.
Mr. K. L. Hart	5656 Ash St.	Great Falls	Mont.	U.S.A.
Mr. M. N. Hill	5757 Hickory St.	Missoula	Mont.	U.S.A.
Mr. O. P. King	5858 Walnut St.	Butte	Mont.	U.S.A.
Mr. Q. R. Lane	5959 Chestnut St.	Helena	Mont.	U.S.A.
Mr. S. T. Long	6060 Elm St.	Bozeman	Mont.	U.S.A.
Mr. U. V. Mason	6161 Oak St.	Billings	Mont.	U.S.A.
Mr. W. X. Moore	6262 Pine St.	Great Falls	Mont.	U.S.A.
Mr. Y. Z. Myers	6363 Cedar St.	Missoula	Mont.	U.S.A.
Mr. A. B. Nichols	6464 Birch St.	Butte	Mont.	U.S.A.
Mr. C. D. Parker	6565 Spruce St.	Helena	Mont.	U.S.A.
Mr. E. F. Quinn	6666 Ash St.	Bozeman	Mont.	U.S.A.
Mr. G. H. Reed	6767 Hickory St.	Billings	Mont.	U.S.A.
Mr. I. J. Russell	6868 Walnut St.	Great Falls	Mont.	U.S.A.
Mr. K. L. Scott	6969 Chestnut St.	Missoula	Mont.	U.S.A.
Mr. M. N. Smith	7070 Elm St.	Butte	Mont.	U.S.A.
Mr. O. P. Taylor	7171 Oak St.	Helena	Mont.	U.S.A.
Mr. Q. R. Thomas	7272 Pine St.	Bozeman	Mont.	U.S.A.
Mr. S. T. Turner	7373 Cedar St.	Billings	Mont.	U.S.A.
Mr. U. V. Vance	7474 Birch St.	Great Falls	Mont.	U.S.A.
Mr. W. X. Webb	7575 Spruce St.	Missoula	Mont.	U.S.A.
Mr. Y. Z. West	7676 Ash St.	Butte	Mont.	U.S.A.
Mr. A. B. White	7777 Hickory St.	Helena	Mont.	U.S.A.
Mr. C. D. Wright	7878 Walnut St.	Bozeman	Mont.	U.S.A.
Mr. E. F. Young	7979 Chestnut St.	Billings	Mont.	U.S.A.
Mr. G. H. Allen	8080 Elm St.	Great Falls	Mont.	U.S.A.
Mr. I. J. King	8181 Oak St.	Missoula	Mont.	U.S.A.
Mr. K. L. Baker	8282 Pine St.	Butte	Mont.	U.S.A.
Mr. M. N. Carter	8383 Cedar St.	Helena	Mont.	U.S.A.
Mr. O. P. Evans	8484 Birch St.	Bozeman	Mont.	U.S.A.
Mr. Q. R. Foster	8585 Spruce St.	Billings	Mont.	U.S.A.
Mr. S. T. Gibson	8686 Ash St.	Great Falls	Mont.	U.S.A.
Mr. U. V. Hart	8787 Hickory St.	Missoula	Mont.	U.S.A.
Mr. W. X. Hill	8888 Walnut St.	Butte	Mont.	U.S.A.
Mr. Y. Z. King	8989 Chestnut St.	Helena	Mont.	U.S.A.
Mr. A. B. Lane	9090 Elm St.	Bozeman	Mont.	U.S.A.
Mr. C. D. Long	9191 Oak St.	Billings	Mont.	U.S.A.
Mr. E. F. Mason	9292 Pine St.	Great Falls	Mont.	U.S.A.
Mr. G. H. Moore	9393 Cedar St.	Missoula	Mont.	U.S.A.
Mr. I. J. Myers	9494 Birch St.	Butte	Mont.	U.S.A.
Mr. K. L. Nichols	9595 Spruce St.	Helena	Mont.	U.S.A.
Mr. M. N. Parker	9696 Ash St.	Bozeman	Mont.	U.S.A.
Mr. O. P. Quinn	9797 Hickory St.	Billings	Mont.	U.S.A.
Mr. Q. R. Reed	9898 Walnut St.	Great Falls	Mont.	U.S.A.
Mr. S. T. Russell	9999 Chestnut St.	Missoula	Mont.	U.S.A.



Dr. Marion Talbot  
December 10, 1931.

The only definite position I have in mind is that of the head of the English Department. Do you wish us to make such an appointment? We have a very good candidate in mind. She is receiving her Ph. D. in February and is anxious to make her plans beyond that date. If we could give her definite information promptly, it would be of great help to her.

I might state that the candidate we have in mind is Miss Elsa Kimball, a distant relative of Dr. Patrick's, who is receiving her Ph.D. at Teachers' College. She has done considerable teaching in English and also in the Social Sciences.

I shall be glad if you can write me definitely about the needs for next year.

With kind personal regards, I am

Very sincerely yours,

*Allan W. Staul*

American Director.

S:P



THE STATE OF NEW YORK  
IN SENATE  
January 10, 1901.  
REPORT  
OF THE  
COMMISSIONERS OF THE LAND OFFICE  
IN RESPONSE TO A RESOLUTION  
PASSED BY THE SENATE  
MAY 1, 1899.

ALBANY:  
J.B. LEECH, PRINTERS,  
189.

1901.



December 11th, 1931

Mr. Albert W. Staub,  
Near East College Association,  
18 East 41st Street,  
New York City.

My dear Mr. Staub,

I am enclosing with this a resumé of various articles that have appeared within the last three days in the Turkish papers concerning certain publications that have been made in America and purporting to come directly from Mr. Birge of the American Board Mission publication department. Last evening I had a long talk with Mr. Williamson, Secretary of our Embassy, who expressed his opinion of the menace to American interests arising through publications of this nature in the American press. I know how carefully you guard anything which comes out, but in view of this incident and of the fact that the editor of the *Son Posta*, Zecharia Bey, is a constant reader of American publications and is on the lookout for things of this character, I believe special care is necessary. On our side, I can assure you that Dr. Talbot and I will both take every precaution to avoid indiscreet writing on the part of any of our personnel. I believe it must be made a hard and fast rule that nothing may be published by any member of the Faculty or Staff that has not first been approved by your office.

Mr. Grew seemed tired and discouraged last night, and I understand from Mr. Williamson had been greatly troubled by this article. Mr. Williamson himself had had a long talk with Zecharia Bey, but said that he could not blame an editor for making the use that he had of an article which would have real news value and would tend to increase the unpopularity of missionary efforts in Turkey.

Most sincerely yours,

Eleanor I. Burns  
Dean.



1890

1891

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1896



Resumé of articles appearing in the Turkish papers concerning the aims of American Missionary work, and discussing their connection with Muhit a Turkish magazine which is largely financed by the American Board.

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December 8th, 1931. The Son Posta - carried a front page first double column article with the following headlines.

" At Last Missionary Ideas have come out into the Open.

" Let us Hear from their Own Mouths How and Why they are Working in Turkey."

After speaking of the " Muhit" a monthly magazine published at the Bible House, of which the ostensible editor is a Turk, but the real editor Mr. Birge of the American Board Publication Department, they publish a photographic reproduction of a page from " A Vision of Youth" an American magazine published by the Missionaries in America for their young people. A copy of this article is attached. The Son Posta then proceeds to give a Turkish translation of this page.

December 9. The Milliyet carried a front page double column article headed by a picture of the Bible House bearing the caption " The Bible House where American missionaries work."

Below were the headlines-

" It has been confirmed that the Magazine "Muhit" is Published by the Missionaries and the Representative Confessed that it was used for Christian Propaganda."

The article goes on to say that this suspicion has been confirmed by a book that was called " Our guest book" published each autumn by the American Board. In that book each page is devoted to one country and in the form of letters or articles some report is given of missionary work in one or another foreign country. The page on Turkey carries an article about " Muhit", Mr. Birge and the way in which the magazine is used for Christian propaganda.

The article then proceeds to give a brief sketch of Mr. Birge's life, quotes from the page he wrote for " Our Guest Book" and then goes on to report the interview a Milliyet reporter had with Mr. Birge. In that interview Mr. Birge stated that he had not written the article appearing in " Our Guest Book" and had not even known that it was to appear. In fact his first knowledge came when he received a copy of the article.

He acknowledged that they financed "Muhit" but denied that their object in so doing was religious propaganda. He said that Ahmet Djevat Bey was the editor of "Muhit" and that he would be the first to object if it were used for religious propaganda. It was true, however, that the magazine did aim to give clean, healthy interesting and instructive



THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS  
CHICAGO, ILLINOIS 60637

RECEIVED: 1971. THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF THE HISTORY OF ARTS

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material, in the form of literary, scientific and social articles. Moreover the Ministry of Public Instruction had approved of the magazine and subscribed to it. Mr. Birge then discussed the meaning of "Missionary" explaining that it meant, people who worked for character building and gave people help through education, medical and social work. To a Moslem, one who has a fine character is a good Moslem; - to a Jew - a good Jew, to a Christian a good Christian.

The reporter raised the question as to who gave the money to finance the work American Missionaries were doing in Turkey. Mr. Birge explained that it came from aid, contributions, bequests etc. made by Christians. The reporter also asked for information concerning work carried on by the American Board in other countries.

Questioned as to whether their publication of the gospels in Turkish did not lead to suspicion of religious propaganda, Mr. Birge explained that it did not as educated men should know the Bible just as they had information concerning other books and other things. In the same way Christians should be familiar with the Koran, for one should read all books which inculcate ideals of goodness, beauty and social progress.

December 9. Aksham There was an editorial entitled -

" We Turks do not wish to be Christians"

After quoting extracts from the article in " Our Guest Book" the article is strong in protest against the statement that Turks are ready to embrace Christianity, asking if they have to be Christians to go up in aeroplanes - work in factories- or enjoy sports. In other words - acceptance of Western Civilization in no respect means a turning towards Christianity. It was in the name of Christianity that Galileo was burnt at the stake because he stated " It is the earth and not the sun that turns." There Christianity was fighting modern progress, and yet we would not say that Christianity and modern progress are incompatible. There is no more incompatibility between Islam and progress than between Christianity and progress.

In Turkey there is liberty of conscience, but we are not going to open our students to inoculation with the hypocrisy of Christianity which articles such as this in the "Guest Book" evidence most clearly.

We have abolished the medressehs and monasteries because our Republic is laic. We call the attention of the Government to the need of abolishing these Christian religious centres which are threatening and undermining our national ideas.

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JOHN KINGSLEY BIRGE, a Commuter

from Constantinople

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"I come from the crossroads of the world where Greek and Roman passed and repassed in ancient times, where Turk and Christian have met in more recent days.

"But Constantinople is not so antiquated as you might think. It even has a new name, Istanbul. Every morning I commute to my office. Our home overlooks the Bosphorus at its narrowest point. I scramble down the hill to catch my train, only it happens to be a boat for the five or six mile ride to the city, with Asia on the left and Europe on the right.

"On the way I usually read, for one of my heaviest responsibilities is the publication of a Turkish magazine. I am not the editor, but I share in the work.

"You probably smile at the thought of an American struggling with the funny Turkish characters. But that joke is slightly out of date. Two years ago the New Turks grew weary of squinting at the ancient Arabic symbols which they had used for many centuries, and adopted the Latin alphabet and letters to which we are accustomed.

"Switching from one set of type to another is not so simple as it looks. The old people are still partial to the ancient symbols while the younger folks are enthusiastic about the new system.

"We Americans are accustomed to a land flooded with periodicals, but in Turkey it is another tale. Reading matter is scarce and therefore much appreciated.

"Our purpose in publishing a magazine is to offer the multitudes of people in Turkey who are learning to read and write for the first time a christian outlook on modern life. Our paper is called "Muhit", which means "Environment" and that is exactly what we are trying to give our readers.

"The sample copy which I have brought with me has a cover printed in red, blue, and yellow, which gives it an exceedingly modern appearance. If you will turn the cover, you will find a page advertisement for Mr. Ford's most recent masterpiece. Looking further you will discover a picture of the New York Public Library, the latest fashions for women, fairy tales for children, and love stories for the rest of the family. In between are many modern ideas. Through such a publication we plow the ground of an ancient civilization and prepare the way for the spread of Christianity.



THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

REPORT OF THE PHYSICS DEPARTMENT

FOR THE YEAR 1955-1956

CHICAGO, ILLINOIS

1956

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" Our magazine circulates in all sorts of places- on the news stands, on steamships, and through the mails. The Turkish government buys several hundred copies to place in the secondary schools and public libraries.

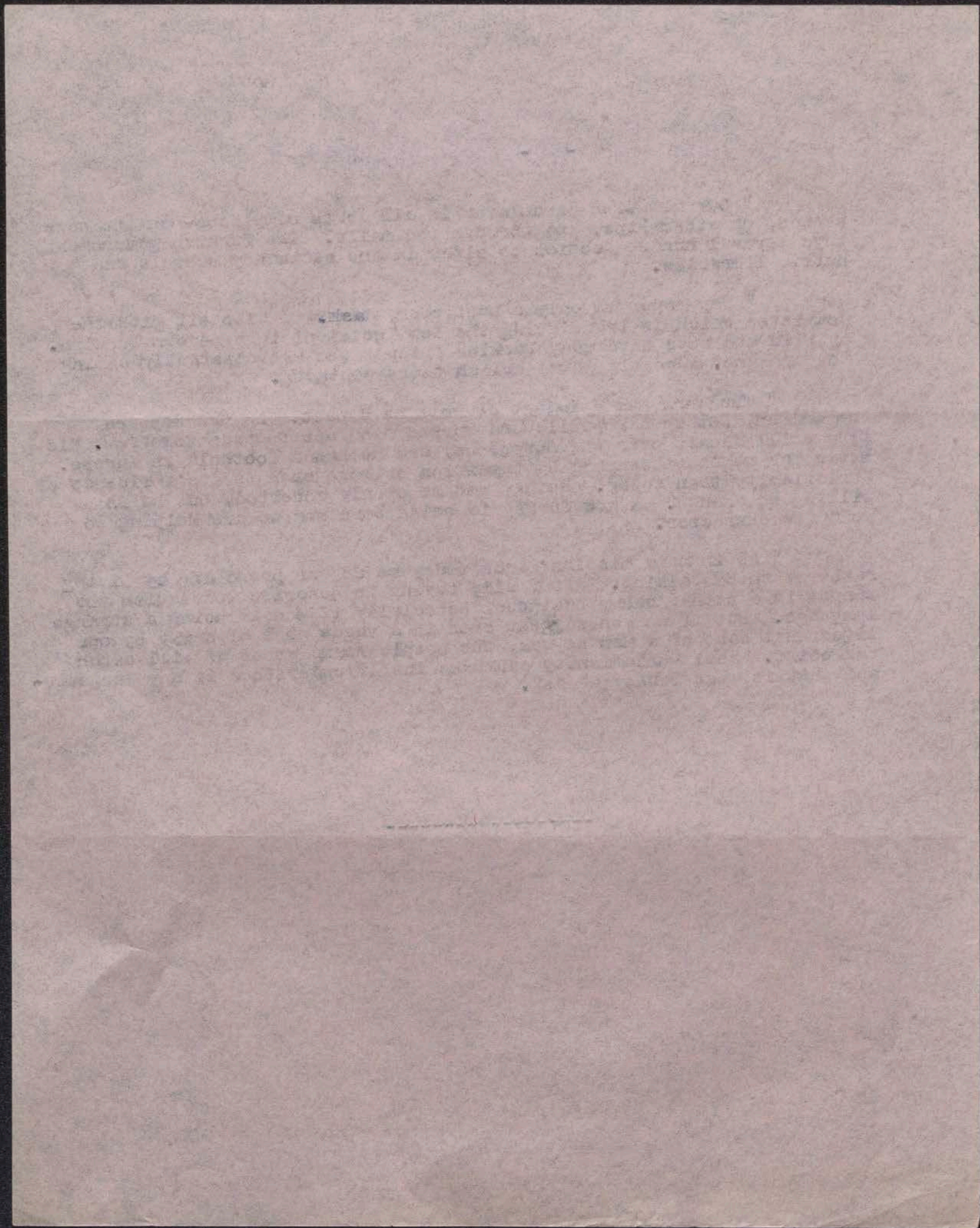
" The paper is only a part of my task. I also sit with the committee which is translating the New Testament into modern Turkish. My wife and boys have many Turkish friends who are constantly coming to our home. Greatly do we relish these contacts.

" The Turk has a future as well as a past. He has deposed the sultan, set up a republic and turned his face towards tomorrow. His flag still floats over the Bosphorus, and he has a foothold in Europe. Never was he less bothered by tradition or more open to the influence of Christianity than today. He may not be openly converted, but he is willing to change. A new Turkey is being born and we are helping to mold its character.

" As in many mission lands today we do our preaching by living rather than by talking. After all, trying to describe Jesus with the tongue is a rather sorry business, especially if one is using a strange language. But if we can suggest even in a vague sort of a way by our lives what sort of a man he was, the people round about us will catch the point. Real Christianity can make itself understood in any language- and that is what Turkey needs".

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Miss Tallot To Miss C.

December 14, 1931

Dear Miss Clarahan:

May I express my profound satisfaction with your report on Faculty letters. It seems to me that the lines of progress you suggest point in the right direction for our institution. My reaction on reading the letters was in many respects the same as have resulted from your Very careful study.

I hope that we may be able to work out practical details by which the suggested improvements may be made.

With appreciation of your assistance.

Very truly,



NOV 1901

W. A. BROWN

THE BILBOULELLS

THE BILBOULELLS



UNION THEOLOGICAL SEMINARY  
BROADWAY AT 120TH STREET  
NEW YORK

December 18, 1931.

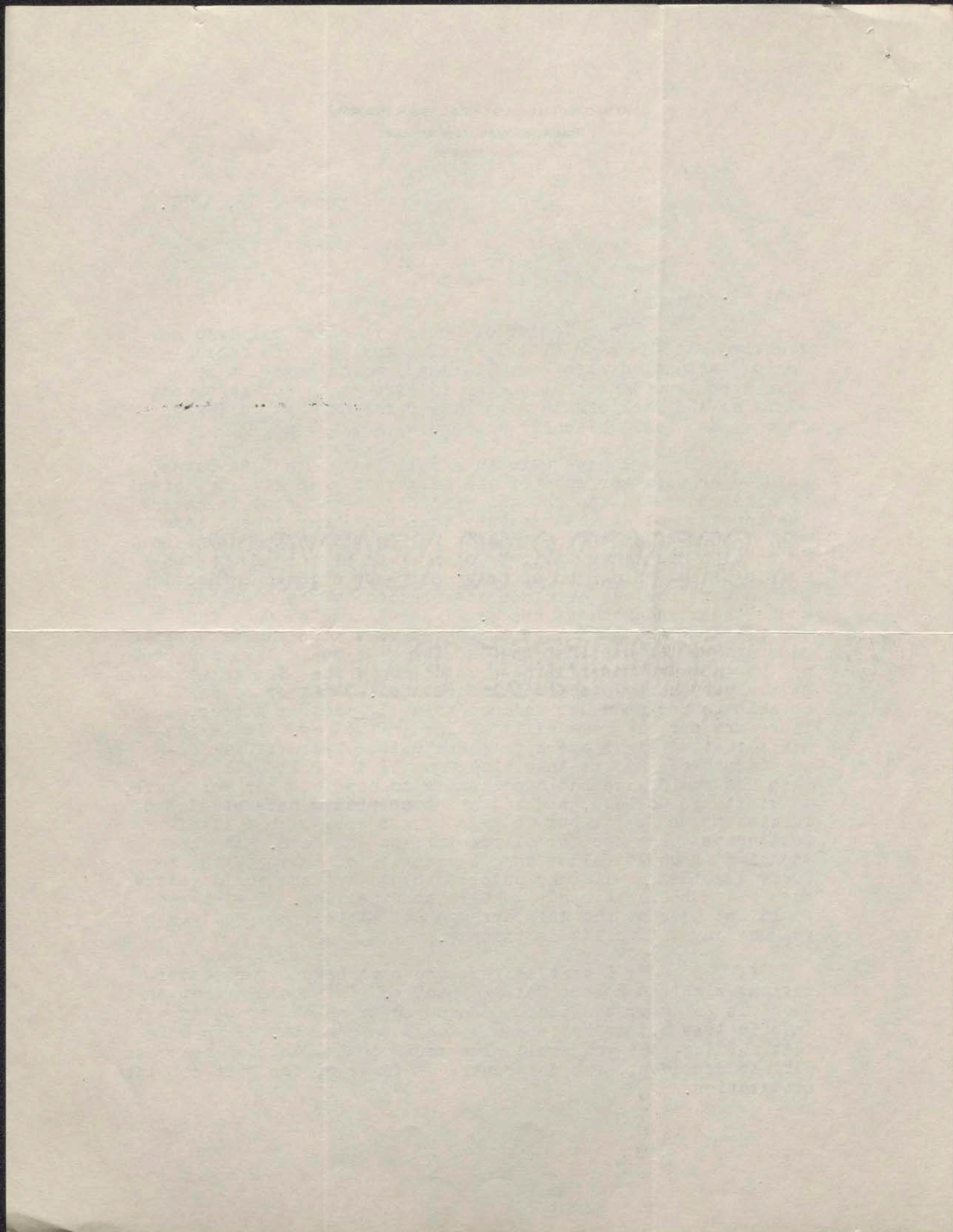
Dear Dr. Talbot:

Your letter of December second relieved me greatly. At the same time I realize that you are facing a serious situation with Miss Clarahan, which makes it more than ever important that we should strengthen our permanent staff so that the strain upon Miss Burns may be relieved in case any new difficulty arises.

