Plan of affiliation between the University of Chicago and Kalamazoo College.

1. The College to retain its charter and a part of its trustees as at present.
2. The College to be called Kalamazoo College of the University of Chicago during the term of affiliation.
3. The Trustees of the College to retain the funds and collect and realize the income of the College.
4. The University of Chicago to have entire control of the organization and conduct of the school. This will include:
   a. The care of the campus and buildings including heat and light.
   b. Boarding and dormitories for students.
   c. Arrange all courses of study.
   d. Employ instructors and lecturers and fix salaries of same.
   e. Control the discipline.
   f. Conduct examinations.
   g. Bestow degrees and certificates of proficiency.
   h. Prepare catalogue and issue same as a part of the University catalogue.
   i. Do whatever else belongs to the organization and conduct of the school.
5. The Trustees shall be responsible for the conduct of the school within a fixed sum to be in no case below $20,000. This sum shall be fixed and announced to the University at least 90 days previous to the beginning of each scholastic year, and shall be paid to the University as nearly as equal as possible in four quarterly installments beginning with the first day of each scholastic year.
6. The University shall pay the expenses of the school.
out of the funds received from the trustees, and shall in no case incur expense beyond the sum for which the trustees agree in any year to be responsible.

8. So long as the income of the school is less than $15,000 annually it shall be conducted as an academy, with such departments in the practical and fine arts as the funds and patronage will admit. When the income shall reach $15,000 annually a freshman class shall be admitted. When the income shall reach $20,000 annually a sophomore class shall be admitted. When the income shall reach $25,000 a junior class shall be added. When the income shall reach $30,000 a full college course shall be inaugurated.

9. Both academic and collegiate departments shall be conducted on the University plan for the organization of academies and colleges.

10. The relationship may be terminated or modified at any time by mutual consent or by either party on one year notice.
Feb. 27, '95

President H. R. Harper, L.L. D.,
Chicago, Ill.

Dear Dr. Harper,

I have delayed answering your kind letter in order to have something more definite to write. Last week Mr. A. J. Fox, of Detroit, one of our Board of Trustees, visited the College and gave an address to the students. Prof. Coolman of the University of Michigan, also a member of our Board, spent a day here, and four members who live here were invited to dinner at my home, with Messrs. Fox and Coolman. In an informal way I presented the
matter of affiliation and found a
more general feeling in favor of it
than I anticipated.
A committee with reference to the
matter was appointed last June, but
it has had no meeting.
If you will send me a full state-
ment of the conditions of affiliation and
the advantages of it, I will see that
it is properly presented to the commit-
tee for consideration.
Please state also whether or not it
will be possible, if affiliation takes
place, for any of our students to secure
the University of Chicago diploma before
1899. I thought perhaps the work
of the students now here might be
accepted up to a certain point, pro cured
Their examinations for the rest of the course was satisfactory.

Would affiliation necessarily cause us to shape the direction of the work in the different departments so as to conform to the views of your examiners, or simply to hold it up to the required standard?

I hope you will give us the best possible terms of affiliation, as the matter will probably be virtually settled in the near future, although formal action will not be taken until then.

I am exceedingly glad that you enjoyed your visit here. It was certainly a great pleasure to all of us.
I did not receive any letter in regard to the meeting which you mentioned. Perhaps you changed your plans concerning it.

I trust that your mission to New York was entirely successful. Mrs. Stowell writes in kindest regards.

My friend yours,

A. Gaylord Stowell
Aug. 19, '95

Dear Dr. Small:

Affiliation is not dead, but has been taking a vacation, I have heard to conclude the superiors and terms of the act for the annual register, but have failed. Perhaps you can do it.

I have added the modifications agreed upon while I was at Chicago as I understood them, and made a brief statement of some things which will enable our trustees to vote more intelligently, although perhaps, they might be taken for granted.
Will the enclosed plan of affiliation appeal to the minds of it as held by President Harper and yourself? If not, what changes would you suggest?

Of course I should insist in this copy sent to the Trustees the permits and terms of affiliation as contained in your letter.

