Dear Dr. Harper,

The reception arrangements are well under way. The invitations are all written and the envelopes directed. They will be distributed tomorrow. We will try to arrange here for the refreshments as Mr. Roberson's note of today suggests.

Mr. Caldwell says that the boy who drank in one of the boys' rooms was thrown out. He says he was playing cards with the boys the time. Yesterday when I saw at the Park office Mrs. Husted Craig Washburn's daughter from Illinois that the preceding Evening Mr. Caldwell was laughing and schuffling with the boys in the office and that the steward Burgess was very importunate to the post master when Fuller Burgess ran in, but today he told me that he had been importunate and went down to see Mrs. Washburn about it. He seemed much
exercised and claimed that he had always been very careful of his department. Mr. Caldwell thinks that the postmaster exaggerates the disorder. I tell him that I am a good deal more particular than Mr. Washburn.

You will remember my telling you of my anxiety about Mrs. C's smoking habit. He comes in his room one evening this other evening, and a boy came in while he was at it. I had a very plain talk with him about it today and told him he would certainly undermine his health and injure the school by continuing the practice. He promised to lay it off if I would tell him to do so. I certainly did the latter. He denied telling the boys that it is a good thing to smoke. I have had a good deal of trouble about this leaving the study room during the time he has been in charge. The boys got to talking about land and one day got into a schuffle. Today I saw him look sickly and dissatisfied, and I was very glad to get a letter from him which he kept (or failed to keep) and that the
The University of Chicago

[Handwritten text]
Chicago

Meet stor in the room all the time.

We all agreed to be in Chapel before the school. Mrs. Caldwell has been absent more than all the rest put together. I have had to request him the present.

You will remember that I spoke of his induction so accepting an offer of a present of an expensive boy from a student who was just under discipline. Fortunately this fell through. He finds a good deal of fault and knows at least some the criticisms. Mrs. Merriam before a boy's present. He has built the basis of the spirit of the building. Mrs. McDaid has been a very forceful person in the department towards them.

In short he is slow mentally and lacks direction. Furthermore he seems to have a vague idea of discipline. He says he likes the place and promises to be more careful. I had a very frank conference with him this week. I have rather a favorable idea of his work in the classroom, he seems much interested and able to take pride in it. It has become to me more certain that he may lose printing
little too much time on the theory of the higher algebra; and leaving too little for practice. I am by no means sure of this, however. Prof. Moore has his examination books and I think they are to be corrected at the University. Prof. Moore was in his class at Yale and may be able to tell you something of him. Betty of Andrews who knew him well at Yale thought him rather disagreeable and slow mentally. His success here seems doubtful but I will try to see how the change has gone if they suggestions from you.

With this exception, all the members of the faculty here are giving me royal support and my earnest and sincere appreciative thanks. I am surprised that they are so ready to take my suggestions since I am as nearly the same age with them all. I hope we shall have a good night Monday.

Very Sincerely yours,

Isaac Bronson Burgess
President William R. Harper,

The University of Chicago,

Chicago, Illinois.

Dear Dr. Harper:-

Thank you very much for the minute of teachers for the summer school. The exact time, whether the first six weeks or the last six weeks, seems to be a matter of importance and I have, therefore, inserted it opposite the names just as I have previously planned it. I also add some notes as to compensation.

One or two points in regard to deficiencies in the list of teachers; the English on your list is provided for only six weeks. You will remember I sent you a note from Mr. Collar highly complimentary to Mr. D. O. S. Lowell, teacher of English in the Roxbury Latin School, Roxbury, Massachusetts. I designed him for the first six weeks of the quarter. Mr. Lewis whom you name would perhaps be a good man for the last six weeks. You spoke highly the other night of Miss Reynolds, one of your Fellows, and I like her record very much. I note that she has been four years a teacher in Vassar College. Would not this be a very considerable recommendation for her in advertising? I note too that Vassar College has the requirements in English of the New England Commission, and I feel very strongly that we ought to have English teachers who understand those requirements. Might
President William R. Harper
The University of Chicago
Chicago, Illinois

Dear Mr. Harper:

Thank you very much for the minute of teachers for the summer school. The exact time, whether the first six weeks or the last six weeks, seems to be a matter of importance and I have, therefore, inserted it opposite the names that as I have previously planned if I also add some notes as to compensation.