I have written a full letter to Miss Burns, going over with her some of the matters I have already taken up with you as to the thought which is in our mind in making the appointment at the present time; but I may repeat here what I have said to her, that in making this appointment we do so with our minds entirely open as to either of the two possibilities which you suggest: complete organic connection with Robert College or close cooperation by the institutions under their independent heads. In each case we feel that there will be room for two strong women on the administrative side and we believe that in Miss Cheek we would have a person of the tact and unselfishness which would make the relationship a very happy one for all concerned. Whether we shall be able to persuade her to come to us is another matter, as there are serious home difficulties in the way. It is possible that we might overcome these difficulties if the appointment were not to take effect until the fall of 1933, when she would have had opportunity to complete her work here, to visit the College, and to make such preliminary studies of Turkish as would fit her to take up her work with full effectiveness when her formal appointment was made. In the meantime we could follow your suggestion of making Miss Burns President, with the understanding that she would retire when Miss Cheek was ready to take the position. I wish you would let me know how this arrangement strikes you and whether you see any difficulty in the way.

I am glad that you have begun your conversations with the Robert College people. The whole situation there is so uncertain that it seems to me we ought not to wait indefinitely but to begin and do what we can now. I am sure that nothing that you would plan would in any degree embarrass our new President, who is greatly in favor of the most complete cooperation.

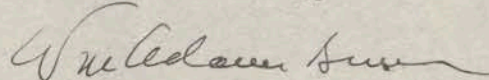






I am sending the memorandum about Mr. Stevens to Mr. Staub's office and also the substance of the information which you have given me about the situation as it affects Miss Clarahan.

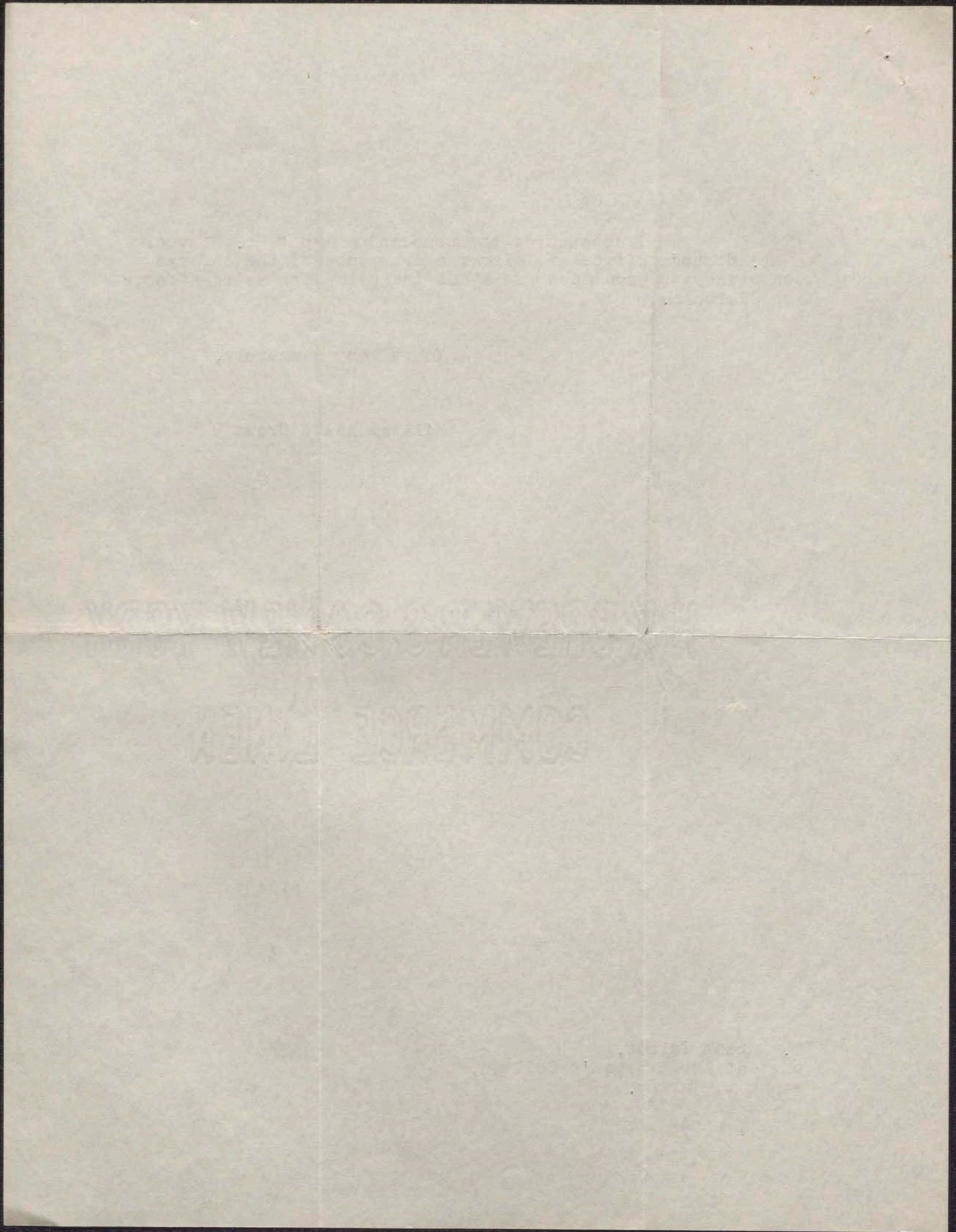
Yours very sincerely,

A handwritten signature in cursive script, appearing to read "William Adams Brown".

William Adams Brown

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul, Turkey.







December 19, 1931

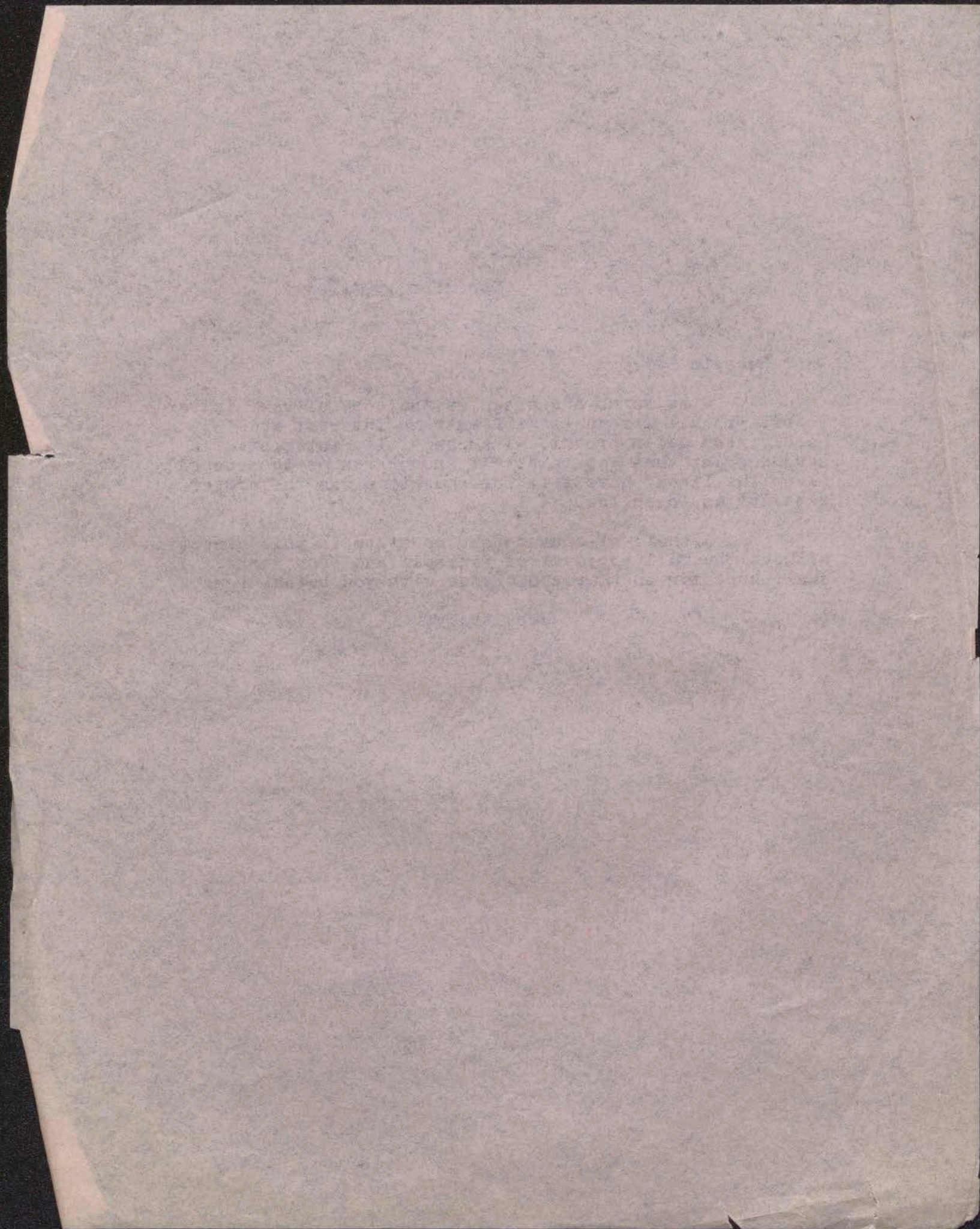
Dear Hussein Bey:

Miss Burns has shown me the copy of your letter to Dr. Brown. I read it with extreme interest and I hardly need add approval. I am specially interested in the second point that you make. It encourages me to proceed along the line I have felt for some time was the proper path for us to follow.

I shall of course take no steps in this direction without the full approval of yourself and Dean Burns. I shall hope for another conference with you before long.

Very truly,







Extract of Hussein Bey's letter to Dr. Brown - dated  
September 26, 1931  
-----

X X X X X X X X X X

The second point is this, - if these colleges are going to win the confidence and esteem of the Government and people of the country, they must raise standards, taking into consideration the needs of the country. We have to take into very serious consideration the desires and needs of the country, and not stand aloof in a state of isolation. Thus far we have waited for orders from the Government in order to move in the direction of adaptation. Why not with an open heart and mind ask them what they expect from these institutions and then see whether we can meet these desires and needs? I personally do not believe in the policy of waiting to be ordered. These two colleges should work out their own program and policy independent of other institutions, as they are of a different academic standing.

X X X X X X X X X X X X

(Sd) Huseyin (Hulusi)







Copy

December 21, 1931

To : Dr. Talbot

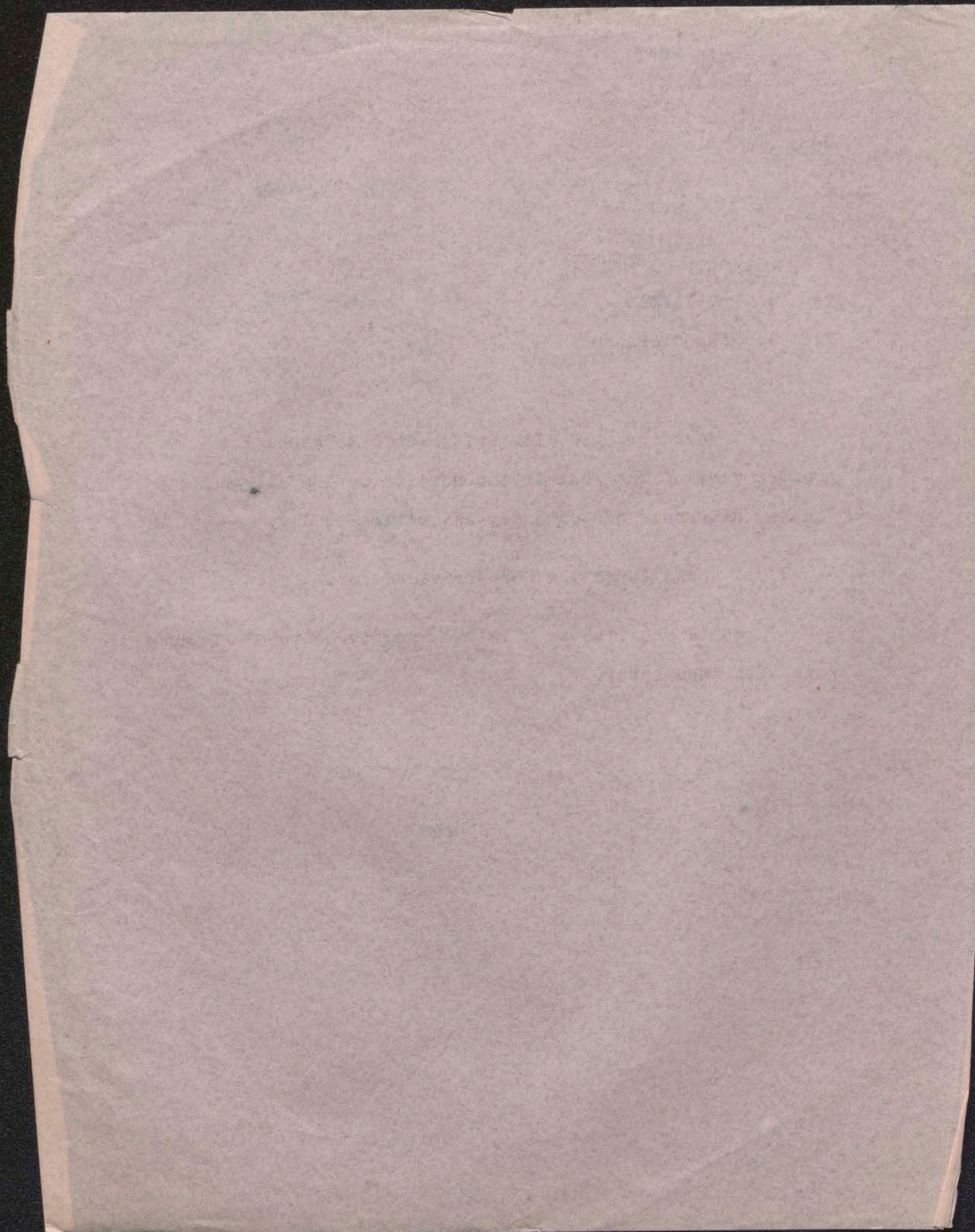
From : Miss Clarahan

I have arranged with Dr. Shepard to spend the greater part of the week in the hospital. I shall go Tuesday afternoon or Wednesday and return Sunday.

I shall leave the work provided for.

Would you like to have the Faculty Letters? I can work with them later.







December 21, 1931

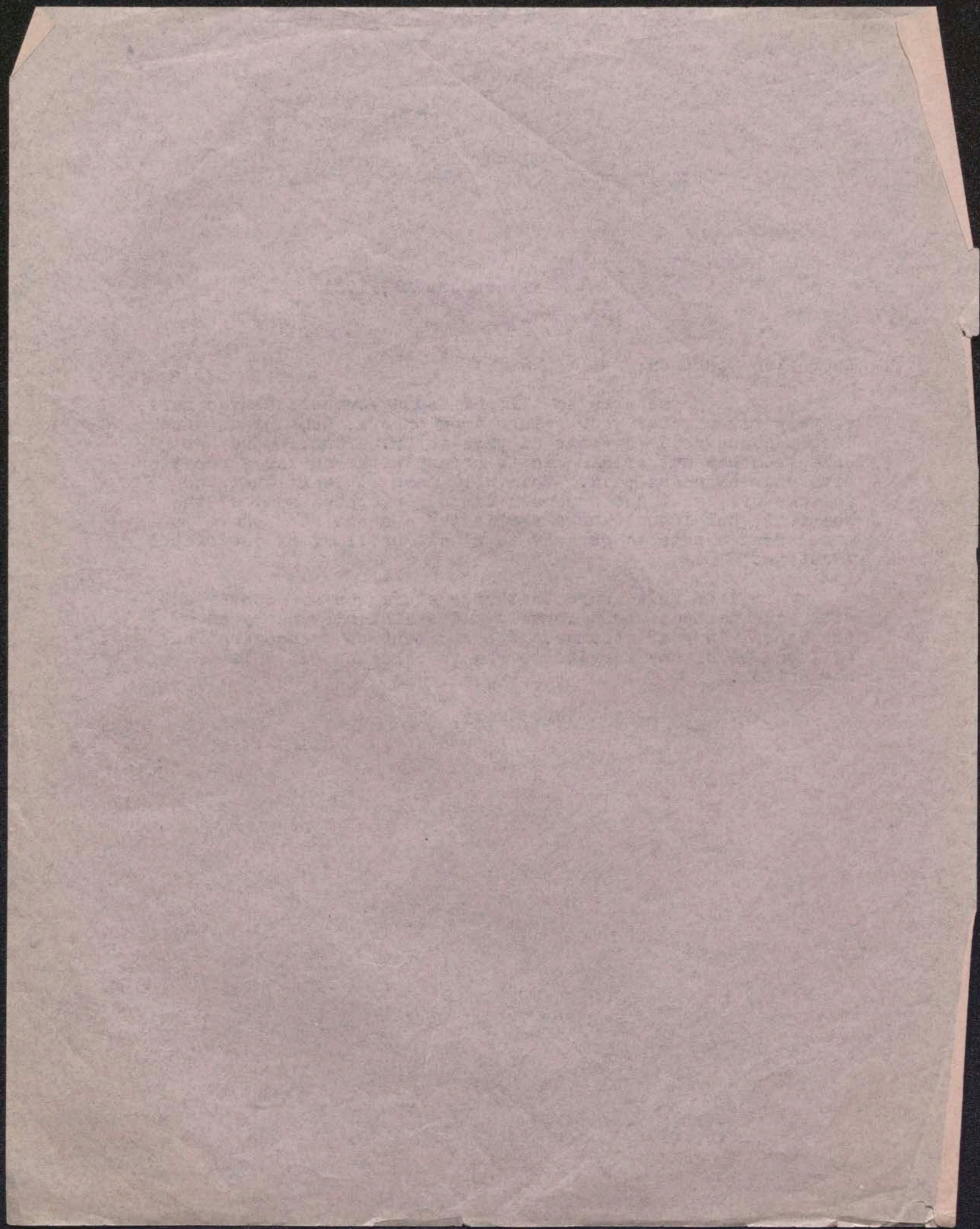
Dear Miss Clarahan:

When you were so ill and found yourself as you said, so very tired after your return from Angora, some of us were deeply concerned. I wrote of this to Dr. Brown. Word has come from him authorizing me to arrange with you for a vacation with your expenses paid. This will mean at least that the College will meet the expenses of your proposed stay at the Hospital, but I would urge that after a short stay there you make arrangements to go away to remain until after the winter vacation.

I am quite sure that your staff who are conversant with your methods would loyally and efficiently carry on the School in your absence. Please count on my cooperation, if I can be of any service to you in carrying out this suggestion.

Very truly,







Copy

December 22, 1931

To : Dr. Talbot

From : Miss Claraham

I cannot well tell you how very sorry I am to be the cause of so much concern. I am quite well except for this cold. I am tired - but I am quite sure that few persons would be less weary under the circumstances.