I am grateful with the outlook for attendance this year.

Two or three members of our faculty are studying at the university this summer.

I have been quite busy working up college interests.

Very sincerely yours, A. Taylor Stearns
KALAMAZOO COLLEGE,
KALAMAZOO, MICH.

Oct. 12, '95

President W. H. Harper, LL.D.
Chicago, Ill.

Dear Dr. Harper,

Soon after receiving your letter, stating that the plan of affiliation best— you agreed with your understanding of the matter, I wrote again, asking that my letter be returned, or a copy of it sent true, in order that my statement to the Board of Trustees might agree exactly with the one made to you and endorsed in your letter. Of course, I should have kept a copy, but I failed to do so.

I thought at first that my failure to hear from you was due to your absence, but fear now that my second letter failed to reach you. I shall submit the matter to our Board as soon as I hear from you and receive a copy of my first letter in which I stated the terms of affiliation.
I am encouraged by the present condition of Kalamazoo College. Our faculty is stronger than at any time before since I first knew, and the attendance in the College proper is larger than for many years past. The quality of our students is excellent. Eleventh and Freshman Class are from the Kalamazoo High School.

Very sincerely yours,

A. Mayfield Rounds
Pres. W. R. Harper, LL.D.,
Chicago, Ill.

Dear Dr. Harper:

Letters enclosing the terms of the proposed affiliation have been sent to all the members of our Board of Trustees and a large number of replies have been received. Almost all thus far are favorable, but questions have been raised regarding a few questions. I have answered most of them, but will ask you to state just what is meant by University Examinations in "1" under "The College Agrees." Does it mean anything more than that the questions made out by the members of our Faculty shall be submitted to the professors in charge of the several departments in the University of Chicago for suggestions? The question has also been raised whether those students who do not expect to take the extra twelve weeks work in the University in order to secure its degree will be expected to take the University examinations. As soon as there has been ample time to hear from all the members of the Board of Trustees the Executive Committee will doubtless meet to take final action.

What can be done with reference to the members of our present senior class? Will the terms of affiliation apply to them if their examination papers from this point on are submitted to the University examiners and approved by them? I am exceedingly anxious that there shall be no "hitch" in this matter and very naturally desire as favorable terms as possible. If you have any additional suggestions to make before the meeting of the Executive Committee, please forward them to me soon.

We have about twenty more students in the Collegiate Department than last year and affairs here seem to be in a very satisfactory condition. The utmost harmony prevails, and I believe that the classroom work is well done. There is a strong religious interest at this time which means much for the young people who come into touch with it.

Very sincerely yours,

A. Gaylord Southwick

(1) In reply and announce according to our rule.
(2) This answer—They need not have their papers back at the head, but we think it would be necessary to tell two grades of them for members of the same class. Hence we want the whole class in one key of mind.
(3) We will give them the benefit of the arrangement made by our last conference. From their work put them upon the level of study.
Nov. 15, 1938

Dear Mr. Webster:

I am writing to express my concern over the recent events at our college. The administration has, in my opinion, failed to address the immediate needs of our students and faculty adequately. The recent decision to cut several departments, including those that I believe are vital for the educational growth of our institution, has been met with great disappointment and frustration among the faculty and students.

I understand the financial constraints that the college faces, but I believe we must find a way to balance the budget without compromising the quality of education. The cuts to the departments of education, fine arts, and science have been particularly troubling. These departments are not only important for the academic growth of our students but also for the cultural and intellectual climate of our campus.

I urge you to reconsider the decision to cut these departments and to find alternative solutions that do not sacrifice the core values of our institution. The well-being of our students and the vitality of our academic community depend on it.

Yours sincerely,

[Signature]

Very sincerely yours, [Name]
The 26th of July, 1906

President W. C. Harper, S.D.

Chicago, Ill.

