May 25, 1917

Preparatory Head, Preparatory
University of Chicago

Dear Dr. Kendall:

I am quite interested in your recent series of articles on the problem of the economic status of the faculty of any large college. However, to a large extent, it is not necessary to report in connection with the above material to the faculty of NU. If in the opinion of

Yours sincerely,

[Signature]
Dec. 7, 1911.

President Harry Pratt Judson,

University of Chicago.

Dear President Judson:

The order to stop No. 18 east becomes effective Sunday, December 10th. It applies also to Lanark a town seven miles east of us with a population a third less than our own; a town which, by the way, has regular evening service from Chicago on the Southwest Limited, three hour train, one of the finest trains on any road, while we are denied a similar service on No. 11. The Company doubtless would say that the reason they do this is because Lanark is a junction point for the Kansas City cut off, and this train stops not only for Lanark passengers for Kansas City and other local passengers between Davis Junction and Lanark, but for Mt. Carroll passengers for Kansas City. It remains a fact, however, that Lanark with say 1200 people has better railway service in several important particulars today than Mt. Carroll has with 1800. All this by way of introduction to a further application in the spring.

The fever girl is getting on nicely, and we hope to get her out of the buildings next week. Fumigation is going on.

Cordially yours,
From: J. T. III

To: President Innes,

University of California

December 20, 1937

Dear President Innes:

The option to stop at Los Angeles is now possible.

Effective tomorrow, December 20th, I am pleased to announce that the new million seat of ours with a population of thirty thousand can now be reached by the new and regular eastern services.

In Chicago on the Southwest Limited, you rode first class,

and at the Los Angeles end you rode third class. This we are now giving a similarly service on no. 1, the California Limited, which now goes to the

reason that in Kansas City because Kansas City is a junction point for the

Kennebec Valley and all its cities.

Because of the importance of Kansas City and the fact that it is a important junction for the

Kennebec Valley and all its cities, I am glad to announce that the

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Kennebec Valley and all its cities, I am glad to announce that the
Dec. 4, 1911.

President Harry Pratt Judson,
University of Chicago.

Dear President Judson:

I thank you very much for your good offices in the matter of the stopping of No. 18 east. I am grateful, too, that your reply to Mr. Earling indicated pretty strongly that you were not altogether satisfied with his decision with regard to No. 11 west. My idea would be that if they continue the present schedule, before we begin a new advertising campaign for next year, in April or May, I will write you again to see if we cannot get the suggested accommodation from No. 11 and get it into the time card so that prospective patrons for next year can get the benefit of it.

I received a very satisfactory letter from Mr. Payne, also, with regard to the college work. The responsibility now seems to be upon us and particularly upon the Dean, and the weight of it is somewhat disturbing. I shall certainly take great pains for our own sake not to recommend any college work done by ourselves unless I am pretty confident that it is what it ought to be.

An obscure case of scarlet fever infected another girl, which was diagnosed in connection with Dr. Helm from Rockford Friday evening of last week, and we, under advice of physicians, immediately sent the girls home, getting every pupil out of the buildings in less than twenty-four hours. We have begun fumigating and expect to get the one sick girl, light case, out early next week. She is a daughter of Pastor
Martin W. Buck of the Lorimer Memorial Church, Chicago. We are figuring on getting the buildings all fumigated within three weeks and expect to open January 2nd, prolonging the term into June to make the full stint for the year. Everybody took it with good nature, and we hope it will not prove a serious damage to our work.

Yours truly,

[Signature]
Chicago, December 5, 1911

Dear Mr. McKee:

Yours of the 4th inst. received. I suppose we ought to be fairly content with one step in advance on the train matter, and we can try again next spring. Sorry to hear about the epidemic of scarlet fever, and hope that it will not prove a serious detriment.

With best wishes, I am,

Very truly yours,

[Signature]

Dean W. P. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
President Harry Pratt Judson,  
University of Chicago.  

Dear President Judson:-  

What shall we do with regard to the two  
weeks lost in December? If we attach them to the end of the  
year it will carry us to the 26th of June which, for our people,  
is very late, partly because four of the teachers want to sail  
for Europe before the middle of June. If we omit the spring  
vacation, we run against the necessity the pupils have of  
getting spring clothes and the disinclination of the teachers  
to have twenty-four weeks of instruction without intermission.  
If we shorten the term, we diminish the quantity of our work  
and lay ourselves liable to claims for rebates on the part of  
patrons. You may have confronted a situation like this before,  
and be in a position to advise us clearly. We are at sea as  
to the best course to pursue, assuming that we shall have a  
school after January 2nd, which, of course, remains a problem  
until the time actually arrives. Up to date, however, every  
line we have had from patrons, with one exception, has been  
appreciative and sympathetic, and we have heard nothing of  
girls not intending to return.  