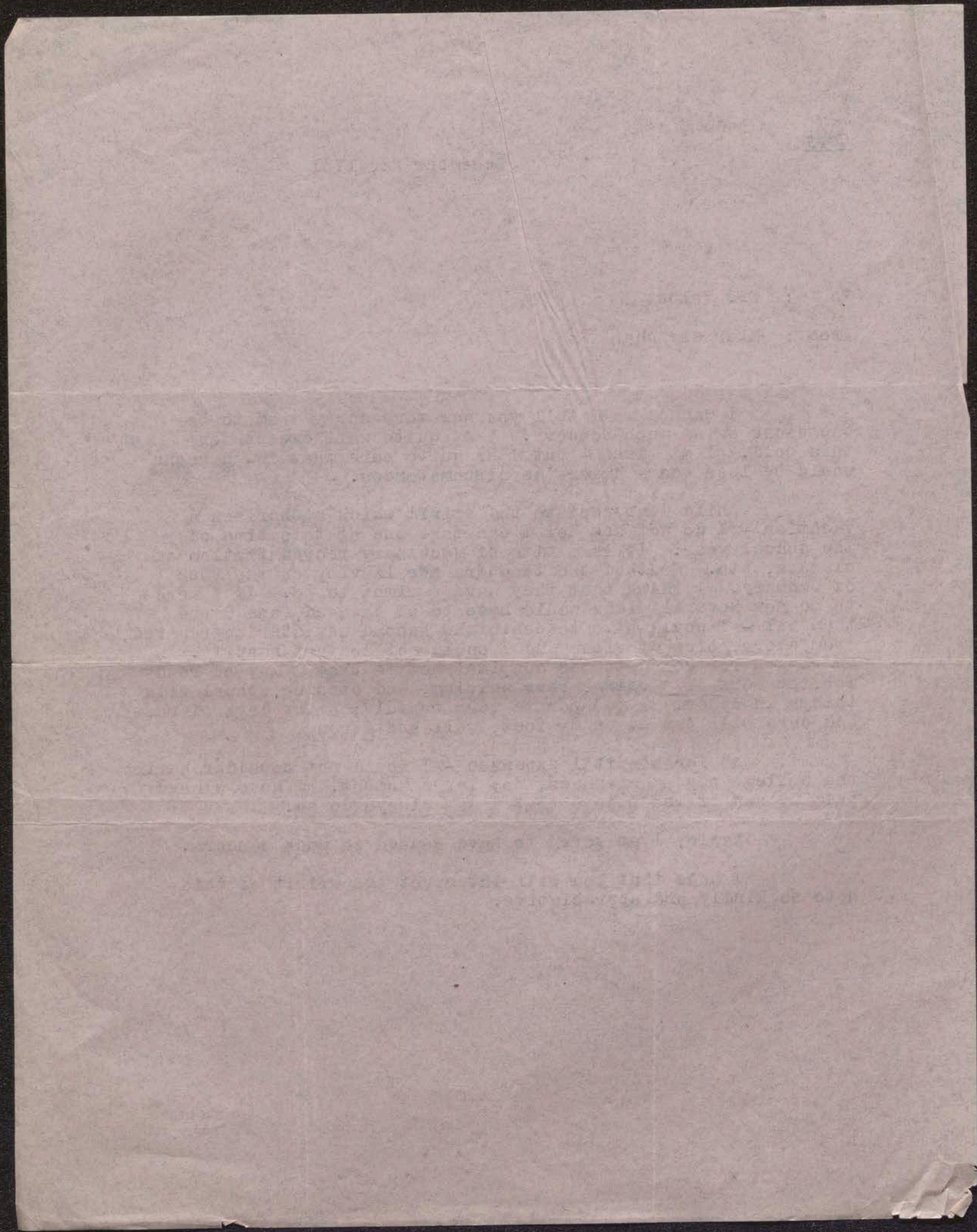
While I appreciate the spirit which authorizes a vacation - I do not see how I can take one at this time of the school year. It is a time of necessary reorganization of classes, etc. Most of the teachers are leaving on the 20th of January. I think that they have a right to go. If I were to go now several plans would have to be changed, and worse than all - I would have to begin the second semester unprepared, from every point of view, and I could not do that happily. My reason for going to the hospital now is that I may be ready for the work of closing, reorganizing, and opening school with things in order. I recuperate very rapidly; a few days of rest and care will put me on my feet, well and strong.

As for hospital expenses - I would not consider having the college pay my expenses, not for a moment. I have always paid my own bills; I hope that I may always do so.

Again, I am sorry to have caused so much concern.

I hope that you will interpret the spirit of this note as kindly and appreciative.







ISTANBUL AMERİKAN KIZ KOLEJİ  
CONSTANTINOPLE WOMAN'S COLLEGE  
Galata P. O. Box 39  
ISTANBUL, TURKEY

President's Office

Telephone: BEBEK 160

December 22, 1931

Dear Alumnae:

May I send you my greetings even though few of you know me personally? It gives me great pleasure, as you can readily believe, to find myself again in this wonderful College. I hope I may be able to make some contribution to its welfare and progress.

The members of the Faculty are desirous of keeping in touch with the Alumnae and serving them in every possible way. It has been observed in other countries that often graduates from colleges and universities find it difficult to maintain their intellectual interests and still harder to strengthen and broaden them. I want to assure you that, if that is the case with any of you, the Faculty will eagerly respond to any request for help. The departments of philosophy, education, English, sociology, art, music, mathematics, commerce, home economics, chemistry, history and French have informed me that they will suggest topics and bibliographies to any who may express to me their desire to keep up their reading and study, even though they may have only a small amount of time available for the purpose.

It is probable that some books from the College library may be available for home use provided postage is paid. The books may be used in the library at any time. It is possible that the Alumnae themselves may devise a method for organizing unit libraries for extension work.

Hoping that you will let me know soon whether you are interested in any special departments and will allow us to help you,

I am,

Very truly,

*Marion Talbot*

Marion Talbot  
Representative of the Trustees



January 10, 1941

Dear Sir:

I am very glad to hear that you are interested in the work of the Department of Agriculture. I am sure that you will find it very interesting and profitable. I am sure that you will find it very interesting and profitable.

The members of the Department of Agriculture are very interested in the work of the Department of Agriculture. I am sure that you will find it very interesting and profitable. I am sure that you will find it very interesting and profitable.

It is probable that you have seen the Department of Agriculture. I am sure that you will find it very interesting and profitable. I am sure that you will find it very interesting and profitable.

Besting that you will let me know soon what you are interested in any special department, and will allow me to help you.

I am,

Very truly,

Marion Talbot  
Representative of the Department



ISTANBUL AMERIKAN KIZ KOLEJİ

CONSTANTINOPLE WOMAN'S COLLEGE

Galata P. O. Box 39

ISTANBUL, TURKEY

President's Office

Telephone: BEBEK 150

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I am,

Very truly,

Marion Talbot

Representative of the Trustees



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EXHIBIT



*Extracts from letters of alumnae*

I am very interested in some of the departments you have mentioned; and am very grateful to the members of the Faculty for their desire to help us.

We here, Alumnae in Bulgaria, far from College, can best appreciate your help and most of all others, realize how stimulating and important it is to continue to be in touch with our College Faculty and thus keep up the best that we have taken away with us from school.

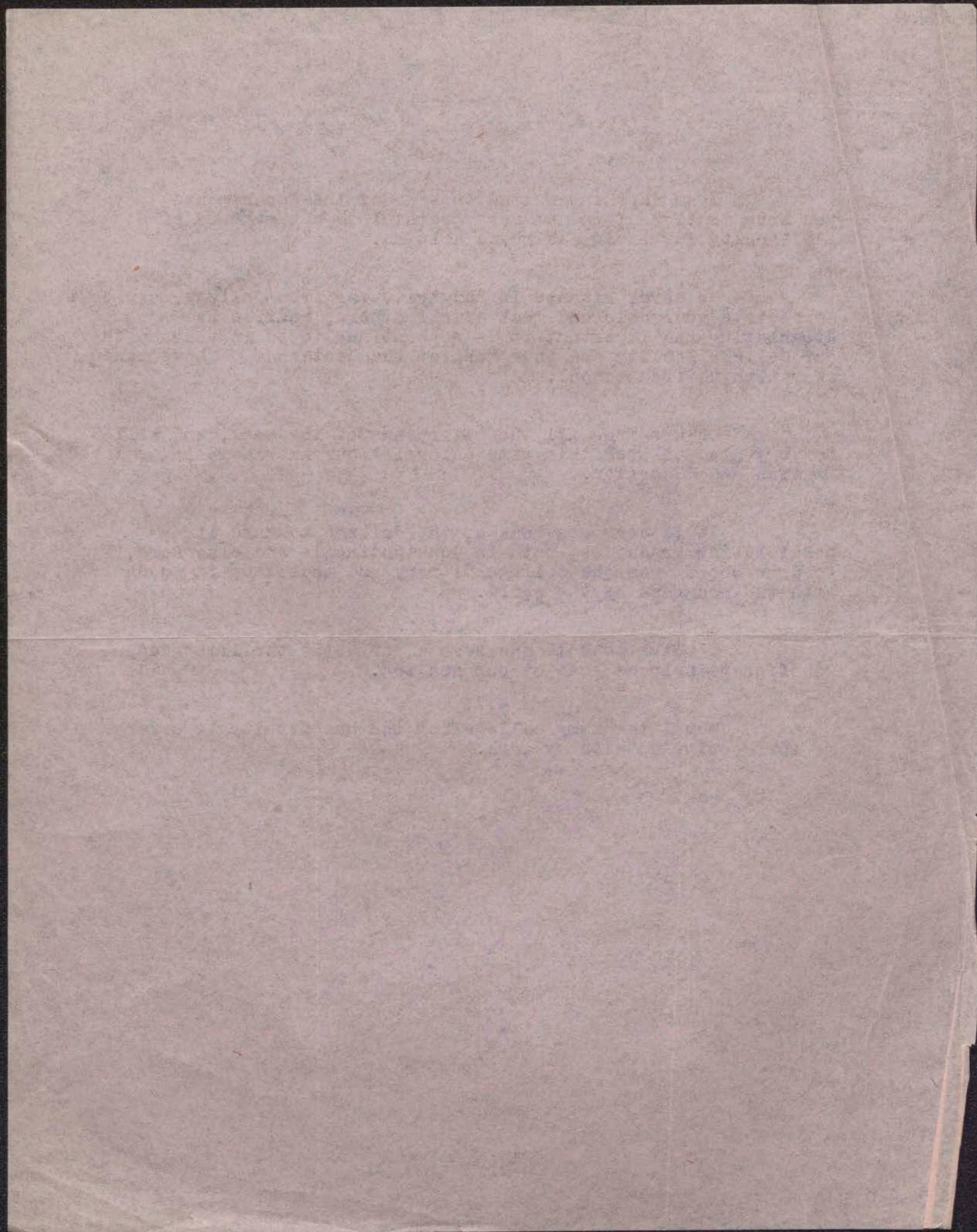
We are free all the afternoons of the week, and will be very glad to spend this time enlarging our knowledge in English and Education.

It is very generous of the College to make it possible for graduates, both in Constantinople and elsewhere, to draw books from the College Library and thus keep in touch with the progress of the world.

I think that it has been a perfectly thrilling idea to offer to help us keep up our reading.

May I thank my college for the opportunity it offers me for keeping up with my work.







December 22, 1931

Dr. William Adams Brown  
Union Theological Seminary  
Broadway 120th Street  
New York

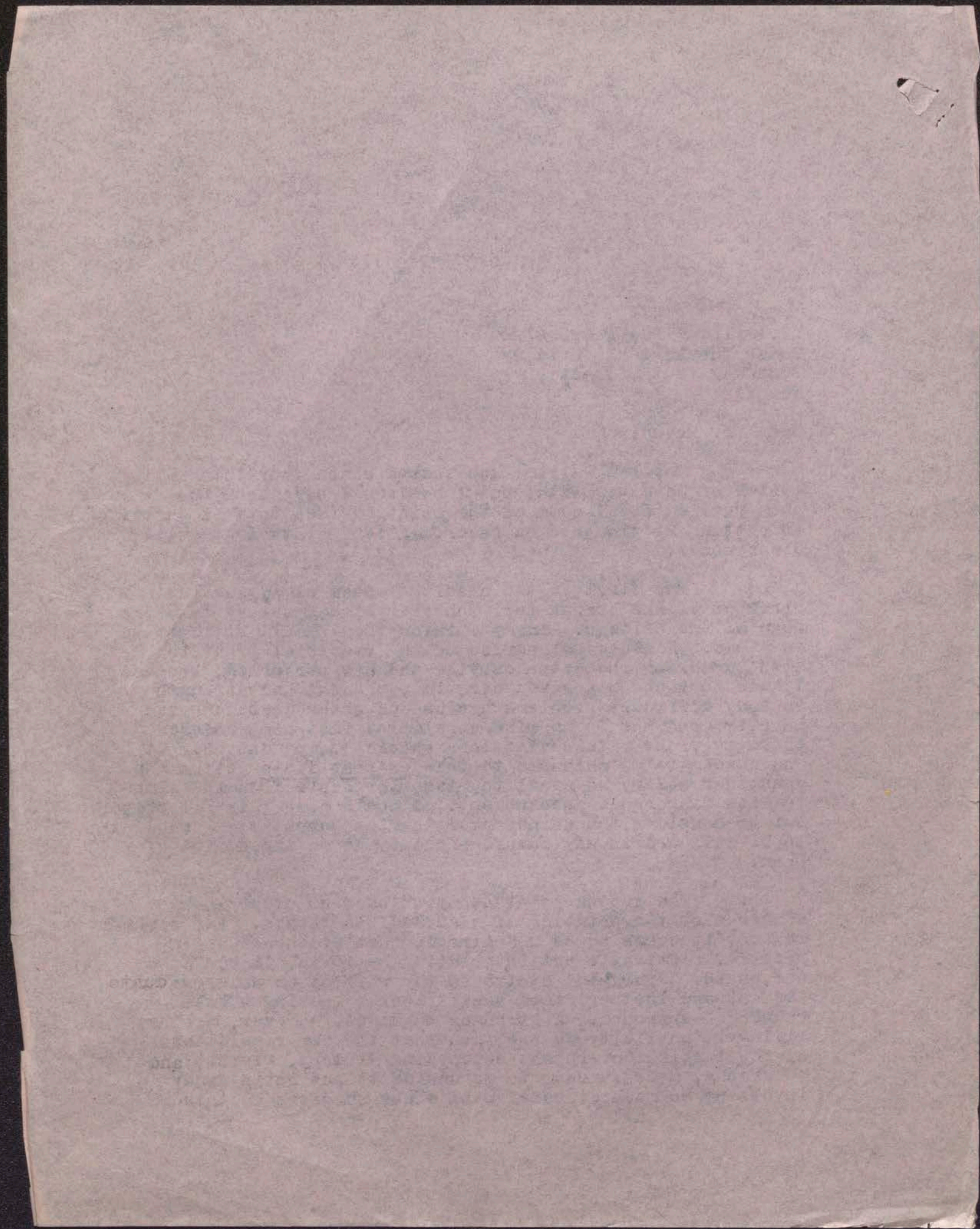
Dear Dr. Brown:

Too long a time has passed since your interesting letter of November 19th, but I confess I have been too much puzzled about some of the points raised to feel justified in putting my thoughts on paper. A few points I am quite clear about.

The first is the unsuitableness of paying the Director of the Preparatory School a higher salary than the Dean of the College. In my opinion they should at least be on a par. I would not advise making a special grant to Miss Burns for the extra service she has performed, because I know that she has given her time, thought and strength to many difficult problems because of sheer devotion and loyalty, and has in no wise considered that she rendered these services with a view to a special compensation. It would seem to me suitable to take ex post facto action and count her salary as equal to Miss Clarsen's from the time to Miss Clarsen's appointment. I would also think it proper not to consider the salary paid to Miss Burns as a precedent to be followed in any future appointment to the office of Dean.

The second point about which I am clear concerns ~~of~~ the printing of Miss Sadik's thesis. For several reasons it seems to me undesirable that it should be printed. Admirable and interesting as it is, it would go out, as the "Apologia" states as the work of an undergraduate student and inexperienced social worker lacking a well rounded background. A stronger argument, however, against giving it publicity is the fact that the new regulations of the Turkish Government concerning History, Civics, and Geography, make it seem to me unwise to put out a study involving so much discussion of these subjects as this







December 22, 1931

Dear Miss Clarahan:

The proposed Academic Administrative Council will consist of the President, Vice-President, Dean, Director of the Preparatory School, the head of the Turkish department and one member of the Faculty to be elected annually by the Faculty.

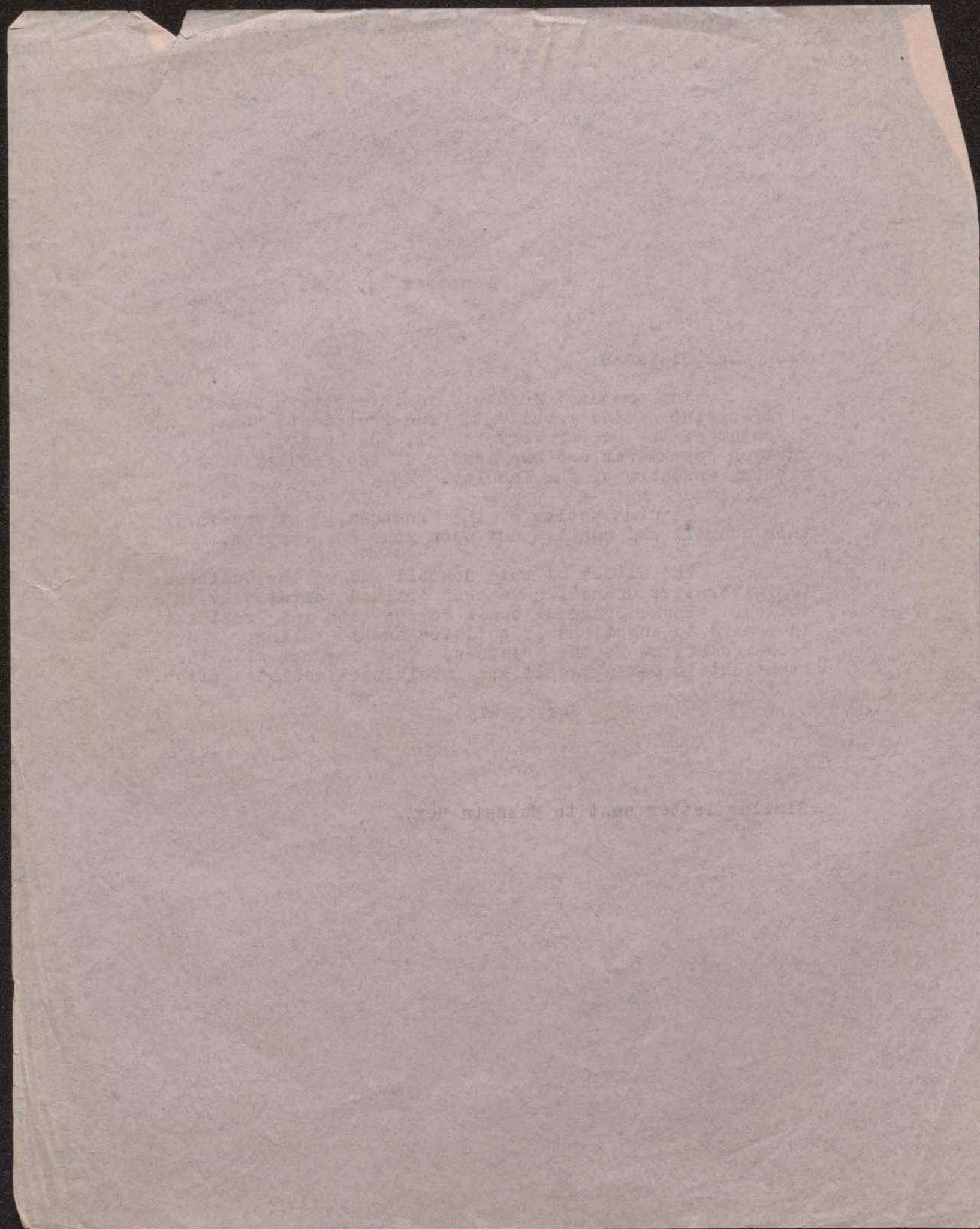
Pending action by the Trustees, I am appointing this council and shall count upon your cooperation.

The duties of this Council and of the Business Administrative Council have been defined tentatively as follows: These councils shall advise with the President in regard to questions of policies and in making recommendations to the Trustees. They may act with the President in making decisions involving immediate action.

Very truly,

Similar letter sent to Hussein Bey.







thesis does. A third reason would be that if it goes as a thesis, it would be buried in College libraries along with ten of thousands of similar studies. In view of these considerations, Miss Burns and I would recommend that certain parts of the thesis be collated and edited - a job which Miss Burns would be interested in doing with the help of Miss Sadik, and then publish in an educational journal of wide circulation with due credit to the College and to Miss Sadik. We are so sure that this would serve the ends that we all have in view, that Miss Burns will proceed I think to prepare the article.

Hussein Bey has shown me a copy of his recent letter to you which I am interested to find followed so closely the recommendations I made to you some weeks ago. I have not changed my views and am glad to find that Hussein Bey and Mr. Shaw are in entire agreement with me. I feel some diffidence about making further suggestions. I confess however, that I feel quite over-whelmed at the thought of a novice coming into direct the College and subordinating the tried and experienced officer whom we already have. It is true that a new and strong personality is needed, but placing her in the presidency does not seem to me the only post possible. With some diffidence I would ask if it has occurred to you or Dr. Coffin to approach President David Allen Robertson of Concher College with a view of his getting leave of absence to serve for a time as the President of the two combined Colleges. I am convinced that Hussein Bey is right, that the appointment of an outstanding man such as Dr. Robertson is would do more than any other action that the Trustees might take to place the two Colleges "on rapport" with the Government in the way we desire.

I suppose it is hardly necessary for me to tell you of Dr. Robertson's wide range of educational experience in national and international education, and ~~so~~ his success in administration as well as his social experience and agreeable personality. I trust you will pardon me if I am assuming too much in presenting this suggestion.

I am enclosing a copy of this letter for you to refer to Mr. Staub, if you desire to do so. He has written to me about the thesis and that part of this letter at least will be of interest to him.

When your cable message came, Miss Clarahan seemed better and I decided to withhold the information for a time. Yesterday the occasion arose when Miss Burns and Miss Morrow both thought that it was timely for me to inform her. I enclose a copy of the letter which I sent to her on hearing that she was proposing to spend four or five days in the Hospital. I do not know as yet what the outcome will be.