One of two points in regard to qualifications in the list of teachers: the Hughes on your list is blanking for only first six weeks. You will remember I sent you a note from Mr. Collier who suggested immediately kommodation to Mr. D. O. Tompken, teacher of English in the Roxbury Latin school, Roxbury, Mass., who is getting pin for the first six weeks of the quarter. Mr. Perry whom you name would perhaps be a good man for the last six weeks. You spoke highly of the other name of Miss Raymond, one of your fellows, and I hope he reported you very much. I note that the new New England Commission and I feel very strongly that we ought to have more teachers who understand those recommendations. Might
she not be a better person than Mr. Lewis? I note too that French is provided for only six weeks. Ought we not to have twelve weeks of French, especially since we do not offer any French during the rest of the year? I note you have down Mr. Miller's name. You thought the other night that he was going to Chautauqua. Has he modified his plans? In retaining him we have no place for Mr. Owen. Personally, for the work required, I think Mr. Miller would probably fit in better than Mr. Owen. I could doubtless get a good many points from Mr. Miller to help me in my work. I am looking about all the time and getting together advertising material.

I was rather pleased the other day in looking over the list of our pupils with their work appended to find that we have only five students who are taking three minors; so you see we are carrying out with a good deal of consistency a major and a minor system. I find that the teachers like it very much, especially in language work.

Prof. Butler lectures here to-morrow night. We are observing the Day of Prayer to-day. At a meeting this noon three of the village pastors and Profs. Anderson and Price were present and took part, along with a good many students.

Yours sincerely,
THE UNIVERSITY OF CHICAGO

ARCHITECTURE DEPARTMENT

MORRISON PARK

Mr. Millar's name. You should think of the other night that we saw you at the Grandstand. Has it been a week that we have no place to go? Have the plans been projected? Am I wrong in projecting them? Mr. Owen, Personality, for the work rendering, I think, Mr. Owen, would probably fit to better than Mr. Owen. I could understand and accept many points from Mr. Millar to help me. In my work, I am looking about for the time and getting together some material. I was rather pleased the other day to look over the first of our problems with their work. I think that we have only two problems, who are taking these problems? So you see we are governing our work by a good case of concentration and a plan. I think that the problem was very much," especially in reference work. Mr. Butter, I know that you must have. What is the meaning of the Day of Prayer? A meeting this noon of the affiliate boards and the President and President were present and took part, along with a good many members. Your meeting?
President William R. Harper,
University of Chicago.

My dear Dr. Harper,

In accordance with your suggestion and invitation I left Chicago on the afternoon of March 6th and went east on a tour of inspection of schools for boys. I was absent till the early morning of March 18 and visited Phillips Exeter, Phillips Andover, and Lawrenceville academies, and the Hill School at Pottstown, Pennsylvania. The first two represent one extreme of school discipline, that which relies largely upon the boy's sense of responsibility and gives to the individual student large liberty; the other two are at the other extreme and stand for restraint and close supervision of the student.

How extensive the privileges granted to the student shall be is always to the head of a school like ours a very vital question and I was much interested in the observations and comparisons I was able to make. At Exeter except for the 26 young boys in one hall there are no required evening study hours, all the other boys numbering about 225 being required to be in their rooms by 10 o'clock at night, and of these approximately 100 who live in the three other dormitories are self reporting as to absence after that hour. All the boys young and old are per-
mitted to smoke in their rooms, save that students on scholar-
ships are denied that right. It would at once suggest itself
that this method of school control requires careful culling out
of those not strong enough to stand under this freedom and
Principal Amen informed me (not for publication) that 300 have
been sent away during the last six years. The other extreme is
well represented by the Hill school where all the students' in-
terests are kept within the school ground and where both as to
study hours and as to recreation the pupil is under close and
constant supervision. The advocate of the first method contends
that his system develops strength in the boy so that he is better
fitted for the larger freedom of college and later life than he
would have become under a system of close supervision, and that
it reduces in a desirable degree the demand that the teaching
of boys makes upon the teacher.