Cordially yours,  

[Signature]
Chicago, December 9, 1911

Dear Mr. McKee:

Yours of the 8th inst. received. I am a little puzzled as to what is best. The 26th of June seems to me just a little late. Could you not shorten the spring recess and at the same time extend a little farther in June? The disinclination of teachers to do consecutive work throughout the spring doesn't strike me as very serious, inasmuch as their vacation has been considerably increased at the present time. If possible the full amount of work would be advisable, I should think.

Very truly yours,

[Signature]

Dean W. F. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
President Harry Pratt Judson,

University of Chicago.

Dear President Judson:

I have been asked by a committee on the church budget whether I would recommend, without qualification, the Baptist Hospital as a fit subject for the budget. My reply was in the negative. If I am wrong in this, it would be a favor if you would write me a note to that effect.

Mr. Buck's daughter is convalescing swiftly, and we hope to get her out of the house next week. Four of the five buildings have already been fumigated in every room and corner and hall. The last one will be fumigated as soon as the girl is gone. I sent out a circular letter asking all to notify me whether they had passed the critical two weeks without getting the fever and about half of the girls have replied affirmatively. More news soon.

Cordially yours,

[Signature]
Chicago, December 16, 1911

Dear Mr. McKeen,

Yours of the 15th inst. received. I should judge that you are quite correct about the Baptist Hospital at present. I am glad to know that health matters are moving favorably, and hope that you may soon resume your work.

With best wishes, I am,

Very truly yours,

[Signature]

Dean W. P. McKeen,
The Frances Shimer School,
Mt. Carroll, Illinois.
The Frances Shimer School,

L. Carroll, Ill., Dec. 22, 1911.

Dear Friends:

Miss Buck went home on the 5:45 p.m. train Thursday evening, Dec. 21st. The Health Officer began the fumigation of West Hall this-Friday-morning. No pains will be spared to make it thorough so that everything will be ready for the opening ten days before the time, Tuesday evening, January 2nd.

Up to date, eighty-nine house pupils out of one hundred and two in all have replied to my circular letter of Dec. 12th. Everyone reports good health and, in particular, no trace of scarlet fever. In addition, I have heard indirectly from all the house pupils except Misses Blum, Daly, Frye, McClure, Morris, and Snyder, that they, also, are well. The six named may be away from home by the time my letter may have miscarried. Further--no day pupil has reported any trouble, and Margaret McKeel is well. You may imagine the relief and satisfaction these good reports have brought me. I am particularly gratified that both girls who have had the fever have fully recovered, and that no other pupil is known to be ill.

Definite proposals for improved hospital accommodations, increased dormitory facilities, enlarged space for science work, and new and greatly enlarged kitchen and dining hall will be laid before the trustees soon after the opening, January 2nd. So far as it is possible to judge from the information which has come to me thus far, we shall have a very good opening after the holidays. Several new pupils are in prospect.

Please note that all the buildings either have been fumigated already, or will be before this letter reaches you, by the local State Health Officer. No room or closet in the institution is omitted.

Marshall Field's men find the work of decorating the interior of the Assembly Hall is more extensive than they anticipated, and they may not be able to complete it before January 3rd. Possibly the chapel service will have to be omitted for a few days, but no other school exercise will be hindered. The men are taking great interest in the work, and it is hoped that it may be a source of real satisfaction to pupils and teachers who have done so much to make this improvement possible.

The new piano for College Hall has been shipped from the factory in the East.

Once again, write me early (unless you have done so already) if you are not to be here the evening of January 2nd, or the morning of January 3rd.

Wishing you all a Merry Christmas and a Happy New Year, I am,

Very cordially yours,

Wm. P. McKeel.
The Frances Shimer School,

Mt. Carroll, Ill., Dec. 22, 1911.

To the Trustees of the School and of Mrs. Shimer's Estate,

Dear Friends:-

On the supposition that we shall have a good opening after the holidays, which now appears probable unless some unforeseen contingencies arise, I offer the following scheme of improvements to be made the coming season, for your consideration and attention as soon as school re-opens, January 3rd, 1912:

1. Take the kitchen for a hospital.

2. Remodel the present dining room for the work in domestic science.

3. Turn the two Y. W. C. A. rooms and the one pupils' parlor on the bottom floor of West Hall into a chemical laboratory.