I enclose the rough proof of a letter I am sending to the Alumnae. The members of the Faculty have given very efficient and cordial cooperation in working out the plan.

With cordial regards, I am,

Very truly,

Dec. 23, 1931

P.S.

Very gracious word comes from Miss Claraham declining my suggestion: First, because of pressure of work in the School and second because she has always and wishes always to pay her own way.



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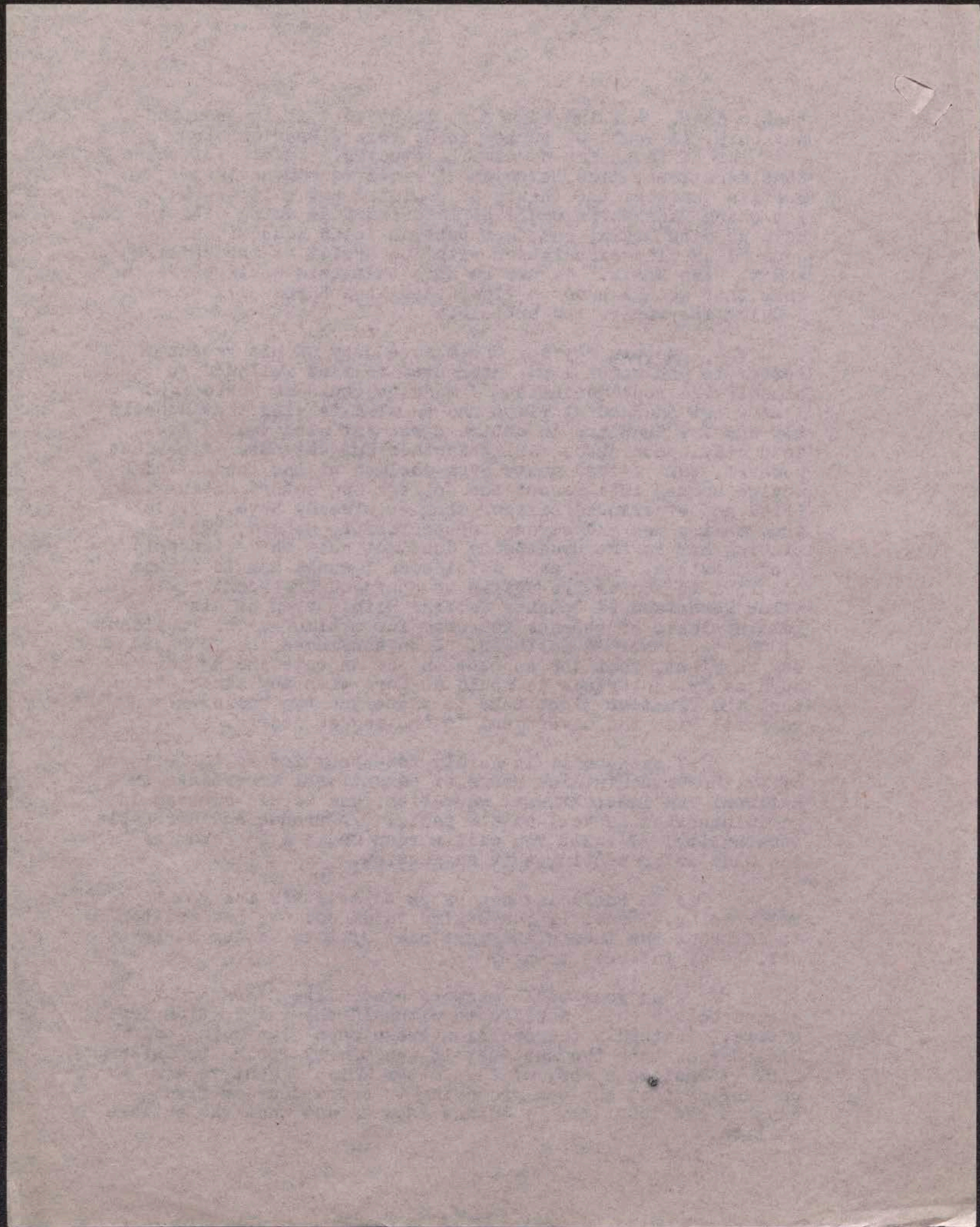
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## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO Dr Talbot  
FROM Miss Clavahoe

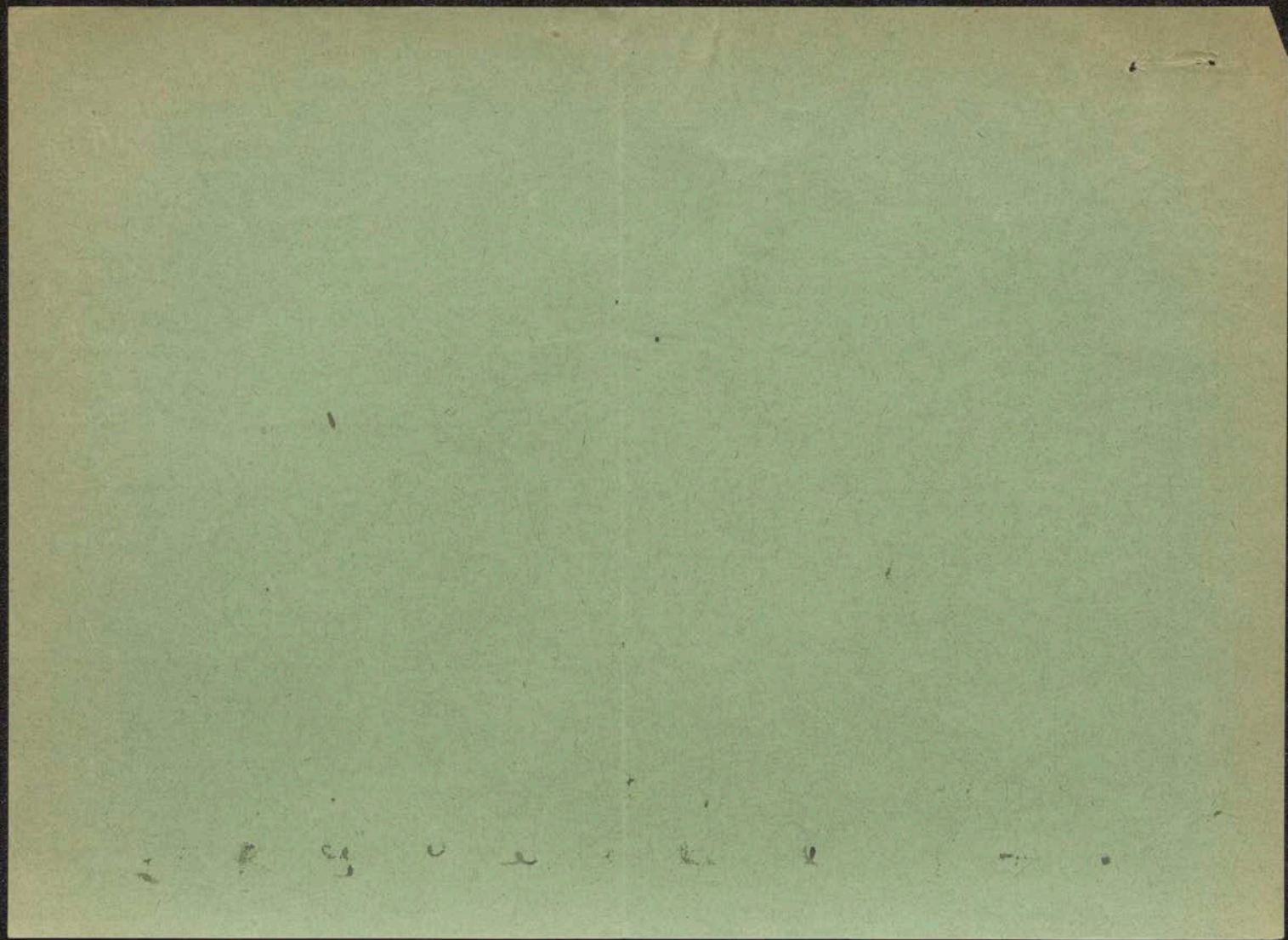
DATE October 1, 1931

I am very happy to have this method of getting group action and stimulating group thinking introduced.

I believe that you can make your request clearer and more forceful by recasting the third sentence — i.e. the partial clause following my last line might be expanded and given greater emphasis. Sentence 4 seems to me somewhat involved though perfectly correct; at least, I get lost in it.

W.D.  
I am wondering if you would not get what you want in better form, and also, stimulate good thinking, if these statements of objectives might







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

FROM

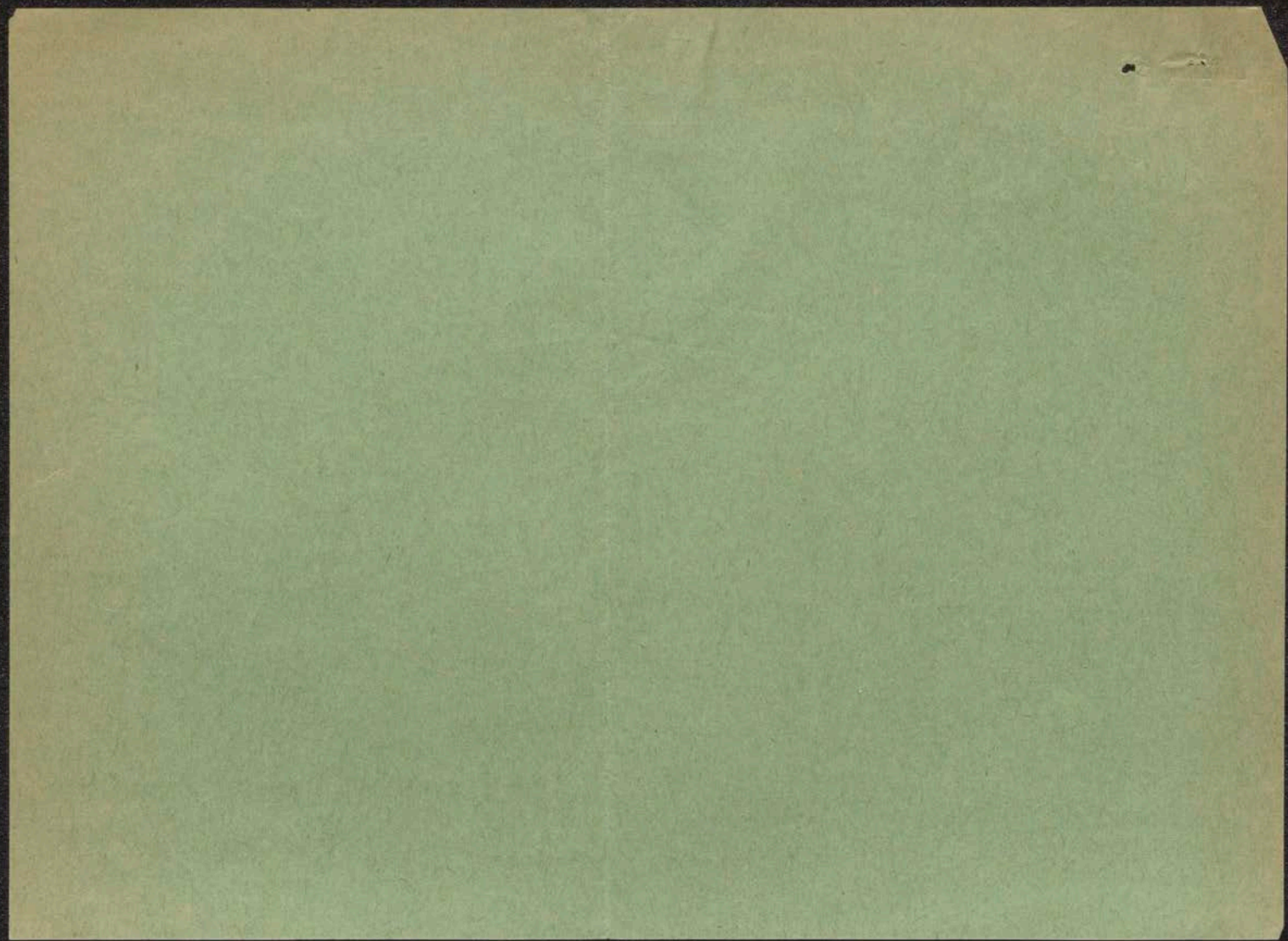
DATE

will do this  
as second step

be made by groups - e.g. English department, College;  
English department, Prep; Speech department;  
etc. Also, by class advisers, and advisers of  
extra-curricular activities; Committee chairmen  
etc.

I realize that certain values may be found in  
individual reports - and that certain by-products  
may be found through these. Perhaps you  
are after these. But frequently such reports  
are too general and vague to be of value







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO Dr Talbot

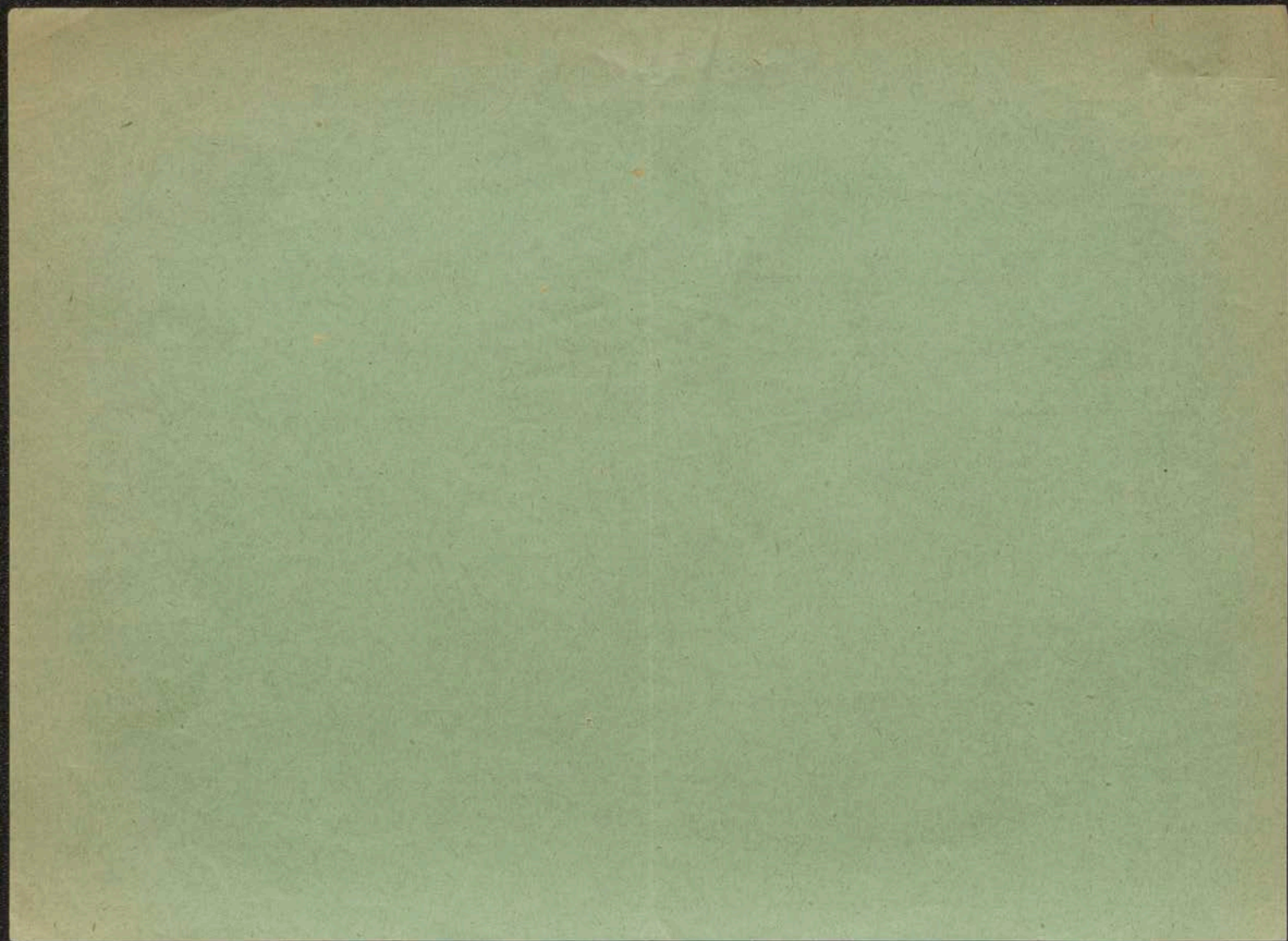
DATE October 5, 1931

FROM Miss Oarschaw

The Hissie Players will meet tonight.

Each year this school has suffered because we teachers accept parts in plays - major parts. This acceptance involves frequent and late hours for rehearsal at Robert College and teachers unfit for service the days following such rehearsals. Sometimes it means coming home as late as one or two in the morning ~~and~~ each night during the first week of rehearsal. You can well imagine the effects of all this, plus the







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

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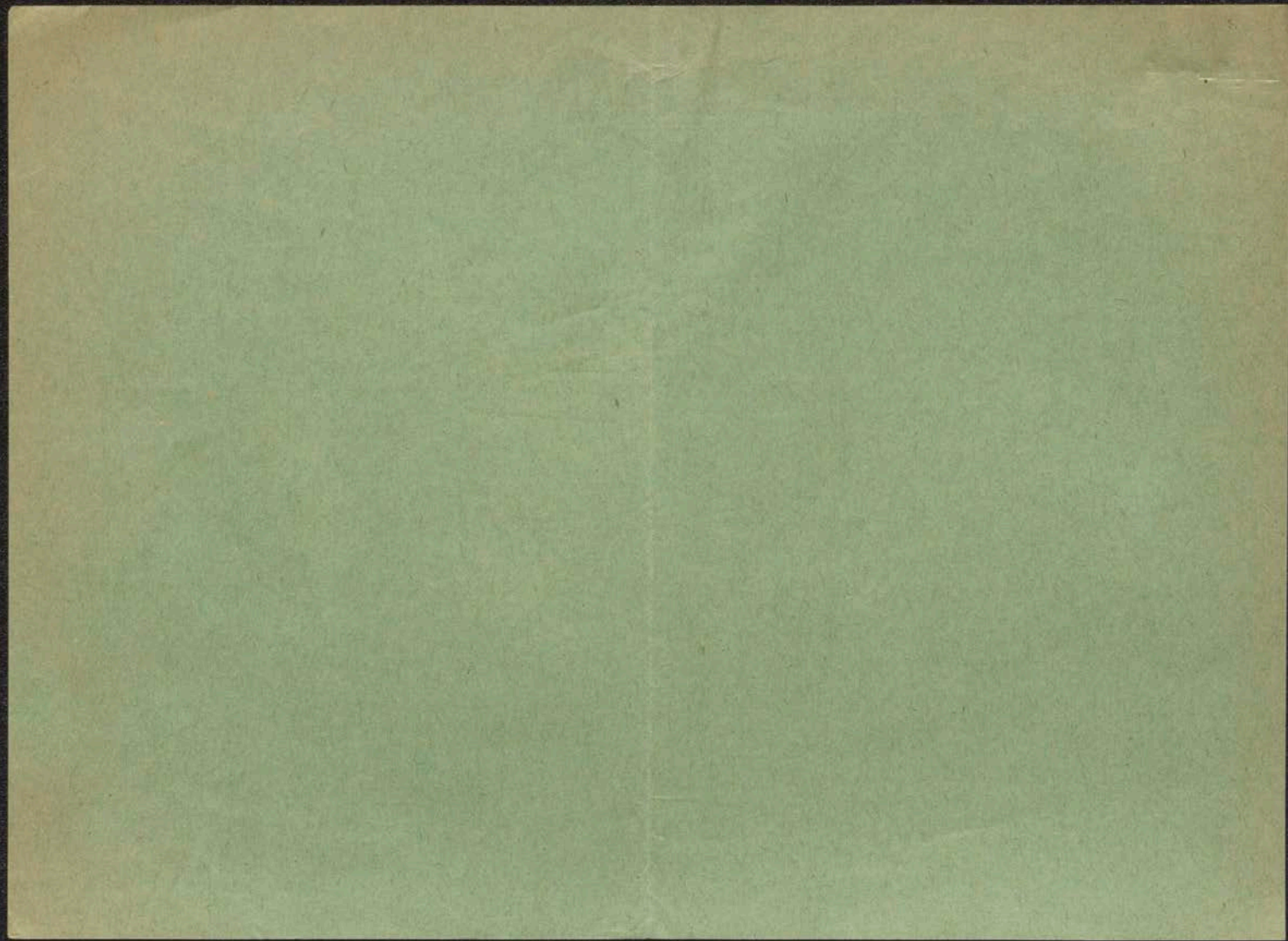
DATE

FROM

excitement, on the work of the school. -  
Teachers who have been here sometime  
know what it means and guard against  
such strain.

May I have your support in discouraging  
the new teachers from this strain - When they  
have command of their work, it will be a  
different thing.