The defender of the second method urges that the first
method is too wasteful of boys, that though the survivors are
strengthened by their experience there are too many who are
ruined or crippled by the system. Of course, the arguments of
each side is met in rebuttal by the other and still other argu-
ments are adduced.

For our own school that which has commended itself to
me is a system of discipline between these two extremes so that
W.R. H.--3.

careful supervision shall obtain and yet recognition shall be made of individual responsibility when it has been developed, trained and proved. This implies a more careful supervision and direction of the younger boys than of the older and I took pains to observe all that was being done in these schools in this particular, desiring to put into effect as soon as seems practicable at our academy plans providing for this differentiation in discipline.

Now that we have a good gymnasium our equipment of buildings and grounds compares in most respects not unfavorably with that of Exeter, which is better than Andover's. In the embellishment of chapel and class-room with pictures and statuary and in provisions for chemistry and physics our equipment is inferior and especially striking is the difference in methods of lighting. All of these four schools are lighted either in full or in part by electricity and with this method of lighting students' rooms the school officers declared themselves perfectly satisfied.

With us kerosene lamps are our, sole dependence for gymnasium, library, East and West Halls and for student rooms in Morgan and Blake Halls. For the two first named, the gymnasium and library, I believe there can be no question as to the inadequacy of this means of lighting. The use of kerosene lamps in
students' rooms greatly increases the labor and cost of servants and is a constant source of danger from fire. One of our dormitories, Park Hall, was destroyed by fire originating from a student's lamp and from the same cause there have been in the last three years incipient fires in Morgan, East and West Halls and the library. Under the present system of lighting Blake Hall and our laboratories it is impracticable to hold recitations in the evening or the late afternoons of the winter quarter except in one room in Blake Hall.

In view, therefore, of these considerations I urge that existing methods of lighting our buildings be supplanted by electric lighting.

All of the schools visited give larger attention to physical training than we do, having in each case an expert who devotes his whole time to the athletic interests, organizing and directing the play of all so that all exercise daily indoors or out, rather than watch others play. Moreover, we are not yet making for the growing boy's body the same provisions that we make for his mind, to the end that physical misdevelopment shall be corrected and prevented. My observation has been that these other schools are doing this really and intelligently, as we are not. In this direction, therefore, I plan to add strength and scope to our school's purpose.
In view of the recent question of giving recognition I make an analysis of the method or type of instruction as supplementary to special instruction.

All of the special activity give partial attention to W.P.C. and natural living as a part of what we do. The importance on the policy of W.P.C. in the athletic program is recognized. The desire to improve the quality of our activities is recognized. We have an interesting and varied program which includes several boys in the athletic program.
W. R. H.—5.

MORGAN PARK, ILL.,

Of course, concerning many other details of school management I made observations and enquiries, such as quality of board furnished, construction and arrangement of dormitories, special provision made for care of the younger boys, accommodations furnished to married teachers in dormitories, penalties, and punishments, salaries paid to teachers and many others of which I make no detailed report at this time.

Respectfully submitted,

Wayland J. Chase
Of course, concurrent with other activities of report, I have made observations and arrangements such as necessary of some technical assistance for the preservation of all matters concerning the Academy. I have assigned the care of the property to one responsible and competent. I have turned in the complete records to the keepers and have written a full report on the condition of the property, to be made no later than the return of this letter.

Yours sincerely,

[Signature]
April 7, 1902,

President William R. Harper,
University of Chicago.

My dear Dr. Harper,

I herewith present a supplementary report of my eastern trip, regretting that I put an incorrect interpretation on your original request that I make the report brief.