4. Turn the teachers' parlor and the adjoining room, now used for domestic science, into a physical laboratory, making such changes in the construction in both of these laboratories as will make one room out of three for chemistry and one out of two for physics.

5. Release all space in Dearborn Hall to the Department of Music.

6. Erect, 150 feet south of West Hall, a new dormitory, three stories, approximately 90 by 40 feet, with attached serving room and kitchen, the kitchen approximately 40 by 40, two stories with basement, the ground floor of the proposed dormitory to be a dining room with capacity sufficient for 175 persons.

Could not the estimated cost, $30,000, be provided as follows?

(a) Old students and other friends of the School able to give in larger sums (no general solicitation) to be asked for $10,000, payable $2,000 a year for five years.
(b) The Trustees of the Frances Shimer estate to be asked to invest, on the ground that trust funds may reasonably be invested in a clearly productive enterprise as a dormitory is, $10,000.

(c) From current receipts $10,000; $2,000 a year for five years.

It is understood that the scheme implies the spread of the payments over a period of five years, subscriptions to be asked on that basis. For example: a subscriber giving a thousand dollars, would give two hundred dollars a year for five years.

This scheme, if carried through, would solve the problem of the hospital, the science hall, the dining room and kitchen, and the need for more space for pupils. It is possible that it might be done for $25,000. To my mind, however, this is doubtful.

Observe, further, that it is an indispensable feature of this scheme that at least a third of the total expense should be secured in absolute gifts from friends of the institution, and that if we do not see our way ourselves to go into it liberally and encourage others so to do, then the scheme falls.

Yours truly,

Wm. P. McKee.
The President of the French Senate wanted to express his appreciation for the support of the French Senate in the context of the situation. In order to express this appreciation, the following statement was made:

"I am grateful for your support and your understanding of the situation."
Dec. 7, 1912.

President Harry Pratt Judson,
University of Chicago.
Dear President Judson:

I inclose herewith a complete copy of a letter I have just received which bears on another concerning which I conferred with you some time ago. I shall be grateful for any comments or suggestions you may make in view of the somewhat changed conditions.

I very much regret that we were not able to see you and Mrs. Judson last Sunday. Harper sailed for Venezuela Wednesday in the employ of the General Asphalt Company doing work in geological reconnaissance, probably around Lake Maracaibo.

Very cordially yours,

Wm. McKee
Chicago, December 9, 1913

Dear Mr. McKee:—

Yours of the 7th inst. at hand

The letter to which you refer I have put in Mr. Heckman's hands, and will confer with you perhaps later on the subject. I am sorry not to have seen you and Harper, but am glad to know of his very interesting employment.

With best wishes, I am,

Very truly yours,

H.P.J. — L.

Dean W. P. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
Jan. 15, 1913.

President Harry Pratt Judson,

University of Chicago.

Dear President Judson:

We have a falling off of pupils this year instead of an increase, showing about ten per cent., or a little more, less than we had last year. We are inclined to defer the erection of another dormitory, thinking that perhaps a greater need is improved facilities for our instruction, particularly in domestic science and other sciences. I am to be in Chicago on the 24th to attend Probate Court. One of our old pupils, Mary Mason, class of 1864, left her property, valued at about forty-five hundred dollars, in trust for this institution, and the will is to be offered for probate on that date at ten in the forenoon. I would like to know whether there would be any probability that I could get to see you a few minutes on that day?

Yours truly,
Chicago, January 16, 1913

Dear Mr. McKee:

Yours of the 15th inst. received. I am sorry to say that the date you name I shall be in the east at a meeting of the General Education Board. I am planning to leave here on the 23d, and shall be gone about two weeks. I think your suggestion of waiting before building another dormitory under the present circumstances is wise.

Very truly yours,

H. F. J. — Jr.

Dean W. P. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
Jan. 17, 1913.

President Harry Pratt Judson,
University of Chicago.