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO Dir. Talbot  
FROM Miss Cleahan

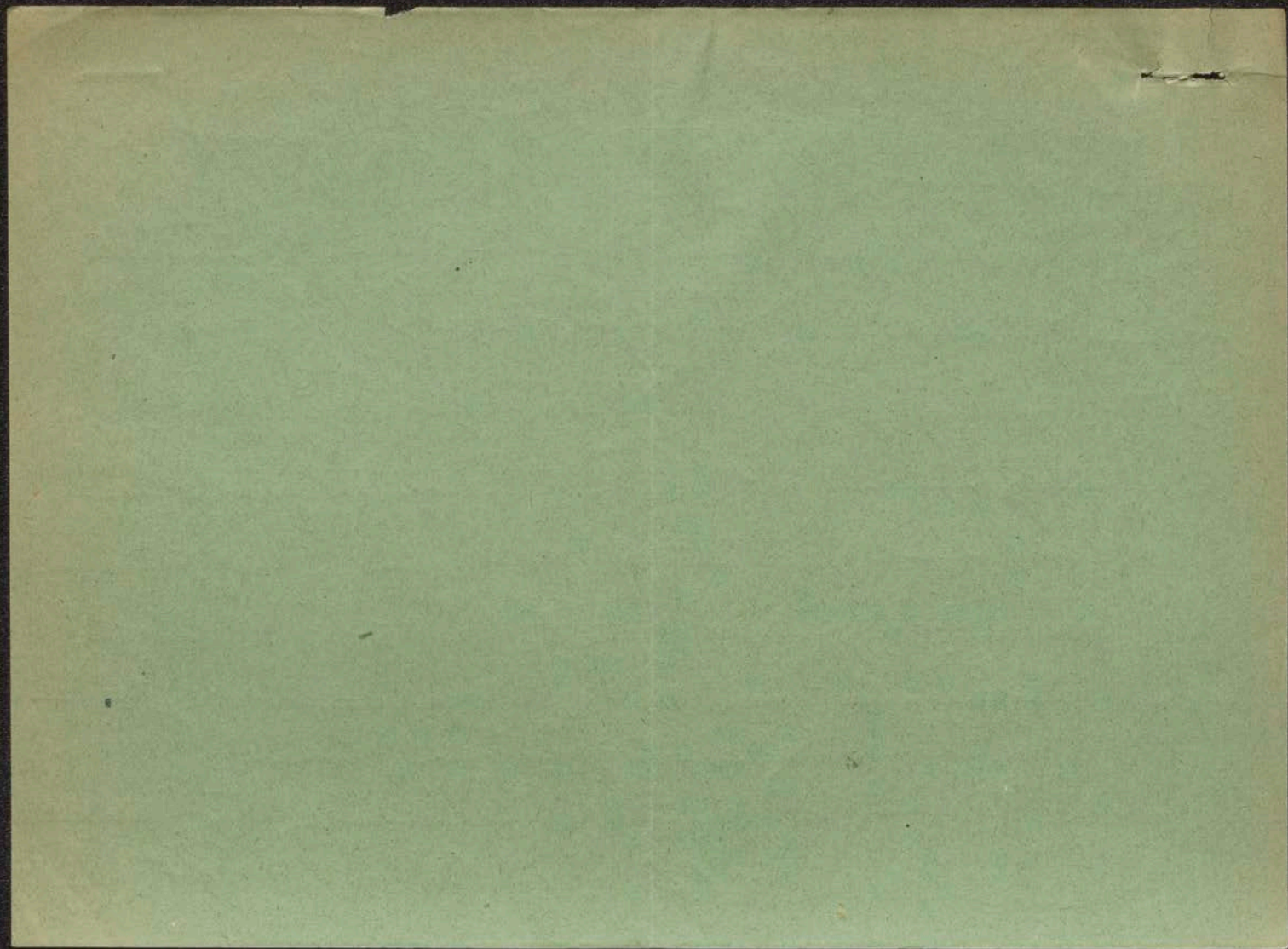
DATE October 13

I must meet two problems here continually — minor problems — with three person. I can resolve them by arbitrary ways, but such methods seem rather ugly — particularly since these problems are hang-overs and the outcome of one of two causes — a long-formed habit; an ungenerous outlook. The problems are two —

1. A tendency to measure program hours.
2. A tendency to meet 8<sup>30</sup> classes late, plus —

I am wondering if these problems may not be







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

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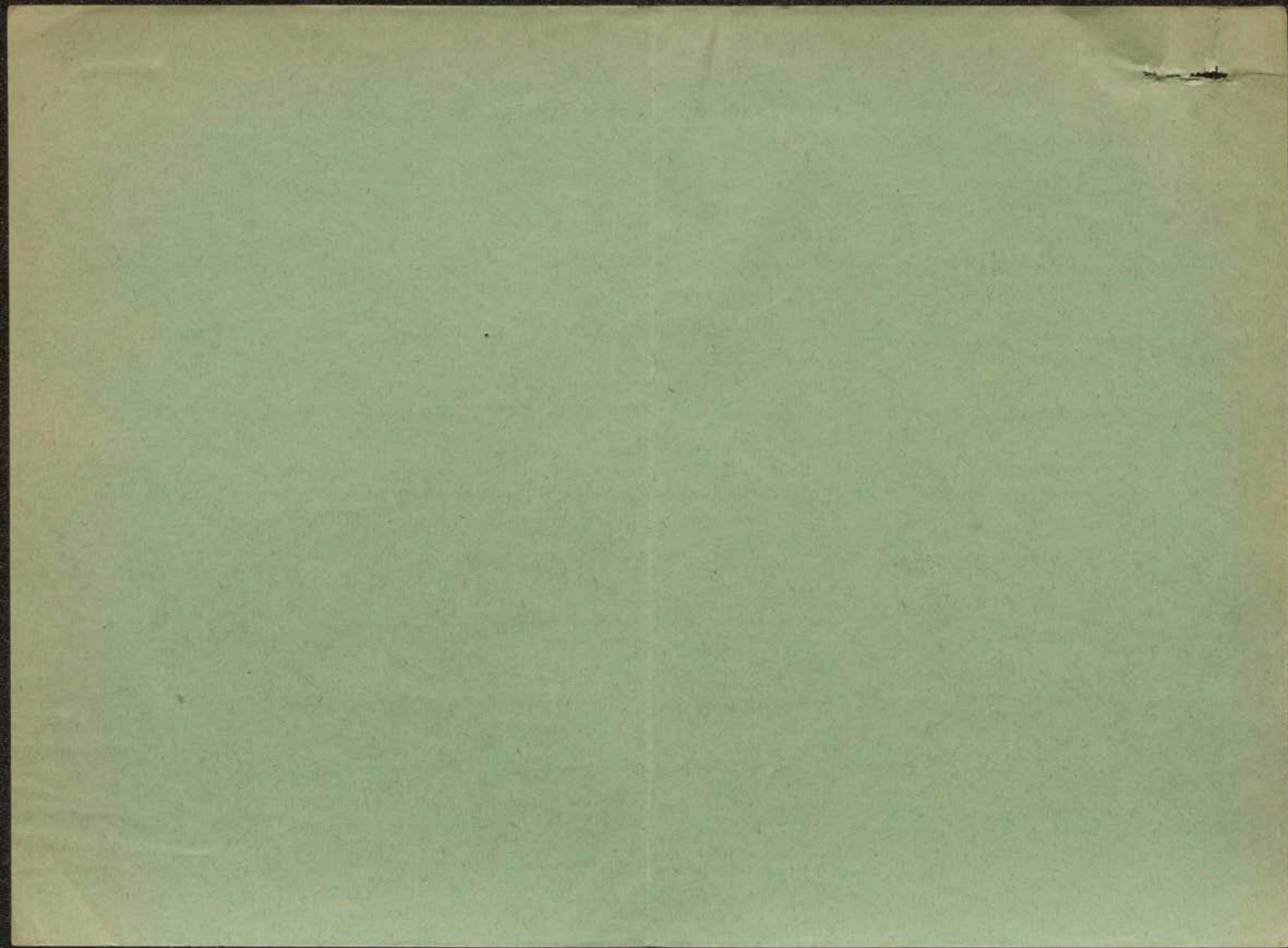
DATE

FROM

solved by establishing richer conceptions of our function here - and if this cannot be done by you in your discussions with the faculty during meetings.

You will notice the under lining of the word plus as used on the preceding page. I would like to explain there







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

TO

Dr Talbot

FROM

Miss Clarshee

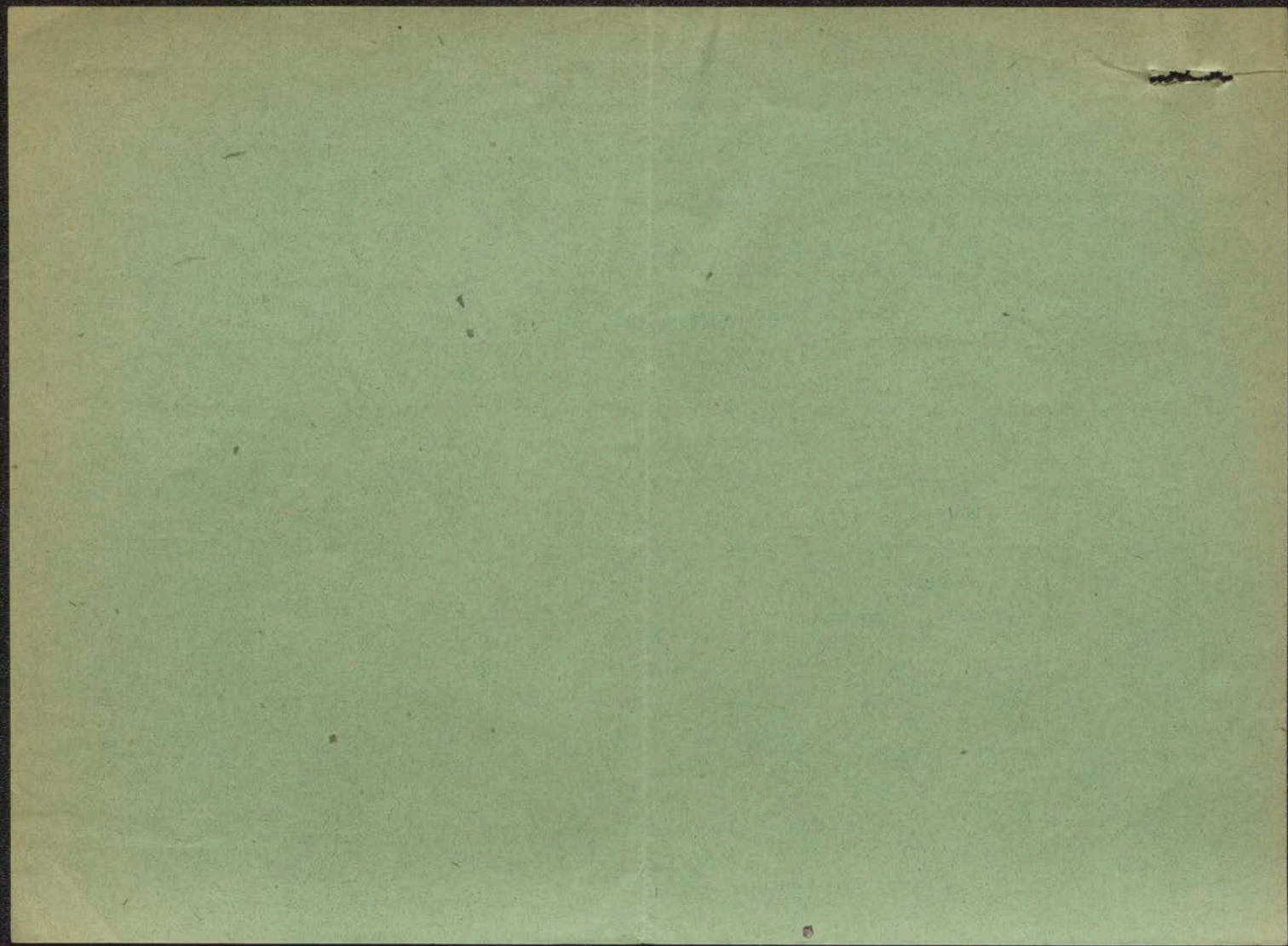
DATE

October 12

As you know I am a member of the Turkish-American Commission. As you do not know, I am obliged to spend considerable money at different times — eg. taxi fares in Istanbul; railway and hotel expenses for Ankara meetings.

I spent 3<sup>25</sup> on Saturday for taxi. There will be a meeting at the Embassy at 2<sup>45</sup> tomorrow after noon. I am wondering if it may not be possible to arrange for a







FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

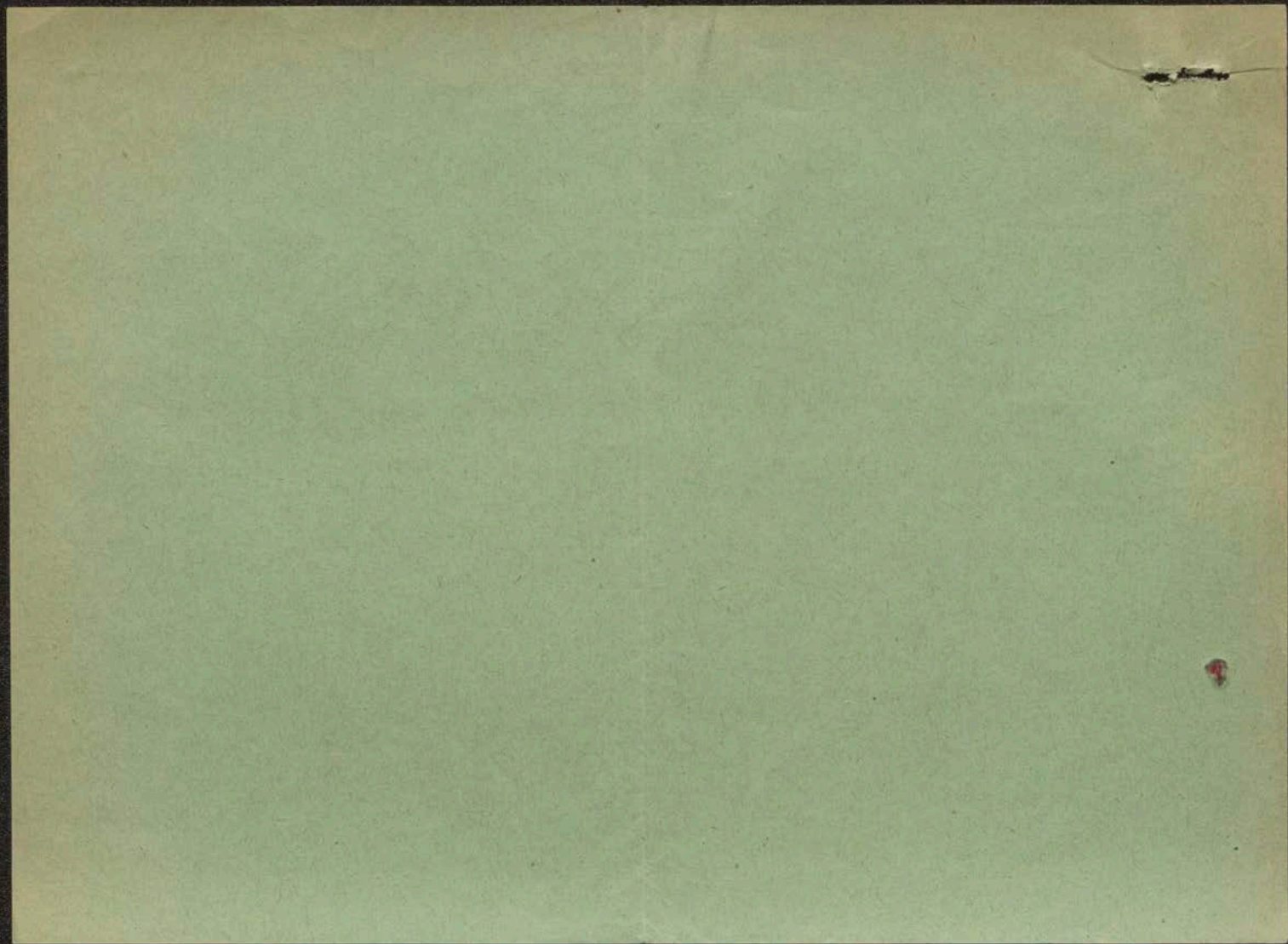
TO

DATE

FROM

colleg car sometimes - Is this a fair  
use of such convenience?







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

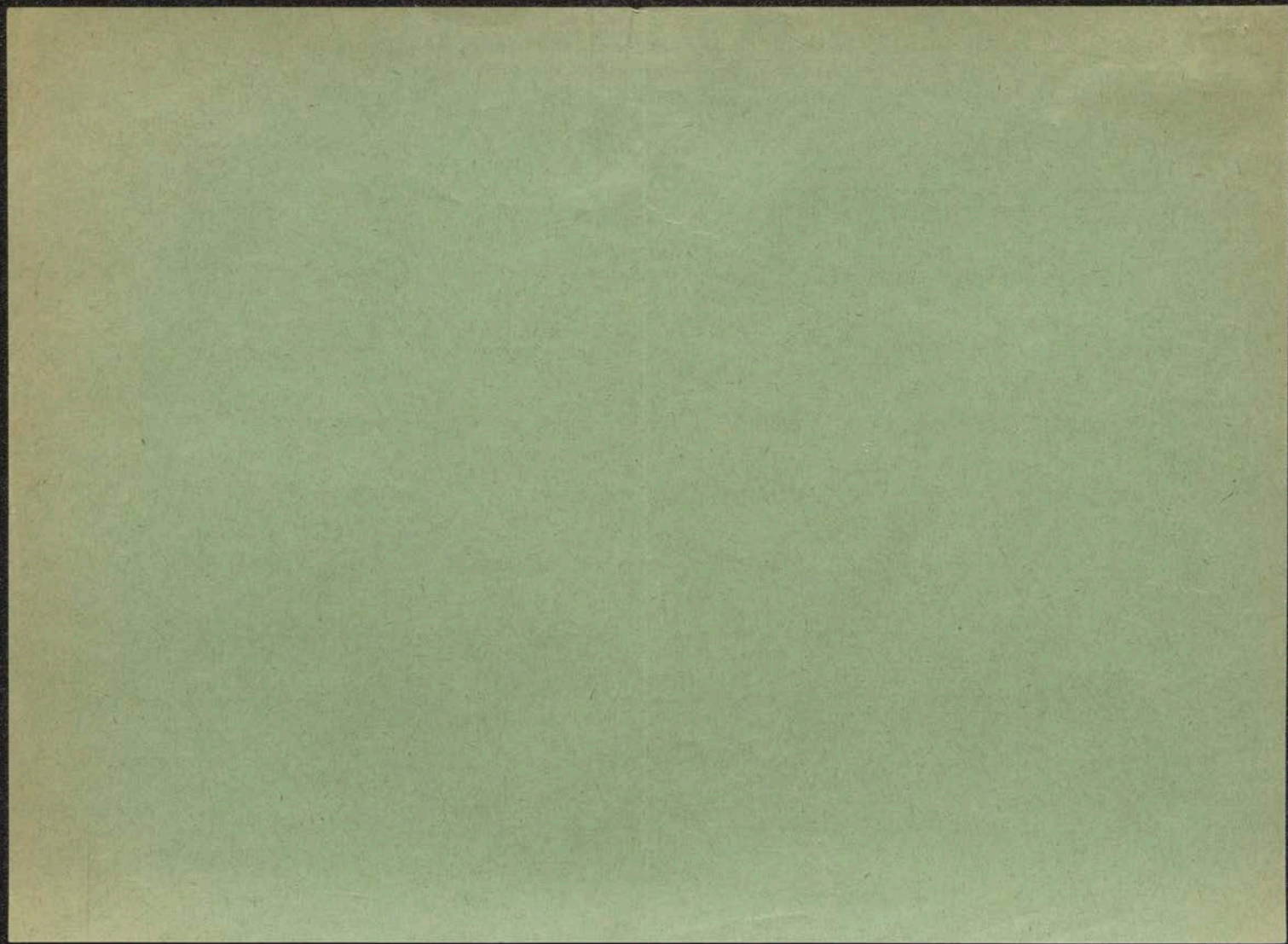
TO Dr. Talbot  
FROM Miss Clavahoe

DATE November 21.

I have always invited Miss Simmons to participate in such meetings as planned for December fourth. She has attended some times where the meetings have been held here, some times she has not done so.