Exeter's buildings consist of four dormitories of brick and stone and one of wood, a main recitation building, two two-story laboratory buildings for chemistry and for physics, a gymnasium, a central heating plant structure, a principal's residence and a building recently acquired to be used for offices of administration, library and students' club-room. These are grouped together on practically contiguous territory. The town itself has about 5000 population and is 50 miles distant from Boston, the nearest city of considerable size, though Portsmouth is 14 miles away and Haverhill and Dover about 25 miles each. The neighborhood furnishes abundant advantages as to outdoor recreation, both for winter and other seasons, for in the town are both ponds and rivers. The grounds about their buildings are spacious and their athletic field, two blocks away, contains seven acres. Their gymnasium is a good one, spacious and well-equipped, having a bowling alley but no swimming tank.

The endowment amounts to something over $300,000 from
all sources. It is because of the inadequacy of this that they have temporarily increased the tuition and are endeavoring to get from the alumni the funds they need. Of the present attendance of 250, 115 receive financial aid of some sort and degree from the Academy's funds. Last summer they increased the tuition fee to $150. and no lessening of numbers has resulted. Yet the necessity of doing this is greatly deplored by the trustees who intend to reduce the fee at the earliest opportunity, believing that they are getting now a fewer number of boys from the moderately well-to-do class of people, from whom in times past their strength has been principally derived. The price of rooms in dormitories varies just about as ours do from $25 per year per individual for the lowest priced to $100 for the best rooms.

I visited, their school dining rooms in one of which, the lowest priced of all, where 100 boys board, the cost is $3.00 per week. In the other, run by the school, where the 26 young boys board the trustees have directed the woman in charge to pay an average of $5.00 per week per boy for the raw food. The other 125 boys board at private boarding houses, paying from $5.00 to $6.00 for board per week. In my observation on this point I had in mind the dissatisfaction which many of our boys have because they are required to board in our Commons where a $3.50 quality of board is served. Undoubtedly another year the rate of board in our Commons must be $4.00. It is doubtful, however, if the
MORRISON PARK, III.

THE ACADEMY
FOR BOYS
WILLIAM R. MERRICK, PRINCIPAL

W. H. N.-S.

I am pleased to be present at the dedication of this fine school, the_result of the generous contributions of our friends in various parts of the United States. The building is a fine example of the best architectural design and is an inspiration to all who visit it. The classes are well organized and the teachers are highly qualified.

The Academy has been in existence for over 50 years and has a long history of success. It is a model of what a boys' school should be. I am proud to be associated with it and look forward to seeing it continue to grow and excel in the future.

I wish you all the best of luck and a successful year in this wonderful institution.
board that this will buy will satisfy our richer boys.

There are 14 teachers whose aggregate salaries are $26,450.00. Of these, eight live in dormitories. Only one of these eight is married. He and his wife live in Dunbar Hall, where 26 young boys live, and have for their sole use seven rooms. His wife has general charge of the cuisine of the establishment, for these boys board in this building. In the supervision of these 26 boys another resident teacher aids.

The scope of the courses of instruction there is about the same as ours, except that they offer neither physiology nor manual training. In English, Chemistry and Physics they offer more advanced courses than we do and for this science work have much superior equipment. They have courses, as we do not, in declamation.

The town of Andover is in size like Exeter but less favorably situated, inasmuch as the city of South Lawrence is but six miles away and connected by street cars and Boston is but 20 miles distant. Like Exeter the neighborhood furnishes adequate advantages for boys' sports. Unlike Exeter's well-arranged group of buildings, Phillip Andover's buildings are scattered over a considerable area without apparent system of grouping. These are two recitation buildings, a new gymnasium just completed, an ad-
THE ACADEMY
FOR BOYS
WILLIAM H. HARPER, PRESIDENT
MORAVIAN PARK, III.

M. F.
H. 69.

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ministration building, a students' club-room and library now building, the principal's house, five dormitories and eight ancient, two-story frame buildings called the English and Latin Commons, which survive the early period of Andover's history and are used by the poorer boys. The grounds because of the recent acquisition of much land are spacious and provide for the playing of golf as well as of the ordinary school games.