Dear Dr. Harper,

At the annual meeting of our Board of Trustees, a resolution was passed directing the submission by letter to all the members of the Board of the proposed terms of affiliation of Kalamazoo College with the University of Chicago, and authorizing a joint committee consisting of the Committee on Faculty and the Executive Committee to take final action in the matter in accordance with the results of the vote of the members of the Board. The vote was nearly unanimous in favor of affiliation, according to the terms submitted to them, and also to you.
and the following resolution, drawn up by Mr. W. G. Howard, attorney for the College, was sent to the members of the joint committee before referred to, and signed by C. C. Brown, Trustee, Chairman of Board, W. G. Howard, Howard G. Coleman, Prof. Daniel Rubsam, Prof. W. Frank Keene, Samuel A. Gibbons, J. E. Howard, and A. B. Bayard, thus completing the necessary action.

The signature of one member of the committee is lacking, but he voted "yes" on the proposition, and will sign the document as soon as it reaches him.

"Kalamazoo, at the Annual Meeting of the Board of Trustees of Kalamazoo College, held on the eighteenth day of June, 1895, at the Lord College building, the following resolution was unanimously adopted:

(see included) And, colenums, canPersuance
of the said resolution, the President of the College did submit the report and agreement referred to in said resolution by mail to each member of the Board, asking for a vote thereon and others. Their votes have been received in reply to the same, twenty-nine or thirty favorable responses. And, whereas, we the undersigned members of the Executive Committee and Committee on Faculty, the premises being considered, deem it for the best interests of the College to enter into the terms of affiliation as submitted to the various members of the Board by mail: Now, Therefore, Resolved that C. C. Bosom, representing the Executive Committee, and A. England, Homan, President of the College, representing
The Committee on Faculty, be, and
they are hereby authorized to enter
into such an agreement of affiliation
with the University of Chicago, for and
on behalf of Kalamazoo College.

Dated, Dec. 14, 1878.

I trust that this plan of affiliation,
which I have favored from the first
but have not finished, lest I might
put up opposition, may be exceedingly
helpful to the cause of education, and
may furnish to the young people of
Michigan, especially those in Baptist
homes, not only superior opportunities
for securing an education, but also
an inspiration to many to secure a
liberal education.

I am fully aware of the elements of
wisdom here, and also of my own
In sufficiency for the work, but I am convinced that we have some progress during the past three years, and that we have the confidence of people throughout the state, as perhaps never before.

I know that some will have been made in our favor, and that others are in prospect.

Our faculty is stronger than three years ago, in fact, we have some superior men but much more.

If we could secure funds for a building outside the Baptist Church in Michigan, I am confident that we could raise $10,000 additional endowment before the close of the year. Our present Board will start it with $10,000, and perhaps more.

If it had been known during the
early part of this term that the
matter of affiliation would be settled
to soon and the papers of the students
forwarded to the university for recomma-
tion, doubtless better work would
have been done by Instructors and
students. I shall expect better
results next term.

You will need to exercise some
patience while we are working into line.
Prof. Jenkins of our Science Department
expects to be at the university Monday
and Tuesday in attendance upon the
meeting of teachers of Science.

Our first term closes Jan 2.
I shall be glad to receive suggestions
regarding our work.

With hearty appreciation of your
Kindness I remain
Very sincerely yours,
A. Aycock Moore
March 3rd, 1897.

President Wm. R. Harper, LL.D.

Chicago, Ill.

My dear Sir:

Your letter received January 21st, in regard to suggestions and criticisms of affiliation, was presented to our Faculty immediately. Some of the defects in the present plan were considered, but we did not seem able to agree on a method for removing them. I expected to bring the matter up again before this time for consideration, but have failed to do so. The main criticism seems to be that the marking of the examination papers is left to those with less experience and, as we must believe, with less preparation to mark papers than is possessed by the members of our Faculty. Besides, it is almost impossible for a person who has not known the line of thought presented and the points emphasized, to mark examination papers satisfactorily. It is clear to us that if our work is to be approved by the University, there must be some evidence of the quality of it, and there is no serious objection to submitting the questions. My own feeling, however, is that after the work of an instructor here has been tested in connection with the marking of the examination papers for a certain period - perhaps two years - and has been found to be satisfactory, this should be accepted as a sufficient guarantee of the ability of the instructor to make satisfactory questions and to mark papers justly and from that time the report of the instructors should be sufficient. Or, if men could be spared from the University long enough to make an examination by personal observation of the work done here and then report, we should be willing to pay the expense of such an examination as it would probably not be more, if as much, as at present for the examination papers.