This time it has been suggested that we confine our meeting to the smaller group where certain problems may be discussed intimately, so I am not inviting Miss S. I would like to invite her to







## FOR INTER-DEPARTMENTAL USE

(WRITE ON ONE SIDE ONLY)

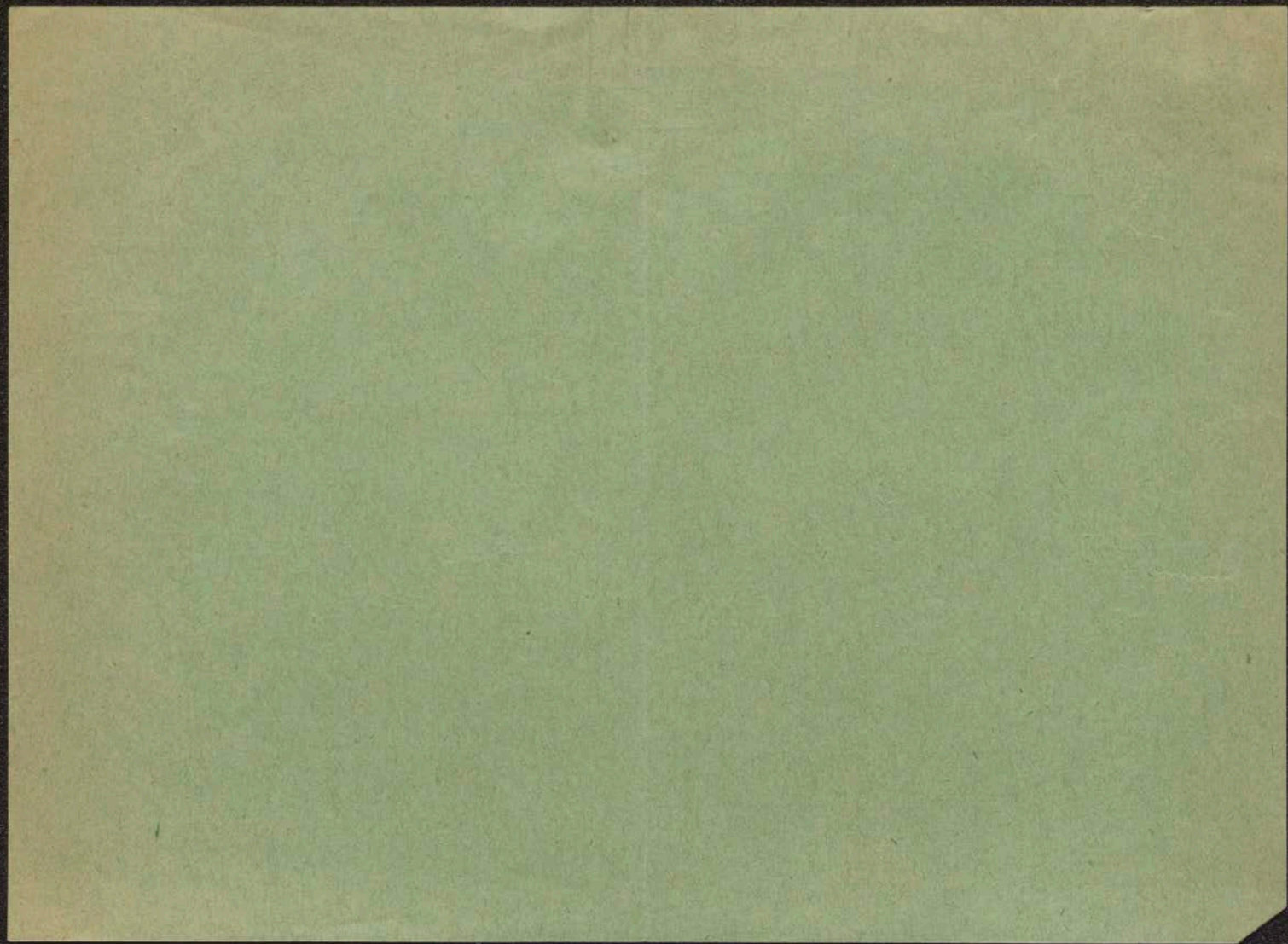
TO

DATE

FROM

luncheon, however, if you are willing.  
I would like to explain the situation  
to her before she receives a note -  
so if you are willing to invite her  
may I know on Monday in time  
to explain?







## FOR INTER-DEPARTMENT USE

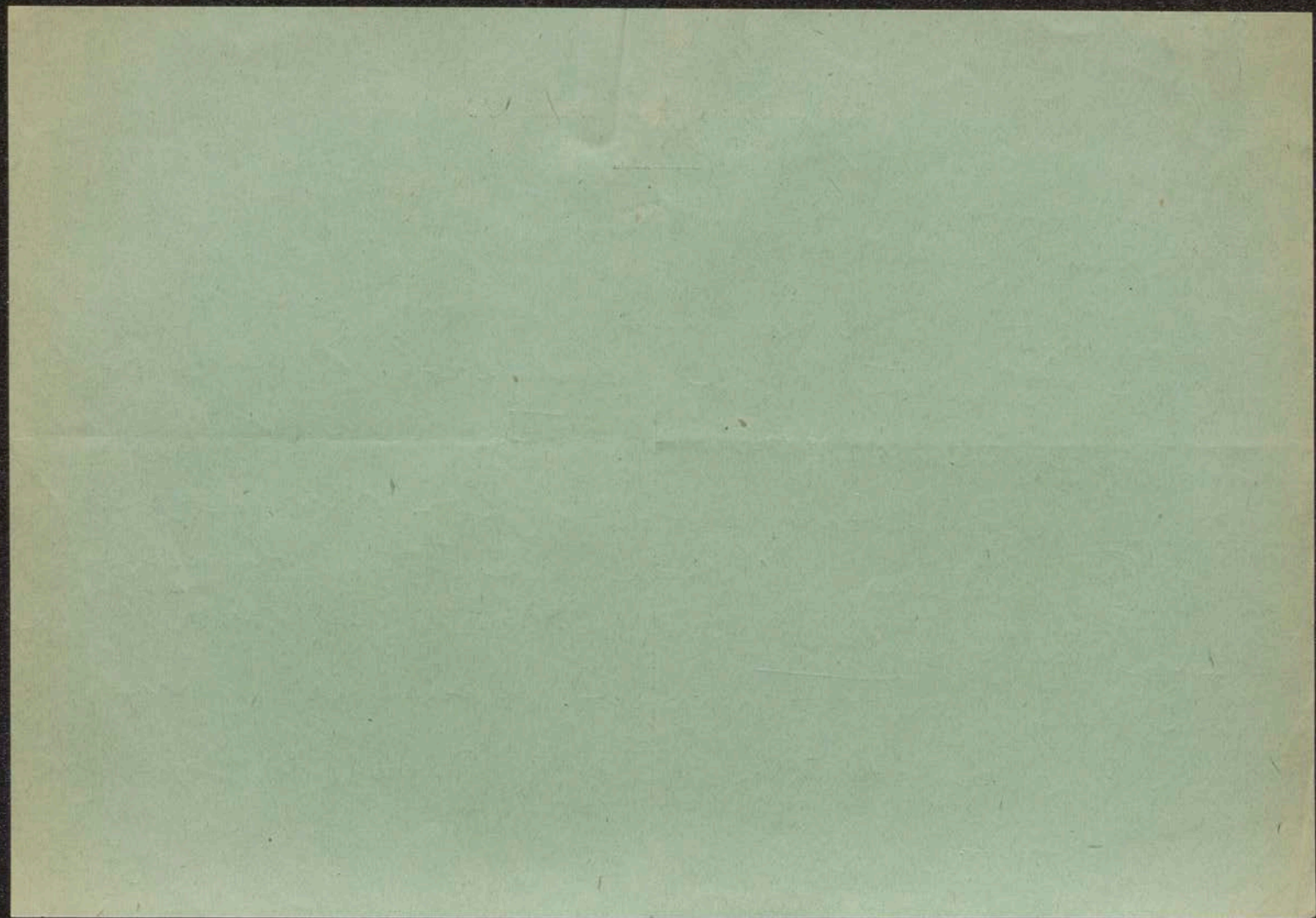
(WRITE ON ONE SIDE ONLY)

TO Dr. Talbot  
FROM Miss Burns

DATE Nov. 29.

If you get back in time - may I see you  
a few minutes before supper? I have had  
a letter in re the meeting & luncheon on  
Friday - expressing desire for our presence  
at the meeting as well as at the luncheon  
and think I had better talk with you before  
you see her tomorrow. You can ring  
me up or knock at my door if you are  
back & free.







*Looked for a report on methods and aims in teaching!*

Extracts from Miss Claraham's Report to Dr. Talbot

November 2, 1931

Problems

I. Administrative Problems

A. Physical - i.e., Buildings and grounds

1. Bingham Hall

*Sentiment only prevents  
knocking out some  
partitions*

- a. Few and small class-rooms.
- b. No room large enough to assemble all the students for talks and other means of creating a feeling of unity or to present and discuss problems.
- c. Few study rooms available.
- d. Five floors in constant use - connected by narrow and steep stairways.

2. Rooms in other halls

*a possibility - not  
a probability.*

- a. Classes must pass to or fro between buildings in a 5-minute period - sometimes from an upper floor of Woods to an upper floor of Bingham and vice versa.
- b. Because of the common dining room it is necessary for the students to go and come in round-about ways to class rooms and to breakfast. This cannot be avoided; it constitutes one reason for the need of a building suitable for use as a Preparatory School.

*Side room of Gould  
Hall may now be used.*

3. Make-shift gymnasium facilities.

- a. Play court in general use but on rainy days students must go to Gould - in the round-about way described above.

II. Instruction

A. Program difficulties

1. The several part-time teachers who come at fixed periods - particularly in the Turkish department.
2. The crowded programs of the regular teachers and students because of the fixed hours of incoming teachers.
3. The long day, particularly for young students - i.e., 9 period day.

*We are making an  
effort to have one  
full time Turkish  
teacher - woman.*

*This is her plan  
but she does not like it.*







### B. Teacher problems

1. The few teachers who must of necessity carry the burden of the school - only seven.
2. The large number of teachers who might be called "class teachers" only, because they are not available for conference with students, or consultation with me about matters vital to the school.
3. The large group of in-coming part-time teachers who have no vision with respect to their work.

### C. The "Introductory" group of students

1. Divided control - one part of their work, educational, here; another part, living, at College under student-government for which they have had no preparation. Reports come from Student Government officers continually.

This situation makes it almost impossible to direct the social life of these students along constructive and uplifting lines. The students fall between two stools.

2. The curriculum of these students - process of development.

## III. Regime

### A. Want of suitable texts

1. Want of suitable texts means that much typing and mimeographing must be done if class work is to be organized and effected. In turn this means that my secretary has very little time left for me.

### B. Details of administrative regime

1. Necessity for carrying details that it should be possible to delegate.
2. Amount of time and energy that must be expended in supervision of corridors, study rooms, etc., because of the inadequate building.
3. The difficulty in carrying educative extra-curricular activities because of crowded schedules for students and because of the few available advisers.

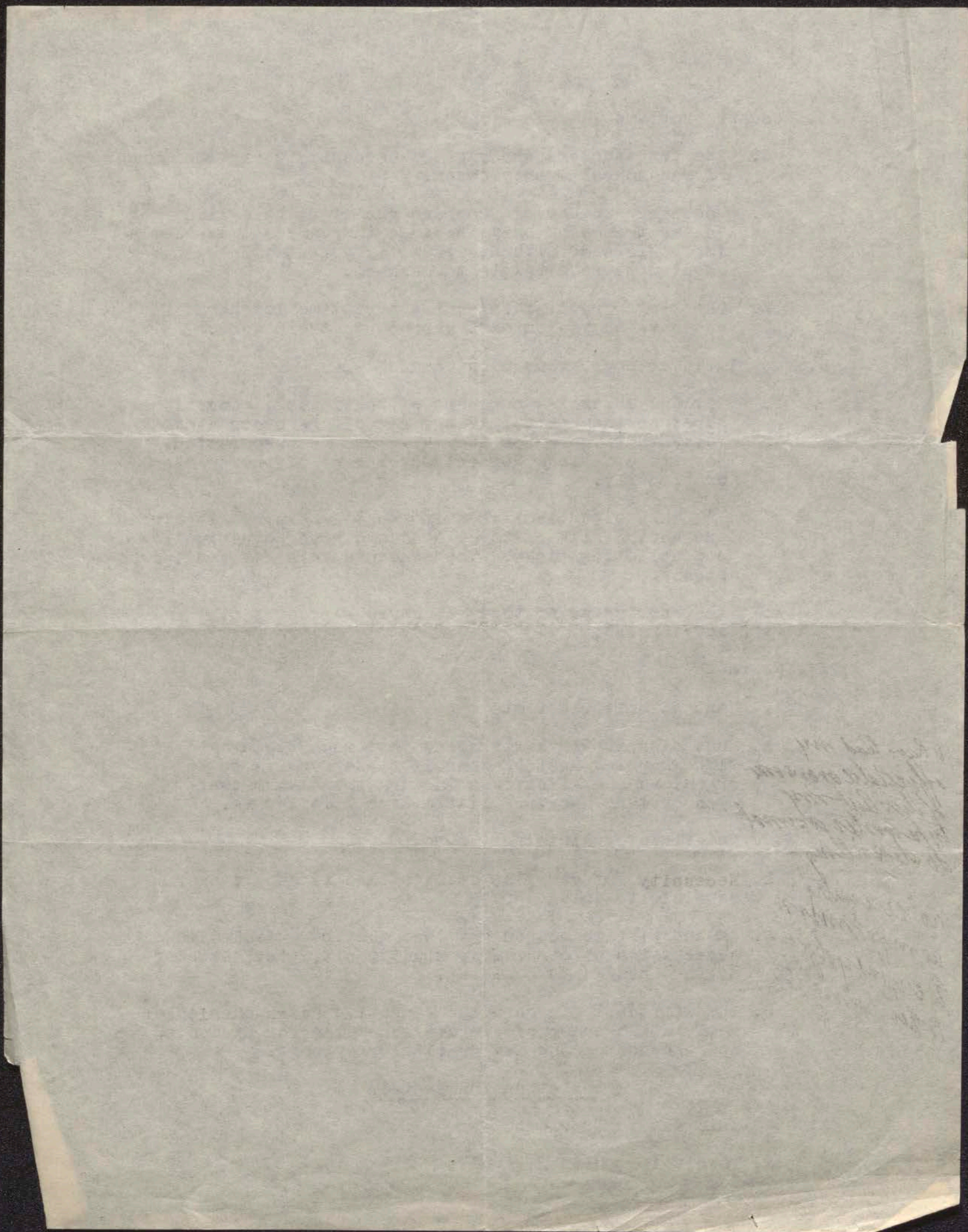
### Solutions Suggested

#### I. Administrative Problems

##### A. Physical

*I have had my  
office take over some  
of this but my  
typewriter cannot  
do stenotyping  
no "necessity"  
in my opinion  
Everybody objects  
other doing it.*







1. That the need for a suitable building to house the school be presented to the Trustees for consideration when this time of financial strain has passed.
2. That the need for a gymnasium be presented - (cf. 1 above)

#### B. Instruction

1. That some effort be made to secure full-time teachers for Turkish who may be available for consultation and conference - this would help in solution of the next problems.
2. That programs be made with reference to demands upon the time of students and regular teachers and not so frequently with reference to the convenience of part-time teachers.
3. This problem would be solved by having a larger number of full-time teachers.

#### B. Teacher Problems

The employment of full-time teachers would go a long way toward the satisfactory solution of the three problems listed.

#### C. The Introductory students

These problems are new - I am not now ready to formulate ideas about their solution.

#### II. Regime

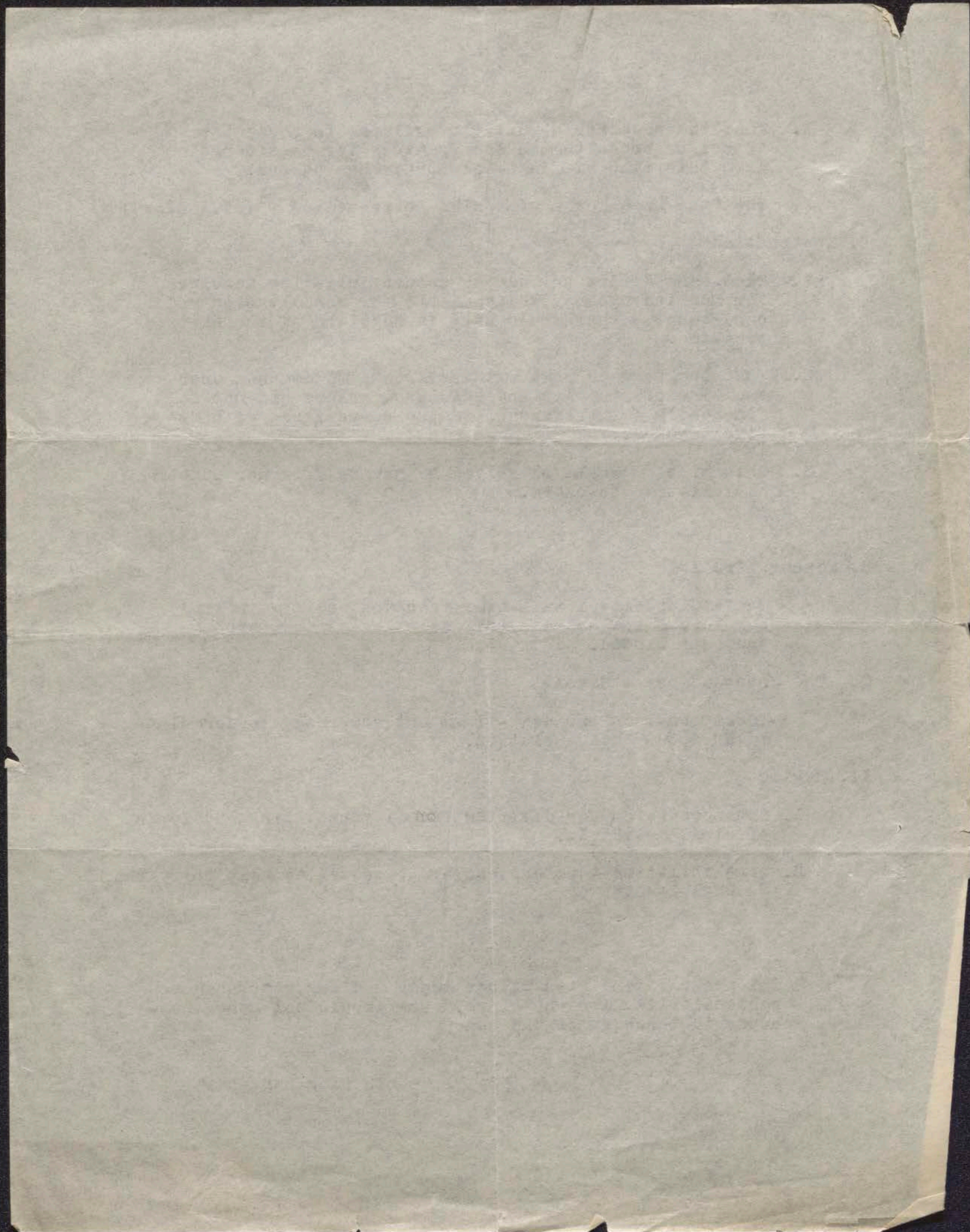
1. Some provision for distribution of stencilling and typing of class materials.
2. More full-time teachers who are expected to help carry the "school-load."

#### Note:

This year I find Miss Wilson ready and eager to assume responsibility for one class. Why should not other non-academic teachers do the same?

(5d) Elizabeth Glarahan







THE ORIENTAL INSTITUTE  
THE UNIVERSITY OF CHICAGO

JAMES HENRY BREASTED  
Director

D e c e m b e r 31  
1931

Dear Miss Talbot:

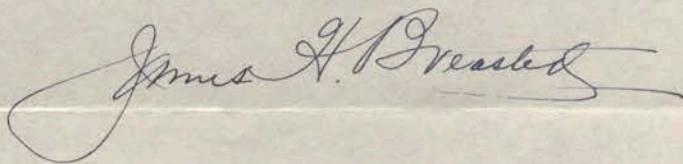
I learn from Miss Breckinridge that you are expecting to spend your New Year holidays in Egypt, and I am enclosing you herewith a letter of introduction to Dr. Harold H. Nelson, our Field Director at Luxor, whom I think you know as he was a Hyde Park boy. I am also inclosing a letter to Mr. Prentice Duell, our Field Director at Sakkarah.

In addition I am attaching a suggested program which schedules the things which you ought not to miss and may perhaps aid you in a division of your time.

If you will drop Nelson a card a week in advance, indicating the date on which you are expecting to reach Luxor, I am sure he will be glad to aid you. It might be well also to let Mr. Duell know in advance the date of your arrival.

Hoping you will have a very pleasant time in Egypt, and with all good wishes of the season, I am

Very sincerely yours,



Miss Marion Talbot,  
Constantinople Woman's College,  
Galata P. I.,  
Box 39,  
Istanbul, Turkey

Enclosures: three



THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

CHICAGO, ILLINOIS

1955



1955



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If you have a fortnight to spend in Egypt you would find it most advantageous to divide your time between Cairo and Luxor. The trip from Cairo to Luxor is by night train (it is necessary to reserve sleeping car space well in advance), and you do not therefore lose any time on the journey.

A week in Cairo and a week in Luxor would enable you to visit the most important sights intelligently and with a good deal of satisfaction. The week in Cairo might well be spent as follows:

### C A I R O      W E E K

#### First Day

Forenoon: A drive to Helwan, including especially a view as early in the day as possible from the roof of the Grand-Hotel Helouan, overlooking Cairo and the entire sixty-mile line of pyramids on the west side of the Nile Valley. This trip will take half a day.