There are 22 teachers whose aggregate of salaries is $35200. There are no married teachers living in the dormitories. The courses taught are essentially the same as at Exeter. The prices of rooms and board are also about as Exeter. Of the 406 boys in attendance at present full two-thirds room in private houses.

The invested funds of Andover are less than at Exeter and they are feeling sorely the insufficiency of this. I was told that they had a considerable deficit at the close of last year and that they are about to raise their tuition from $100 to $150, though they are reluctant to do this. In the expectation of the abandonment of the Andover Theological Seminary, which with four great buildings has now 14 students, they are expecting soon to come into possession of these grounds and buildings, which are contiguous to the Academy property.

To the characteristics of discipline at Exeter and
MORRISON PARK, I.I.

W. H. --.

The Academy
For Boys
Washington, C. H.

Mr. William Le Moyne

The Glee Club of Chicago

Mr. William B. Ely

Mr. Oscar D. Sullivant

Mr. W. H. --.

The traditions of the Academy, the spirit and influence that the glee club's performances have had on the community.

The glee club's significance in the cultural life of the community and its contributions to the arts.

The impact of the glee club on the personal development and social life of its members.

The role of the glee club in fostering a sense of community and unity.

The glee club's influence on the educational experience of students and its impact on the overall culture of the school.

The glee club's historical significance and its place in the cultural history of the community.
W. R. H.—5.

Andover I referred in my first report to you; also to the emphasis laid upon physical training.

The construction of the new dormitories at both Exeter and Andover interested me not a little. They are either small buildings, accommodating from 16 to 20 as their maximum, or else they are larger buildings divided into parts between which there is no communication except from outdoors, each division accommodating from 10 to 12. Moreover, at both schools the latest dormitories were narrow in width, providing for a suite of rooms which extended from front to back, so that light and fresh air came from both ends and a free draught of air was thus provided for. I think they are patterned after Holworthy Hall at Harvard.

The cost of athletics at Andover and Exeter both of which schools go in very extensively for this school interest is great. The faculty chairman of the athletic committee at Andover told me that he had just hired at the expense of the student association a football coach for next fall to whom they had agreed to pay $50 a day, three days a week, for three months. Andover has just built a new gymnasium, which seemed to me to be not so good on the whole as our own. It had neither bowling alleys nor swimming tank. It was superior, however, in one particular and that was in the lockers, which are made of iron grating entirely, and are open for ventilation on either side. I am ambitious to
The Academy
FOR BOYS
Weston, Mass.

MORRISON PARK, ILL.


Upon returning to the first reports on camp, I am to make

the following suggestions:

1. The organization of the camp is to be reorganized on a

hierarchical basis, with each section having its own

commander, who will be responsible for the discipline and

general welfare of his section.

2. The camp will be divided into three parts: military,

athletic, and academic. Each part will have its own

commander, who will be responsible for the activities and

discipline within his part.

3. The camp will be open to boys of all ages, but

applications will be accepted only from those who have

completed their first year of high school.

4. The camp will offer a variety of activities, including

sports, music, and academics. Boys will be expected to

participate in at least one activity each week.

5. The camp will be held from July 1 to July 15. During

this time, boys will have the opportunity to experience

a military lifestyle, participate in athletic events, and

engage in academic studies.

6. The camp will be located in a rural area, providing a

quiet and peaceful environment for learning and

growth.

7. The camp will have a staff of experienced

instructors, who will be responsible for the

well-being and development of the boys.

8. The camp will offer scholarships to deserving boys,

who will be selected based on their academic

performance and personal qualities.

9. The camp will be closed to all participants who

have not completed their first year of high school.

10. The camp will be held in compliance with all federal

and state laws and regulations.

I am confident that the new organization will

prove to be a success and that the boys will

benefit greatly from their experience at the

camp.
supplant our inadequate lockers with these, if it is possible to
do it.

I noted that the beginning classes at Exeter and Andover
are small and that they recruit pretty largely by pupils entering
either next to the highest class and the highest class. In talk-
ing with the heads of these eastern schools I noted a disposition
to deny to new students admission to the Senior class, so that
no one should graduate who had not been in attendance at the
school at least two years.