Dear President Judson:

I am very sorry that it turns out that I will not be able to see you. I would like very much to have your opinion on the general proposition concerning the plan to strengthen our Junior College work, as suggested in my former letter. What we have in mind to do is to enlarge our course in household economics, giving in addition to one year of elementary cooking and sewing for the academy pupils, two years of advanced work open only to graduates of high schools and academies, intended to be the equivalent of the first two years of corresponding work in the School of Education. To do this, we must have more space and greatly increased equipment. Along with this would go the addition of a year in chemistry, a half year in advanced physiology, and a half year in biology with special reference to the work in household economics, but the elementary year in chemistry open to all academic pupils. We wish, also, to add a half year or a year to our work in college English, as we now offer only freshman English, and we would like to do, if we can, one semester in the history of education, or a similar topic. We think that, by the addition of one
teacher we could give this increased work by re-ar-
ranging some of our present work. No action of any
sort whatever has been taken, excepting a general
agreement amongst us here to make some preliminary
study of plans for a science hall, and I am very
anxious not to take any steps until we are reason-
ably sure we are right.

Thanking you for your counsel, I am,
Yours truly,

[Signature]
Chicago, January 20, 1913

Dear Mr. McKee:

Your favor of the 17th inst. is at hand. I am interested in your plans, and they impress me as very excellent. Of course you would want to be sure if you incur any considerable expense for buildings and equipment that the returns will be adequate.

Very truly yours,

H. P. J. - L.

Dean W. F. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
Feb. 6, 1913.

President Harry Pratt Judson,
University of Chicago.

Dear President Judson:-

I am very anxious to have a conference with you on these various subjects:

Finances, especially in connection with the question of the proposed new science hall.

Railway facilities.

Elimination of the eighth grade in this School.

Scholarship for honor girl in the class graduating from the Junior College.

The number of Baptist pupils in the School.

I can come in to see you at any time, almost, that will be most suitable to your convenience. Other things equal, I should prefer the week of the twentieth of February.

Cordially yours,

[Signature]
Chicago, February 7, 1913

Dear Mr. McKee:—

I shall be very glad to see you on the matters of which you write. It is my present expectation to be away from the 19th to the 23d of this month. I shall be in town all next week, and all of the week after the 23d.

With best wishes, I am,

Very truly yours,

H. F. J. — L.

Dean W. P. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
President Harry Pratt Judson,
University of Chicago.

Dear President Judson:

There seems to be some difference of opinion as to the proper place for the new Science Hall. I recall that you were very pronounced when you visited us in the opinion expressed as to the location of College Hall, and the desirability of extending the lines of the quadrangle south, and I believe that your views have approved themselves to all concerned. The question now is: shall we place this Science Hall at the end of the quadrangle south just this side of the steam plant to give a more beautiful effect, and also to put it in a place where the light will be very good? This seems to be the idea of the architect and of the majority of the trustees here. There are some, however, who seem to feel that this would close up the quadrangle and they do not incline to that view. They also think it would be separating the places where we have recitations and feel that that would be a bad thing, and desire to place this building near the present administration building. My own
view is that the location near the Steam Plant is the best available, but I would be very much interested in any opinion you might express on the matter, and it would have very great weight with all concerned.

I am making a rough sketch explaining a little more accurately just what I mean.

I have word from Mr. Angell's office that we may have the scholarship, and I thank you for that.

Yours truly,
Chicago, March 7, 1913

Dear Mr. McKee:—

Your favor of the 6th inst. is received. I hesitate to express an opinion even on the basis of your sketch without having the ground all in order. At the same time, as I recall the situation and as you state the various views, it would seem to me that the location at the end of the quadrangle near the steam plant would be the best that could be suggested.

Very truly yours,

H.P.J. — L.

Dean W. P. McKee,
The Frances Shimer School,
St. Carroll, Illinois.
President Harry Pratt Judson,
University of Chicago.

Dear President Judson:-

I am returning herewith the letter of Mr. Earling. The time card to which he refers went into effect today, and while there are certain changes at various points along the line and through Mt. Carroll, no changes of any description in our train service with the single exception that a train which formerly went as No. 2, now goes as No. 20. I wonder what we shall do next?

I may say in reference to my somewhat urgent plea that No. 27 reaching here from Chicago at 1:15 in the afternoon should stop in order to allow prospective patrons from Chicago to come out and visit the School and get back the same day, on March 24th, on request of a Mrs. Mandl and her friend, Mrs. Gutwillig, in Chicago, I wrote to headquarters and asked if they would not allow No. 27 to stop on that day in order that these women might have a chance to visit the School, and they disliked to be away over night. The Company granted the request. The women came; they were pleased with what they saw; they returned, and today I am in receipt of
a deposit for next year for one of the daughters, and am assured that the other one has already been sent.

I am confident that we have lost more than one opportunity to enroll desirable pupils, (both of these are college girls) because of the fact that patrons cannot get out here and back by regular train service on the same day.