Afternoon: Drive to the Pyramids of Gizeh, visiting the Sphinx, the so-called "Temple of the Sphinx," directly alongside it, and the great Pyramid.

A visit to the interior of the great Pyramid is very fatiguing, but intensely interesting if the visitor is properly guided.

Tea and a rest at the Mena House Hotel, beside the great Pyramid of Gizeh.

#### Second Day

Morning: Visit to the Cairo Museum, devoted chiefly to the things from the Tomb of Tutenkhamon.

Afternoon: Visit to the mosques of Cairo, not forgetting to secure tickets from the hotel hall porter in advance.

There is no danger in visiting the mosques, but it is unwise for women unattended by men to visit them. You would find all the sight-seeing around Cairo much easier if you took on some good old native as a guide. I have in mind especially old Abdul Lateef Khattab, who is as fine a gentleman in spirit and kindness as any you would find among ourselves. You can find him by leaving word with the hall porter of the Semiramis Hotel, asking him as a favor to Dr. Breasted to inform Abdul



If you have a moment to spare in your own world  
and it is not too late to divide your time between Cairo and  
Suez. The trip from Cairo to Suez is by night train, it is  
necessary to reserve sleeping car space well in advance, and  
you do not therefore lose any time on the journey.

A week in Cairo and a week in Luxor would enable you  
to visit the most important sights in Egypt and with a good  
deal of capital. The week in Cairo will tell you great  
things.

### CAIRO

#### First Day

Leave the hotel at 10.15, walking through the  
avenue in front of the hotel, over-  
the roof of the Grand Hotel, over-  
looking Cairo and the entire six-mile line  
of pyramids on the west side of the Nile  
Valley. This trip will take half a day.

Drive to the pyramids of Giza, visiting the  
Great Pyramid, the so-called "Temple of the Sphinx,"  
directly across it, and the Great Pyramid.

A visit to the interior of the Great Pyramid  
is very interesting, but a tannery factory  
in the visitor is expressly advised.

See and a visit to the Sphinx Hotel,  
beside the Great Pyramid at Giza.

#### Second Day

##### Morning

Visit to the Cairo Museum, devoted chiefly  
to the things from the Tomb of Tutankhamun.

##### Afternoon

Visit to the mosque of Sultan, not forgetting  
to secure tickets from the hotel for the  
in advance.

There is no danger in visiting the mosque,  
but it is advised for women accompanied by men  
to visit there. You would find all the  
resting around the mosque and the  
on some of the old native of Cairo. There  
in and around the old hotel of the  
who is a fine a gentleman in a white  
kindness as any you would find among  
better. You can find him by the way with  
the hotel porter at the Sphinx Hotel, asking  
him for a favor to Mr. Bruns to inform him



(2)

Lateef that you would like to have him come to your hotel at any time that is convenient for you. In the high season such men are usually given \$5.00 a day, but I really think they earn it in the quietness and security which they insure you if they are of the right kind.

### Third Day

(Before leaving for the Sakkara Tombs it is necessary to secure a general ticket of admission. The fee is £E 1.80. This ticket must be kept also for the monuments of Upper Egypt.)

A visit to the Mastaba Tombs of Sakkara. This famous cemetery of Memphis is about an hour's ride by automobile from Cairo. Do not allow anyone to suggest the railway, which involves a five or six mile ride on donkey back, and is no longer used by well-informed travelers. The night before leaving a lunch (including bottled water) should be ordered from your hotel or pension. The automobile should also be ordered the night before.

The program for an entire day at Sakkara is a full one. It should include if possible the recent excavations around the terraced pyramid, the Mastaba Tombs of Ptah-hotep (drive over to it in automobile - the walk is too long in the hot sun), Ti (Tiy, Thi), and finally the Tomb of Mereruka (called by the French "Mera" or "Meri"). In addition to these three Mastabas you would greatly enjoy a visit to the interior of the Pyramid of Unis (called by the French "Unas") containing the earliest known religious inscriptions, called the Pyramid Texts.

The program involves some tramping, for the automobile can be used only to reach the Tomb of Ptah-hotep. A good program is to do the recent excavations and the Pyramid of Unas (or "unis") in the morning, with a good long rest and lunch in the shadow of one of the monuments, and to visit the three Mastabas (Ptah-hotep, Ti and Mereruka) in the afternoon. It will save you a great deal of time and fatigue to use Abdul Lateef on this trip.



...that you would like to have all come  
to your hotel at any time that I convenient  
for you, at the discretion of each man and  
woman, I have \$5.00 a day, but I really think  
it is better to have them all together and security  
which they have you in that way at the night  
time.

...following for the night, I think it is  
necessary to have a general order of admission.  
The fee is \$1.00. This ticket must be kept also  
for the night of the night.

...the night of the night, I think it is  
necessary to have a general order of admission.  
The fee is \$1.00. This ticket must be kept also  
for the night of the night.

The program for the night of the night is  
...it is possible to have a general order of admission.  
The fee is \$1.00. This ticket must be kept also  
for the night of the night.

The program for the night of the night is  
...it is possible to have a general order of admission.  
The fee is \$1.00. This ticket must be kept also  
for the night of the night.



Fourth Day

Forenoon: The Arab Museum, finding out beforehand whether it is open on that day.

Afternoon: A drive to the Obelisk of Ancient Heliopolis (Matariyeh), the only obelisk in Lower Egypt. Tea at the great Heliopolis Hotel.

Fifth Day

Morning: A second visit to the Cairo Museum, in endeavoring to follow chronologically the monuments of the Old Kingdom. These are the halls on the left as you come in through the main entrance.

Afternoon: Visting and shopping in the Cairo bazaars. Unwise to go alone. Abdul Lateef would be very useful.

Sixth Day

Morning: Cairo Museum, beginning where last inspection left off - at the end of the Old Kingdom, and examining the monuments of the Middle Kingdom and the Empire (or "New Kingdom" as it is often called). That is, you would then begin in the halls on the left and proceed entirely around the central court, visiting all the halls in succession which surround the court, and thus coming eventually to monuments of the Greek age.

Afternoon: Second visit to the Pyramids of Gizeh. If not found too fatiguing this visit might include the tour of the inside of the Great Pyramid. If you undertake this be sure to use Abdul Lateef; the dragomans at Gizeh are a set of robbers.

Seventh Day

Morning: Completion of the visits to the Cairo Museum. It is well to secure in advance a schedule of the open days; there are many native feast days on which it is closed. This final visit should be devoted to the second floor, where you will already have visited the Tutenkhamon remains. In the chronological arrangement of the materials on the second floor you would follow the same direction around the central court; that is, clock-wise. In so doing, as you begin on the



Fourth DayForenoon

The first session, beginning at 9:00 a.m., is in the open air.

Afternoon

A drive to the District of Columbia (National Mall) is made in the afternoon. The drive is made in the open air.

Fifth DayForenoon

A second visit to the Capitol is made in the forenoon. The visit is made in the open air. The visit is made in the open air.

Afternoon

Visiting the city in the afternoon. The visit is made in the open air. The visit is made in the open air.

Sixth DayForenoon

City Museum, beginning at 9:00 a.m., is made in the forenoon. The visit is made in the open air. The visit is made in the open air.

Afternoon

A second visit to the Museum of Art is made in the afternoon. The visit is made in the open air. The visit is made in the open air.

Seventh DayForenoon

Continuation of the visit to the City Museum. The visit is made in the open air. The visit is made in the open air.



(4)

second floor stop inside the gallery rail surrounding the court at the south-west corner of the court for an unusually charming view of the colossal statues of Amenhotep III and his lovely Queen, Ti (who has nothing to do with the Tomb of Ti at Sakkara).

Afternoon: Free for shopping or traveling arrangements, banking, etc.

Seventh Day

Afternoon: Maison Bircher, 18 Rue Sharawi, el-Barani (Mme. Serveux)

(Before leaving Cairo be sure to have your general ticket of admission for all the monuments of Upper Egypt).

LUXOR

WEEK

The Cairo train arrives in time for breakfast in Luxor. The Winter Palace Hotel is delightful, expensive and the center of an ostentatious social show. You are likely to be much happier at the little Savoy Hotel, situated at the back of a garden facing the Nile and the wonderful western cliffs, with seats under an arbor on the river shore for afternoon tea. It is much cheaper, the food is plain but good, and there is no social show.

On arriving your letter of introduction should be handed to the hall porter with instructions to deliver as promptly as possible and request a reply. Dr. Nelson will be glad to assist you in your itinerary at Luxor. If you need a guide, as you may in places, you would find Hamed Abd Allah a good one. He could easily be found by the hall porter of the Savoy Hotel or by the hall porter of the Winter Palace Hotel.

In general it is well <sup>to</sup> do your sightseeing on the west side of the river first, which involves



(.)

second floor also. The railway is a branch-  
line and the cars are not very comfortable.  
For an interesting view of the city  
from the river, go to the top of the  
hill (the hill is not very high) and  
look down.

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ferrying over, you thus save the east side, which is so much more easily accessible, until the latter half of your stay.

You will find it very delightful, if you are not too tired, to stroll down from your hotel to the Luxor Temple whenever an hour of leisure permits. With such a visit in view, one must not forget the Antiquities Ticket, without which the gate keepers will not allow anyone to enter.

#### West Side at Luxor

The important things to see are the following:

The Tombs of the Kings, including Tutenkhamon's.

The Temple of Deir el Bahri.

The Temple of Ramses II (Ramesseum)

Tombs of nobles of the great Theban Cemetery  
(behind the Ramesseum)

The Temple of Ramses III (Medinet Habu),  
where Dr. Nelson, Director of the Luxor  
Expedition at Chicago House will be found.

The Tombs of the Queens.

The Colossi of Memnon.

#### East Side at Luxor

The important sites are:

The Temples of Karnak

The Temple of Luxor

Without going into details, three days on the west side and three days on the east side make up a delightful and restful week at Luxor.

If you would like to go to the First Cataract (Assuan) it is very much worth while to do so, and if the length of your stay in Egypt permits, you would greatly enjoy a two-or three-day excursion from Luxor to the Cataract. There are very pleasant and comfortable hotels at Assuan.







# NEAR EAST COLLEGE ASSOCIATION

INCORPORATED

AN INVESTMENT IN INTERNATIONAL GOOD WILL

ROBERT COLLEGE, CONSTANTINOPLE  
AMERICAN UNIVERSITY OF BEIRUT, SYRIA  
CONSTANTINOPLE WOMAN'S COLLEGE  
INTERNATIONAL COLLEGE, SMYRNA  
AMERICAN COLLEGE OF SOFIA, BULGARIA  
ATHENS COLLEGE, GREECE

18 EAST 41 STREET  
NEW YORK, N.Y.

TELEPHONE  
LEXINGTON 2-3154

CABLE ADDRESS  
NECASOC NEWYORK

## EXECUTIVE COMMITTEE

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LEOLIN H. KEENEY, ASSISTANT TREASURER

## PERSONAL

#202

December 31, 1931

Dr. Marion Talbot,  
Constantinople Woman's College,  
Istanbul, Turkey.

My dear Dr. Talbot:

Thank you very much for your good letter of December 8th. I read what you said about Miss Burns with great interest. I think it is marvellous the way you two people work together so sympathetically and so wisely.

Word has reached us with reference to the crisis tax, and also the possible necessity of reducing fees. Certainly this year's crop of difficult problems exceeds anything I have known in connection with our work. I am beginning to wonder what kind of a problem might appear next.

As I see it, all of these things are due to the economic conditions. No institution either in America or in Turkey at the present time is enjoying clear sailing so don't be discouraged. I think other people responsible for educational institutions are having the same experience. It is certainly much more difficult to work under these conditions than when everybody seems to be flush with ready cash. We will probably live through them. In the meantime, everybody must be as patient as possible.

I am enclosing a statement which has been prepared with reference to the future program of the Near East Colleges. I hope that you will consider this copy that I am sending you as confidential. A special committee of eighteen was chosen to study this problem. A luncheon was held on December 9th in the financial district downtown and every one of the eighteen persons appeared at the luncheon. This statement had been mailed to them beforehand.



YORK COLLEGE ASSOCIATION

MEMBER OF THE YORK COLLEGE ASSOCIATION

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MEMBER OF THE YORK COLLEGE ASSOCIATION



Dr. Marion Talbot  
December 31, 1931

Every person admitted that he had read the statement carefully and had brought his copy with him to the luncheon. This simply manifests the interest which these busy men have in the Colleges. At this first meeting, a special committee of six - one for each College - was appointed to study the problem carefully. That committee met at a meeting last week at the Town Hall Club. Every member was present and they remained in session three hours. I never saw a committee work more seriously on any problem in my life.

Several interesting developments resulted. Dr. Brown was asked to formulate a statement of the general principles in which the Colleges should cooperate with the educational systems of the respective countries in which they work, based especially upon the educational needs of the countries. He has sent me a rough draft of his statement. He places a special emphasis upon the situation in Turkey and proposes a very interesting plan of coordination which is not at all different from your own ideas. In this way, this question of the policy of the Turkish Colleges must come to a head. We are educating all the Trustees by sending them copies of all the reports so that we will get unity of thought and action.

I am so happy over the results of this plan that I want to share it with you, and I would not mind at all your sharing it with Miss Burns for I am sure she will appreciate the significance of it. I have sent a copy of the plan to President Reed of the International College, but even so, I think it would be better not to discuss it with him.

We are having another meeting of the sub-committee early in January, to be followed immediately by a meeting of the special committee, at which time definite recommendations will be made; so you see, the plan is developing rather rapidly. I have taken the attitude that our office cannot plan for the financial needs of the Colleges in the future until each College has thought through its own educational objectives. There certainly is no better time than the present to accomplish this. Fortunately, President Dodge and President Black are in this country and are able to contribute much to the discussions.

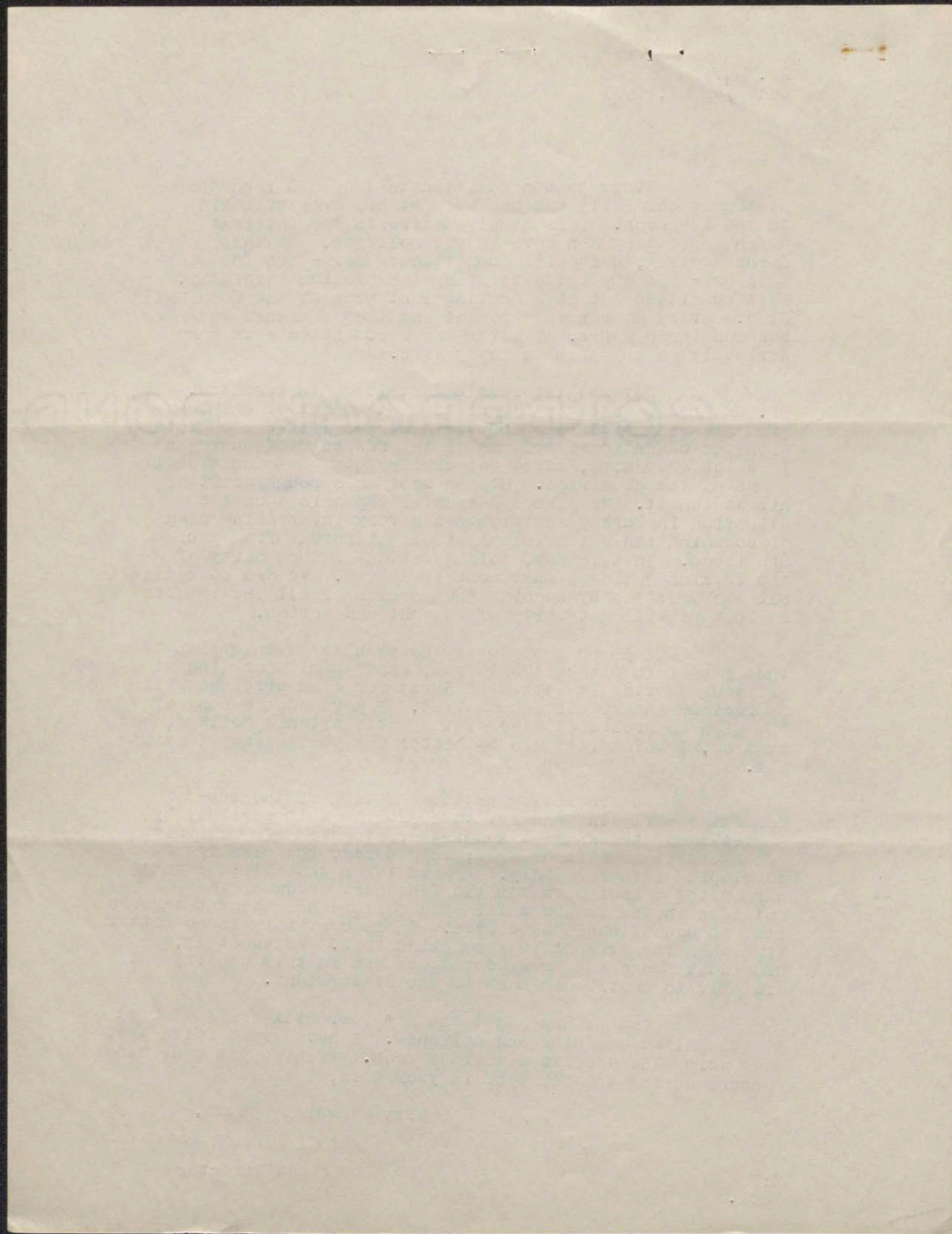
Let us hope that the New Year will see some real statesmanlike planning accomplished. I have great faith that some very wise decisions will be made. Wishing you continued success during the New Year in your work, I am

Very sincerely yours,

*Allen W. Stahl*  
American Director

S:P  
Encl.







## COOPERATION BETWEEN THE NEAR EAST COLLEGES

### INTRODUCTION

As the American Colleges in foreign countries represent Christian America in a very conspicuous way, it is most important that they should be conducted in a manner that will command the respect of foreign peoples.

Three important principles of work must form the basis for such a confidence and respect. In the first place, the purpose of educational work in the Near East should be to help the peoples of these countries and not to perpetuate or to propagate American customs or institutions.

In the second place, the work that the Americans do should be so limited that it can be done thoroughly and well.

In the third place, there should be complete cooperation, so as to avoid jealousy, duplication, and all appearance of disagreement.

As it is inevitable that the workers on the field should be absorbed by the problems of their own localities and special lines of work, the responsibility rests upon the Boards of Trustees of the colleges, to visualize the work as a whole in a broad way and to make sure that their policies avoid danger of duplication.

There are three types of cooperation that are needed: (1) cooperation on the foreign field; (2) cooperation in the administrative activities in America; (3) cooperation in raising money. Each of these three types must be considered separately.

#### 1. Cooperation on the Foreign Field.

There are several types of higher educational institutions in



REPORT OF THE COMMISSIONER OF THE GENERAL LAND OFFICE

1890

As the General Land Office has been organized since the passage of the Act of March 3, 1879, it has been the duty of the Commissioner to report to the Senate and the House of Representatives the progress of the work of the office during the year ending June 30, 1890. The following is a summary of the work of the office during the year.

The first part of the report contains a statement of the land owned by the United States, and a statement of the land that has been sold or otherwise disposed of during the year. The second part contains a statement of the land that has been surveyed, and a statement of the land that has been reserved for public use.

The third part contains a statement of the land that has been sold or otherwise disposed of during the year, and a statement of the land that has been reserved for public use. The fourth part contains a statement of the land that has been surveyed, and a statement of the land that has been reserved for public use.

The fifth part contains a statement of the land that has been sold or otherwise disposed of during the year, and a statement of the land that has been reserved for public use. The sixth part contains a statement of the land that has been surveyed, and a statement of the land that has been reserved for public use.

The seventh part contains a statement of the land that has been sold or otherwise disposed of during the year, and a statement of the land that has been reserved for public use.



the Near East: (a) Government Universities, situated at Sofia in Bulgaria, Athens in Greece, Constantinople in Turkey, and Cairo in Egypt. All of these institutions are actively organized and form the centers of the intellectual life of their several countries. It is evident that any work which Americans do in these countries should be carried on in cooperation with the government institutions.