It will be readily apparent that men who have had experience in college work for years - some of them in large and well recognized institutions - may feel that they are able to make out satisfactory questions and pass upon the results of the examination. These same persons, however, would not object to some means of ascertaining the character of their work, provided this test should not be continuous from year to year as at present.

From my own meditation upon this question and the discussions at the University, I am fully convinced that there are serious difficulties in the way of a perfect plan of affiliation, but I believe that the spirit manifested on both sides will eventually lead to a solution of the problem which shall be satisfactory to all parties. As I said to you some time ago, I feel that Kalamazoo College is admirably situated to test the results of affiliation and I wish the University could see its way clear to aid in strengthening our work to a still greater degree than at present.

I hope to attend the meeting of the affiliated instructors with the Board of Affiliation March 12th.

Very sincerely yours,

[Signature]
My dear Sir:

Your letter received January 30th, is hereby to be considered as presenting to our faculty at once, the matter of investigation of the qualifications of our students in a particular subject. I am not aware that any such matter is in existence, and we have not been able to find any reference to a similar matter. I am, however, of the opinion that it would be advisable to have a special examination for the purpose of determining the qualifications of our students in the subject of mathematics. I am, therefore, of the opinion that the matter of investigation of the qualifications of our students in mathematics should be considered.

I am, therefore, of the opinion that the matter of investigation of the qualifications of our students in mathematics should be considered.

Yours faithfully,

[Signature]
Nov. 24, 97

President—Dr. B. Harper, L.L.D.
Chicago, Ill.

Dear Dr. Harper:

Yourletter regarding Miss Gilliland is at hand.

We did not succeed in finding such instructors as are needed for two of the places in our Faculty next near the close of the summer vacation.

Since your recommendation Dr. Read, I assumed that he did not need formal endorsement.

When I had looked up the records of Miss Gilliland and Mr. Enslow I telegraphed Dr. Small, since I knew that you were in Europe, and receive a reply that he also was abroad.

I went to Chicago for a personal
interview with Miss Gilliland, and telephoned to the office of theaf-
affiliation Dept., since I could not go to them at that time, but could
reach no one who knew anything about the matter.

After returning home and taking counsel with my committee as to the
plan to be adopted, I wrote Miss
Gilliland, offering her the position.

This seemed the only thing to be
done under the circumstances.
She graduated from Lake Forest University
in 93, taught in Henry Hall Assembly
during fall term of her Junior year, in
Racine, Wis. High School one year, and
in Davenport, Ill. High School two terms.
Both positions were offered her for
a longer time.
While she took the required work in
Mathematics and language, she gave
special attention to science.
This year is regarded by many, if
not all, of those who are acquainted
with Kalamazoo College as the best one
in its history.
The freshman class is considerably larger
than ever before, and the quality is
good.
I wish you could often this fall
this year, as you did two years ago,
to visit the College and speak to
the people of the city.
Your address was a real treat to
all of us.
I believe that another visit from you
would strengthen the bonds of affiliation.
Very sincerely yours,
A. T. Ford
Homer
Kalamazoo, Mich.,
Nov. 22, '91.

President H. H. Harper, L. D. T.
Chicago, Ill.

Dear Dr. Harper:

I was out of the city Saturday, Sunday, and part of Monday, hence the delay in answering your letter.

Mr. Balch would have made an excellent man for us and our offer of the position was certainly made in good faith, but he declined it in a very kind letter, giving his reasons for declining it.

When I saw him afterwards in Chicago, he spoke as if he would consider the matter again, and after Prof. Fellows spoke to him about
Coming home Mr. Batch wrote me again, saying that the work was not such as he desired, but if we would offer him $900 a year at first, with promise of increase to be considered later, and would promise him the position of Professor of History and Dean of the Preparatory Dept. for next year if it could not be done sooner, he would probably accept.