Further, I should state that there is a change on No. 11, leaving Chicago at six in the evening, getting here at 9:14. The change is this, that whereas formerly the sleeper for Des Moines went through at 11:30 at night, it now goes through on No. 11 at 9:14. This train, therefore, carries the sleepers for Des Moines, for Omaha, for Northwestern Iowa, and for Minneapolis. We have pupils going to all of these points, using all four of these sleepers. The Company last week stopped the train for us on special request, but the time card does not state it and the Company may refuse later, and in any case, patrons cannot be advised in advance that such things can be done as an inducement to get them to send their girls to us.

Hoping that you may see some way to help us, I am,

Cordially yours,

[Signature]
Chicago, Milwaukee & St. Paul Railway Co.
OFFICE OF THE PRESIDENT

CHICAGO,  Feb. 28, 1913.

My Dear President Judson:—

I am in receipt of your favor of the twenty-fifth, instant, with letter from Mr. Mc.Kee.

It is not advisable now to stop the trains at Mt.Carroll, as suggested, but there are some changes in the spring passenger schedules contemplated early in April, which will probably improve the present train service to and from Mt.Carroll.

Trusting this will be satisfactory, I am,

Yours very truly,

[Signature]

President Harry Pratt Judson,
University of Chicago, City.
Chicago, Milwaukee & St. Paul Railway Co.

Chicaco, Ill., Feb. 1913.

My Dear President Judson:

I am in receipt of your letter of the twenty-eighth, informing me

that you have decided to adopt the plans as of Mr. Carrillo's

suggestion, and have also some alterations in the college boarders'

quarters. I am very glad to hear that the property is to be

preserved that advantage to our College.

I trust that you will be satisfied with us.

Yours very truly,

President.

University of Chicago, Ill.
Apr. 5, 1913.

President Harry Pratt Judson,
University of Chicago.

Dear President Judson:-

I have just now had a message from the local railway agent to the effect that the new Pacific limited leaving Chicago at 10:45 a. m., arriving here at 1:45 will stop hereafter to let off Chicago passengers, nothing said about taking on passengers for the West. I am sure that you are entitled to credit for getting this thing done, and I am very grateful.

Yours truly,

[Signature]
Chicago, April 7, 1913

Dear Mr. McKee:—

Yours of the 5th inst. is at hand.

I am glad to know that there is at least some amelioration in your train schedule.

Very truly yours,

H. F. J. — L.

Dean W. P. McKee,
The Frances Shimer School,
Mt. Carroll, Illinois.
My dear President Judson:

I am returning herewith the letter of Mr. McKee of the Frances Shimer School. I think the first answer to make to his question is that there is no possible way under the present rulings of the North Central Association to accomplish what he wants to accomplish. Every small school faces this difficulty. I am perfectly clear that the standard which is now set in terms of the number of minutes a class meets is a purely arbitrary standard, but it is so easy to define and enforce that it is likely to stand for some time until we get a more rational adjustment of educational efforts.

It is, therefore, probably not in place to discuss the theoretical merits of Mr. McKee's suggestion. If it were in place, I think I should agree that it is desirable to reduce somewhat the amount of time spent in class when the class is small. My own belief is that it is not desirable to reduce the number of minutes of the class meeting, but rather to reduce the number of meetings a week. Furthermore, in most subjects I think a class of fifteen is too large to justify reducing materially the time spent with the class. Other questions that should be
Mr. President, Jounor:

I am transmitting herewith the letter of the North Chicago Teachers' Association to the American Federation of Teachers. I enclose the letter.

I am also enclosing a copy of the letter which I have sent to the president of the American Federation of Teachers, in a copy of the letter which I have sent to the president of the American Federation of Teachers, and a copy of the letter which I have sent to the president of the American Federation of Teachers.

Sincerely yours,

[Signature]
raised are questions with regard to the advanced or elementary character of the work. Elementary work probably should not be reduced at all. Advanced work probably should be reduced in any case, even though the class is not very small.

However, as I said above, these theoretical discussions are certainly out of place within the territory of the North Central Association at the present time. The law is clear and definite and no provision is made for exceptions.

Very truly yours,

Charles H. Judd

President H. P. Judson,
The University of Chicago.

CHJ-G
April 13, 1915.

President Harry Pratt Judson, LL.D.,
The University of Chicago.

Dear President Judson:

Without counsel of our Trustees I applied to the North Central Association for admission as a Junior College and was refused. Before applying again, as Professor Judd suggests that we do, I wish to make sure that we are not to be refused again. I should like a few minutes with you, if convenient to you, during Friday of this week. I expect to attend the Conference and the dinner at six o'clock.