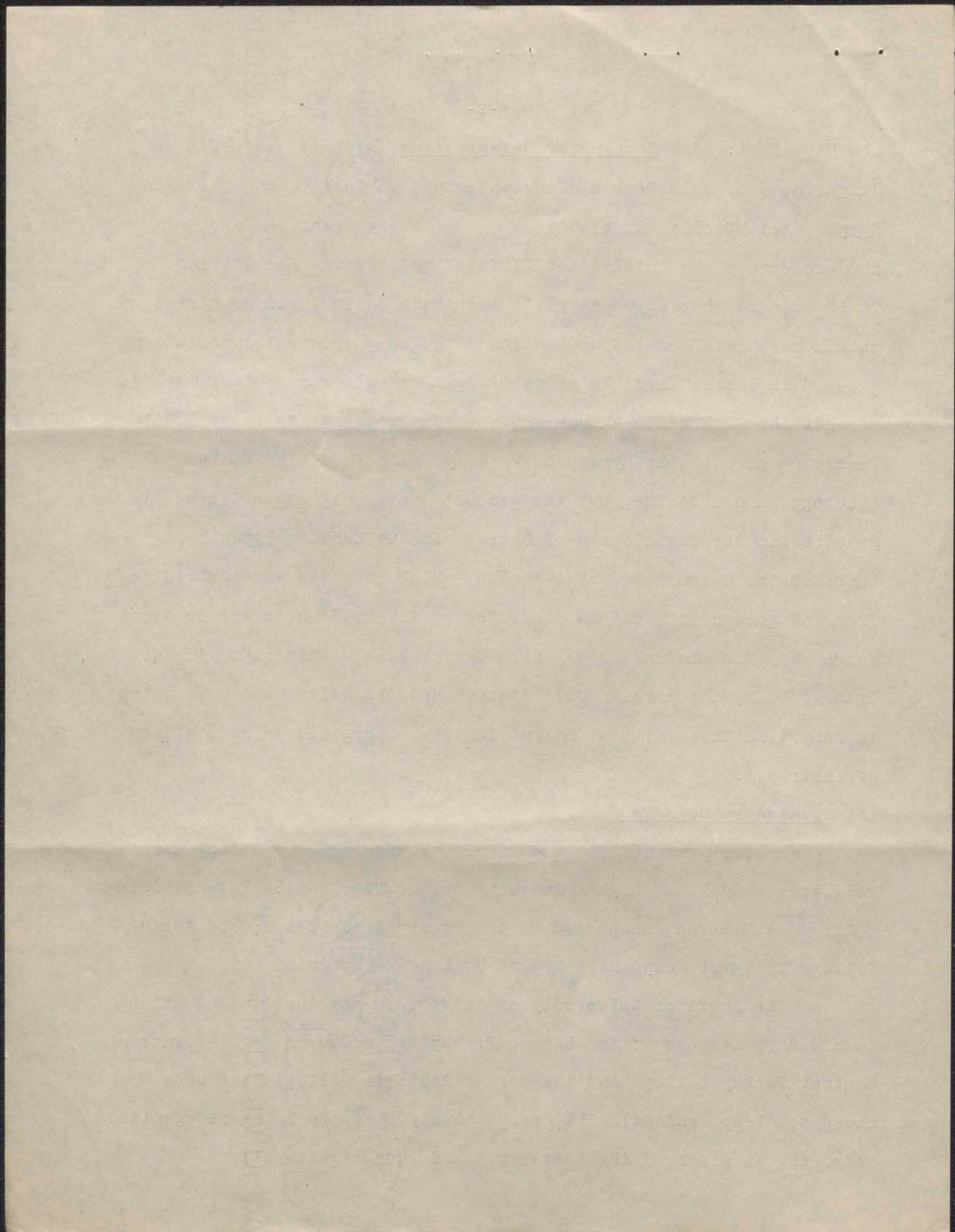
In Persia there is no well organized government institution, so that the Shah sends a number of bursary students to Europe. At Damascus there is the Syrian University, with faculties of law, theology, and medicine, but the graduates are only given license to practice in the small state of Syrie. In the Lebanon Republic, there is the Université Saint-Joseph, which receives some subsidies from the government, but is conducted by Jesuit Fathers and does not reach many Mohammedans, Greek Orthodox or Jews. Palestine, 'Iraq, Trans-Jordan, the Persian Gulf States, and the Sudan have been using the American University at Beirut in lieu of organized institutions of their own.

(b) Missionary Schools.

At the present time the Mission Boards are supporting the following schools of higher learning in the Near East: The American College at Teheran, supported by the Presbyterian Board; and Assiut College in Egypt, supported by the United Presbyterian Board.

The American University at Cairo is a new institution which is aided by members of the United Presbyterian Church. The former Central Turkey College and the former Anatolia College have been moved to Aleppo and Salonika, respectively, and are being reorganized under the auspices of the American Board (Congregational).







All of these institutions are junior colleges and unless they obtain added endowments, they cannot hope to do more advanced work in a way that will reflect credit. Of course the missionary boards also support high schools, which serve as preparatory schools to all of the colleges.

There are also a number of agricultural schools, conducted by governments and private boards, which are being helped by the Near East Foundation. They are in Albania, Salonika, Stora (Lebanon) and Tul Karam (Palestine). The Hebrew University and Jewish schools serve the new Jewish colonies in Palestine rather than the native populations.

(c) The Members of the Near East College Association.

Robert College, the Constantinople Woman's College, the International College of Smyrna, the Sofia American Schools, the American College at Athens, and the American University of Beirut.

A number of problems immediately arise with regard to these colleges:

- (1) Should the three colleges in Turkey try to support three separate faculties for modern B. A. work, which is so much more difficult than B. A. work was a half a century ago and should resemble the license work of a continental university?
- (2) Should duplication be avoided by constituting one strong faculty at Constantinople, with experts to carry on the engineering, commercial and domestic science work of the colleges and also with at least one occidental and one oriental specialist to take charge of each important department in arts and sciences?

(Note: No school of arts and sciences is fit to do true B. A. work at the present time unless there are at least one and preferably two permanent specialists in charge of such departments as Mathematics, Chemistry, Biology, Physics, Music, Psychology, Sociology, Economics, Philosophy, Religion, Modern History, Mediaeval History, Ancient History, Oriental Languages, French and English).







- (3) Should an American institution pose as doing B. A. work unless it can support some fifteen American or European professors, costing about \$3,500 apiece, with native associates, costing somewhat less, because their furloughs, children's allowances, etc., cost less than those of the Americans?
- (4) In view of the national universities, are the Americans justified in supporting more than one true faculty in the Balkans?
- (5) In case it does not seem right to support more than one American faculty which is able to do university work for Turkey and the Balkan states, in what way should the activities of Sofia, Athens, and the International College be limited?
- (6) Most important of all, how many candidates with B. A. degrees can be assured positions in the Northern Near East and to what extent will it be a help or to what extent a menace, if the American institutions turn out more than a limited number of men and women with university degrees?
- (7) Great pressure is being brought to bear upon the American University of Beirut to open schools of Agriculture, Engineering, and Law. Should such work be attempted at Beirut on a university basis, when the departments of the institution already organized are still incurring deficits?
- (8) In view of the present economic situation, should Beirut allow more than the present limited number of 35 to enroll in the first year of Medicine? Would it not be a good thing to limit the enrollment in Freshman Year of college as well?
- (9) Unless Beirut can find sufficient funds to support the medical work, should the schools of Pharmacy and Dentistry be kept open?
- (10) Should Beirut attempt M. A. work, unless some foundation wishes to give to that particular purpose, rather than to the support of the B. A. work already established?

Such are the problems of cooperation on the foreign field, which it is most important to have the members of the Boards of Trustees study carefully, so that they can form policies that are based upon a comprehensive outlook, rather than upon the local ambitions and prejudices of any one institution.



1. The first part of the report deals with the general situation of the country and the progress of the work during the year.

2. The second part of the report deals with the results of the work during the year.

3. The third part of the report deals with the financial situation of the country.

4. The fourth part of the report deals with the social situation of the country.

5. The fifth part of the report deals with the foreign relations of the country.

6. The sixth part of the report deals with the military situation of the country.

7. The seventh part of the report deals with the cultural situation of the country.

8. The eighth part of the report deals with the economic situation of the country.



## 2. Cooperation in the New York Office.

The Joint Office was established by Mr. Cleveland H. Dodge in August 1919. The idea was to co-ordinate the work in America of Robert College and the American University of Beirut in one office instead of supporting two separate organizations. In 1922 Constantinople Woman's College joined the affiliation, and later the three other institutions came in.

In addition to the administrative work, the office was made responsible for the financing program, and the following statements give a summary of the results up to date:

### STATEMENT OF FUNDS RAISED BY NEW YORK OFFICE FROM JULY 1, 1920 TO DECEMBER 1, 1931

	Amount Raised	Cost of Campaign	Cost Per Cent
Emergency Fund	\$ 1,113,855.14	\$ 40,336.37	.0362
Fund for Near East Colleges	2,500,000.00	66,770.64	.0267
Endowment Fund	<u>11,752,685.27</u>	<u>513,065.59</u>	<u>.0437</u>
Totals	\$15,366,540.41	<u>\$620,172.60</u>	<u>.0403</u>
Funds secured outside of campaigns	1,351,443.48		
<u>Special Funds</u>			
Rockefeller, Medical	125,000.00		
" Social Sciences	49,000.00		
" Medical	1,000,000.00		
Carnegie Book Gift	30,000.00		
Opera Benefits (6)	20,313.97		
Mary Bliss Dale Fund (A.U.B.)	15,313.31		
Oriental Bazaar	10,626.00		
<u>Total Funds Raised</u>	<u>\$17,968,237.17</u>		
<u>Number of Contributors</u>			
Emergency Fund	1,500		
Fund for Near East Colleges	4,015		
Endowment Fund	16,306		

Contributions were received from every State in the Union and from many foreign countries.



1. The first part of the report is a general description of the project and its objectives. It includes a brief history of the project and a statement of the problem to be solved. The second part of the report is a description of the methods used in the study. This includes a description of the data collection methods and the statistical methods used to analyze the data. The third part of the report is a description of the results of the study. This includes a description of the data and a discussion of the findings. The fourth part of the report is a conclusion and a list of references.

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ENDOWMENT FUND PRINCIPAL ACCOUNT

	<u>Endowment in 1921</u>	<u>Endowment June 30, 1931</u>	<u>Increase</u>
Robert College	\$1,730,686.43	\$4,403,068.79	\$2,672,382.36
Amer. Univ. of Beirut	1,252,912.83	4,554,361.98	3,301,449.15
Woman's College	210,937.90	2,402,584.54	2,191,646.64
Sofia College	-- --	495,482.81	495,482.81
International College	1,100.00	992,389.53	991,289.53
Athens College	-- --	611,011.63	611,011.63
<u>Totals</u>	\$3,195,637.16	\$13,458,899.28	\$10,263,262.12
Pledges Receivable on account of campaign		946,564.33	946,564.33
	<u>\$3,195,637.16</u>	<u>\$14,405,463.61</u>	<u>\$11,209,826.45</u>

Pledges receivable for account of Endowment Fund were reduced to \$656,851.66 on November 30, 1931.

Present outstanding pledges are distributed as follows:

Robert College	\$ 45,610.00
American University of Beirut	489,695.00
Woman's College	8,000.00
Sofia College	50,000.00
International College	41,400.00
Athens College	2,613.75
Undesignated	<u>19,532.91</u>
	656,851.66

	<u>Property Account</u>	<u>June 30, 1931</u>	<u>Increase</u>
Robert College 6/30/21	\$1,236,142.52	\$1,351,634.79	\$115,492.27
A. U. Beirut 6/30/21	1,003,723.92	1,789,657.57	785,933.65
Woman's Coll. 6/30/25	1,773,151.46	1,800,529.92	27,378.46
Sofia Coll. 6/30/28	153,498.30	533,866.95	380,368.65
Int'l. Coll. 6/30/27	236,417.72	251,800.17	15,382.45
Athens Coll.	-- --	527,131.68	527,131.68
<u>Totals</u>	\$4,402,933.92	\$6,254,621.08	\$1,851,687.16



THE STATE OF NEW YORK

IN SENATE

January 10, 1901

REPORT OF THE

COMMISSIONERS OF THE LAND OFFICE

IN RESPONSE TO A RESOLUTION PASSED BY THE SENATE

ON JANUARY 1, 1900

ALBANY:

THE STATE PRINTING OFFICE

1901

THE STATE OF NEW YORK

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ON JANUARY 1, 1900



STATEMENT OF JOINT OFFICE EXPENSE

<u>Budget Estimate</u>	<u>Expense</u>	<u>Undesignated gifts Income</u>	<u>Assessmen. to colleges</u>
From July 1, 1920 the expense of the New York Office averaged \$25,506.22 per year or a total for the six years amounting to	\$153,037.33	-- --	-- --
This amount was paid by one person, without any expense to the colleges.			
From July 1, 1926 to December 31, 1929 the expense of the New York Office was charged to the Endow- ment Fund Campaign.			
\$25,000.00 Jan. 1, 1930 to June 30, 1930	\$32,245.99	\$11,733.62	\$20,512.37
\$54,000.00 July 1, 1930 to June 30, 1931	56,850.96	23,023.53	33,827.43
Totals	\$89,096.95	\$34,757.15	\$54,339.80
\$49,760.00 July 1, 1931 to June 30, 1932. Actual, June 30, 1931 to November 30, 1931.	\$21,341.67	\$4,767.61	\$16,574.06

During this period of eleven years and five months the total amount of assessments to the six colleges for administrative expenses was \$70,913.86.



STATEMENT OF WORKS

UNITED STATES OF AMERICA

Page 1

Page 1

From July 1, 1950 to August 31, 1950

For the period of time covered by the statement

the total amount of work performed was \$10,000.00

and the total amount of work performed was \$10,000.00

and the total amount of work performed was \$10,000.00

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and the total amount of work performed was \$10,000.00



The administrative activities of the New York Office include the following:

- (1) Arranging for the meetings of the Boards of Trustees of all six Colleges and their standing committees.
- (2) Keeping the minutes of the various Board meetings and carrying on the business connected therewith.
- (3) Following an extensive correspondence so as to interpret the work of the Colleges to the six Boards of Trustees, and in turn to transmit the decisions of the Trustees to the Presidents of the Colleges in a constructive way.
- (4) Keeping the accounts of all six Colleges coordinated, and establishing control of budgets, reconciling field statements, and preparing the material for the auditing of the annual financial reports.
- (5) Following investments of endowment funds and special funds.
- (6) Making purchases of equipment, text books, equipment for new buildings, etc.

During the past eleven years, there were approximately 21,000 purchase orders placed by the New York Office for the various Colleges.

- (7) Interviewing candidates for the staffs of the Colleges; making contracts; sailing arrangements; seeing candidates off and welcoming them upon their return.

From July 1, 1920 to November 30, 1931, approximately 400 teachers were appointed for service, which necessitated the interviewing of several thousand additional candidates.

- (8) Assisting return teachers to make new contacts in America.
- (9) Handling many items of business for over-seas personnel.
- (10) Filling speaking engagements.
- (11) Giving information about the Near East to persons who make inquiries; supplying data for the publication of books, magazines, articles, academic theses, etc.; furnishing material to persons on Near East topics; lending lantern slides to lecturers.



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- (12) Editing of News Letters, Annual Reports, special pamphlets, clip sheets.
- (13) Supplying publicity statements and photographs to the press and magazines; occasional bulletins to a list of people especially interested.
- (14) Managing financial campaigns.
- (15) Developing contacts with foundations and individuals in the interest of special projects.
- (16) Following up the renewal of annual memberships and attempting to secure additional memberships.
- (17) Acknowledgment of gifts, emphasizing personal phase of correspondence.
- (18) Management of annual opera benefit; arrangement of occasional dinners and luncheons.
- (19) Showing courtesy to the graduates of the institutions who come to America and to many Oriental friends interested in the work.
- (20) Keeping up relationships with organizations interested in international affairs, American educational institutions, missionary boards, and government agencies.

In order to carry on these many types of work, it is evident that the New York Office, acting as a joint agent for the six Colleges, can effect great economy and unity of action. While campaigns are not in progress, it is important for the members of the Boards of Trustees to realize that the administrative activities of the Joint Office should be paid for by a distribution of the expense on the administration accounts of the Colleges.

### 3. Cooperation in Raising Money.

It is very evident that no satisfactory plan can be made for raising money in the future through the Joint Office until each of the six Colleges has seriously considered its ultimate objective during the next several years. This is clearly a



1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is a summary of the work done by the various departments and the results of the investigations.

2. The second part of the report deals with the results of the investigations carried out during the year. It is a detailed account of the work done by the various departments and the results of the investigations.

3. The third part of the report deals with the conclusions drawn from the investigations and the recommendations made for the future. It is a summary of the work done by the various departments and the results of the investigations.

4. The fourth part of the report deals with the financial statement of the year. It is a summary of the work done by the various departments and the results of the investigations.

5. The fifth part of the report deals with the general remarks of the committee. It is a summary of the work done by the various departments and the results of the investigations.

6. The sixth part of the report deals with the conclusions drawn from the investigations and the recommendations made for the future. It is a summary of the work done by the various departments and the results of the investigations.

7. The seventh part of the report deals with the financial statement of the year. It is a summary of the work done by the various departments and the results of the investigations.

8. The eighth part of the report deals with the general remarks of the committee. It is a summary of the work done by the various departments and the results of the investigations.

9. The ninth part of the report deals with the conclusions drawn from the investigations and the recommendations made for the future. It is a summary of the work done by the various departments and the results of the investigations.

10. The tenth part of the report deals with the financial statement of the year. It is a summary of the work done by the various departments and the results of the investigations.



problem for the individual Boards of Trustees. When a definite program is determined by each Board and agreed upon by all the other Boards, plans for financing such a program can be worked out.

Three specific problems suggest themselves:

- (1) Should we plan another general campaign to raise funds for all six Colleges, sharing the proceeds on a pro rata basis according to a budget agreed upon?
- (2) Should we adopt a new method of developing projects for the different institutions according to a plan agreed upon by a program committee appointed by the Executive Committee of the Near East College Association?
- (3) Should we continue the present organization, or has the time come to separate the administrative functions of the Joint Office from the money raising end?

If the Trustees feel that the time has come for expanding the organization, they should seriously consider whether or not they wish to organize campaign work on a national basis.

The advantages are:-

to shift part of the burden for financing the institutions from New York and vicinity to other parts of the country;  
to make the Colleges better known;  
to give the country as a whole the inspiration of knowing about work that is so practical and fruitful.

The disadvantages are:-

need to organize and follow up committees or branches in different sections of the country;  
expense of creating a large membership of persons, who will not give more than five or ten dollars apiece, at least for some years to come;  
danger of embarrassment with the missionary boards, Near East Foundation, and other organizations that work on a national basis;  
danger of creating machinery which is too complicated to be well run.

There seem to be three alternatives:

- (1) To incur considerable expense when conditions improve and set up a new national campaign organization.



The first part of the report deals with the general situation of the country and the progress of the work. It is followed by a detailed account of the various projects and the results achieved. The report concludes with a summary of the work done and the prospects for the future.

The second part of the report deals with the financial aspects of the work. It gives a detailed account of the income and expenditure of the organization and shows how the funds have been used. It also gives a statement of the assets and liabilities of the organization.

The third part of the report deals with the administrative aspects of the work. It gives a detailed account of the organization of the work and the methods of carrying it out. It also gives a statement of the personnel of the organization and the work done by each of them.

The fourth part of the report deals with the results of the work. It gives a detailed account of the various projects and the results achieved. It also gives a statement of the progress made in each of the various fields of work.

The fifth part of the report deals with the conclusions of the work. It gives a summary of the work done and the prospects for the future. It also gives a statement of the recommendations made by the organization.



- (2) To work out some form of cooperation with the Near East Foundation so that the Colleges can enjoy a share in the publicity and some of the proceeds of that work.
- (3) To follow the lines of the present organization and when the time is propitious to employ additional field secretaries to promote the work of the Colleges, not on a national basis, but in sections of the country where response to this form of work might be expected.

It is essential that the members of the Boards of Trustees should formulate a definite policy with regard to this matter of money raising, so that just as soon as financial conditions improve any money raising that is carried on will be conducted in accordance with a well understood scheme.

Otherwise there is danger of misunderstanding, duplication and waste of money for campaign work.

Further questions arise:

Are the Trustees going to insist that all new expansion in the Colleges is financed on the basis of endowments, or are they going to be content to finance expansion on the basis of annual contributions, as is the case with the mission boards?

As some day many or all of the Colleges may be turned over to native control, do the Trustees intend to continue to pile up larger and larger endowment funds for each institution separately, or do they wish to consider establishing some special fund in America, that can be used more elastically in the future than is possible in the case of the endowment of any one College?

#### Conclusion.

The present time is the psychological moment to think out these problems and to form definite policies. Three of the Colleges expect to appoint new presidents within the next year; the Sofia American Schools are just starting; the International College







still has a very limited faculty and is doing more junior college than college work, and the American University of Beirut must work out a plan to meet the need for university work in the southern Near East, in a way that will not be too costly.

The Near East Survey is still up to date enough to provide accurate information about the true needs of the Near Eastern countries, and the Near East Foundation is so new that its future plans for work on the field and campaign work in America are open to modification.

The present period of depression offers an opportunity for the Trustees of the Colleges to work out plans for cooperation, economy, and greater efficiency, just as the directors of banks and business corporations are using the period of depression as a chance for consolidation and economic readjustment.

If the problems are not thought out and definite policies agreed upon at the present time, there is sure to be a deplorable amount of duplication, waste, and lack of agreement just as soon as business conditions improve and expansion can be undertaken. Accordingly, it is important that a plan for the future development of the Colleges should be worked out by the Trustees at the present time.



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