He did not indicate in any way that he would consider a different proposition.

I submitted the proposition to the local members of our Board and, while they thought he would be a desirable man for us, they did not think we were in a position to meet his conditions.

There was no vacancy in the Department of History, and the offer
Kalasoo, Mich.,

The Board of Trustees, by authority of the Chairman of the Board and of the Finance Committee, of 70, has authorized the purchase by the action of the Board.

We increased the salary of Dr. Peak to $1500, and added somewhat to some other salaries, and therefore feel that we must fill the place in the Preparatory Dept. for the term stated.

After Mr. Balch's letter had been considered, I had an interview with Mr. C. E. Gouven, a graduate of the University of Minnesota, graduate student one year at the University of Minnesota, and for four summers has been a graduate...
Student in the University of Chicago.

He had had several years experience
the last three as Professor in Lincoln
College.

This fall he intends the University
of Chicago as graduate student.
He impressed us favorably and we
gradually needed him more, but no per-
mance arrangement was made
until after our team came for the
Penn Championship.

I urge you to receive my letter and reply
to it if he desires.

I have had good news from him on our engagement
Prof. Conant, and he is doing finely.
Most of the work is such as he has
done for several years.

I trust you will pardon the length
of this letter, but I wished to explain
somewhat fully the situation.

We have just received $500. for scientific
apparatus. Very sincerely yours,

A. Taylor Hoorn
President W. R. Harper, Ph. D.
Chicago, Ill.

Dec. 7, '95

Dear Dr. Harper,

We have considered very care-
fully what you said regarding Dr. Read
and have tried to look at the matter
from all sides, but we came always to
the conclusion that it would not be
right for him to leave us at this time.
I delayed writing you on account of my desire to hear from Mr. Brown, Chairman of your Board, before answering your letter. I think we should retain Dr. Read during the current year, and while of course he would not feel that we had any claim upon him after this year, he would favor increasing the salary if he should remain next year. Dr. Read holds a very responsible
PRESIDENT'S OFFICE, KALAMAZOO COLLEGE, KALAMAZOO, MICH.

position in our faculty and it would be almost impossible to fill his place.

I am aware that he would make an excellent President for his Home's College, and yet it is not evident to me that it iswise for him to go there.

If he desires to leave here, where he is recognized as a prominent educator and superior teacher, I believe that,
before many years pass by, but
positions that the one at Des Moines
will open to him.
I am exceedingly sorry that I can
not agree with your view that he
ought to leave him at once and
accept the presidency of Des Moines College.
I trust that some satisfactory
arrangement may be made at Des Moines,
at least for the present year.

Very sincerely yours,
A. Gaylord Hoar
April 25, 1907.

My dear President Slocum:

I think that your relation with the University has put into your possession some of the facts with regard to the policy of affiliation. It is on the whole the judgment of the University that the original ideas which lie at the basis of that system have not proven practicable and that it is not wise to continue. In accordance with this view, the Board of Trustees of the University have authorized the President to terminate our affiliation with any affiliated college at his discretion. It seems to me that the wise method of procedure would be to have the matter announced to the public as a joint agreement of the two institutions. If this seems to you advisable possibly your Board might act to that end in some such way as the Board of the University of Chicago acted. We might then proceed to enter into some arrangement in order to have the announcement properly made. It is not our wish to have the mode of announcement much as would in any way reflect on the affiliated college or injure it. I am forwarding a copy of a
Suggested draft which may perhaps be made the basis of an agreement to be made later. I may say that the substance of this letter is going to the presidents of the other affiliated colleges.

With sincere regards and best wishes, I am

Very truly yours,

President Arthur Gaylord Slocum,
Kalamazoo College,
Kalamazoo, Michigan.
for another notice was prepared for me to sign.

I arrived to be made present. I may ask that the

support of the faculty to go to the Board of

the other affiliated colleges.

With sincere regards and best wishes I am

Very truly yours,

[Signature]

[Address]

[College Name, Location]