Very truly yours,
April 21, 1917

President efforts, April 21, 1917.

Chairman of the Committee of the University of Chicago

Dear Professor Jones:

Enclosed is a copy of my application for admission as a junior college, my resume and letters of reference applying for your assistance to make sure that my application is complete.

I would like to have the opportunity to meet you in person to arrange for the reference and endorsement of my application for admission to your university. I am very eager to attend the College and the Ph.D. program.

Very truly yours,

[Signature]
Chicago, April 14, 1915.

Dear Mr. McKee:-

President Judson has been confined to the house for several days by a very heavy cold. If he is able to see anyone on Friday he will be very glad to confer with you concerning the point raised in your letter of April 13th.

Very truly yours,

Secretary to the President.

D.A.R.-D.

Rev. William F. McKee  
The Frances Shimer School  
Mount Carroll, Illinois.
April 16, 1915

Dear Professor Robertson:

Unexpected business kept me here today. I hope my request for an interview caused President Judson no inconvenience.

I still hoped up to this morning to be able to go.

I sincerely hope the President's indisposition may not be serious.

Very truly yours,

Professor David Allen Robertson,
Chicago, Illinois.
May 4, 1915.

Rev. William P. McKee,
The Frances Shimer School,
Mount Carroll, Ill.

Dear Mr. McKee:

President Judson has written me from Hot Springs, Va., asking me to answer your letter to him of April 25th, which he enclosed. There does not appear to be any objection to the plan proposed of securing money on the notes of donors, as suggested, that is, as I understand it, having some friend of the school borrow the $25,000, using the $50,000 of notes of other friends of the school as collateral. Of course you would see to it that the institution itself is not involved in any obligation. Of course, the school would not borrow using that collateral. It is clear from your statement that the building is greatly needed and that the return from it would be almost entirely net involving slight additional expense. I sincerely hope that the enterprise may succeed.

The President had a cold when he went away, but he writes me that it is disappearing and that he is enjoying the air and the mountains.

Please convey my cordial personal regards to your mother and Mrs. McKee.

Sincerely yours,
May 20, 1915.

My dear President Judson:

The inclosed letter from the University Recorder calls attention again to a matter which has been several times brought to our notice during the past few years. Perhaps you will be good enough to comment upon the situation.

Yours very truly,

President Harry Pratt Judson,
University of Chicago.
May 19, 1915.

My dear Dean Angell:

I shall be under obligations if you will take up with the President at your convenience the question of discontinuing the affiliated relationship with the Frances Shimer School. If it is unwise to terminate the relationship, I should like to ask that the appropriate Faculty recommend to the Board of Trustees that we discontinue our present practice of supervising the examinations of this school. The present system of supervision, in accordance with which examination questions made out by the school are submitted to representatives of University departments and the final examination papers are sent here for marking, is very unsatisfactory. There is not enough of the work to justify us in maintaining a staff of readers. The Departmental Examiners look upon it as a burden, and are so slow in grading the papers that the school frequently complains of the delay.

If the University is to maintain the affiliated relationship with Frances Shimer, I believe it can accomplish its purpose by supervising with greater care appointments to the school teaching staff and the program of courses offered.

Yours very truly,

[Signature]

University Recorder
May 13, 1977

Dr. [Name]

I am pleased to offer the position of Professor of [Department] at the [University], subject to the approval of the Board of Trustees. If you accept this offer, the Board will conduct the necessary interviews and make the final decision. The Board will also be responsible for the administrative aspects of the position.

Please let me know if you have any questions or if there is anything else I can do to assist you. I look forward to working with you.

Sincerely,

[Signature]

[Title]
Chicago, June 1, 1915

Dear Mr. Angell:—

Yours of the 20th of May with enclosure from Mr. Payne is received. It does not seem to me advisable at present to ask the Board of Trustees to go into the question as to continuing our relationship with the Frances Shimer School. I think we may without serious difficulty change our system of supervising the examinations.

Very truly yours,

H.P.J. - L.

Dean J. R. Angell,
The University of Chicago.
May 29, 1915.

President Harry Pratt Judson, LL.D.,
The University of Chicago.

Dear President Judson:

Mr. Heckman writes, May 27, asking to be relieved as a member of our Board. I realize that he cannot reasonably come here often, but he is of much service to us, nevertheless, and would be more if we undertake advance movements again.

What do you advise as to his resignation?

Sincerely yours,