I note that at both Exeter and Andover the age require-
ment for entrance is 14 years. Both of the other schools receive
boys of at least two years younger. This has significance be-
cause my own observation and experience here have made me very
doubtful of the propriety of receiving so many boys as we have in
times past taken in at 13 and even 12. That is to say, that the
dormitory provision which is adequate for boys 14 years of age
and older is inadequate for the younger boys, who require housing
by themselves and very much closer supervision than the older
ones.

Despite the large freedom allowed boys at Andover and
Exeter the average of boys in dormitories to teachers resident
there is no larger on the whole than is the case here, for An-
dover's five dormitories which are filled with boys numbering 80
there are at least five and perhaps six teachers in residence.
MORRISON PARK, IL.


I believe that the principal should be of the same stamp as the teacher and the principal should maintain a close relationship with the teacher. He should be a friend and guide, not a critic or overseer. The principal should be a true leader, not a dictator. He should set a good example and be a role model for the students. He should also be a good listener and be approachable.

I believe that the principal should have a strong sense of the school's mission and should be able to communicate that vision to the faculty and students. The principal should be able to inspire and motivate the staff and students to work towards the common goal of excellence.

The principal should also be a good manager, with the ability to handle difficult situations and make tough decisions. He should be able to delegate tasks effectively and provide the needed support to the faculty and staff.

In summary, I believe that the principal should be a true leader, with a strong sense of the school's mission, a good sense of communication, and strong managerial skills.
I haven't the exact figures for Exeter though my impression of conditions there is that they are about the same as at Anover.

Both of these schools have required declamations as a part of the curriculum. At Lawrenceville and the Hill School the elocutionary training includes more than declamation, required debating being a feature at both.

Lawrenceville's buildings and grounds are very ornate and beautiful. Situated midway between Trenton and Princeton, each distant six miles and connected by street car, this school constitutes the town of Lawrenceville, for besides the school buildings there are but a dozen houses, the environment being that of a beautiful countryside. The school buildings, grouped in a circle about a shrub-bedecked lawn, consist of principal's house, recitation building, chapel, power-house, and seven houses. Of these seven student houses, five are really houses, rather than dormitories, where masters and their families live. The number of boys assigned to a master's house varies from seven to 32. Whenever that number exceeds 16 an assistant master also resides in the house. All the boys in the house take their meals with the master, each house group constituting a household in fact. The two other houses of these seven are real dormitories, one accommodating 74 and the other somewhat less. Besides these seven
I haven't the actual figures for exact figures or an indication of
considerations being entertained to present the point of view.

The Academy of Boys for Boys, under the direction of the
members of the Board of Trustees, has been established as a
part of the curriculum. It is in operation and the initial school year
completed, resulting in many students being graduated, including
military and naval service.

The Academy's motto: 'Nothing is impossible.'
there are somewhat apart from this group five frame houses where students room, and a $95000 gymnasium now building. The grounds contain 250 acres and include golf links, an artificial lake for skating and provision for all other forms of sport. The cost of attendance varies from $500. to $800. according to location of room.

Of the careful supervision here and at the Hill School I have previously made mention. A proctor patrols the grounds at night.

The Hill School, situated on a small hill just outside of Pottstown, Pennsylvania, is an expanded principal's home and the general scheme of management is that of an enlarged family. It is, in other words, a home school into which only those are admitted who are endorsed by a present or former patron. The school charges are $910. and the number of boarders is fixed at 200. As intimated above the recitation building, gymnasium and dormitories are all under one continuous roof with the principal's home. The relation of both headmaster and wife and the other resident masters to the pupils is very close and intimate, consistent with the family idea that characterizes the school.

Salaries paid here are high as at Lawrenceville. Dr. Meigs, the headmaster and owner of the school, informed me that he seldom paid a new teacher less than $1600 per year with rooms and
of the certain circumstances your may of the hill report

I have pleasure weigh mention of a doctor if acts the frequency

of night.

The hill report outlined on a small Hill that can take

of Patterson's 'Pennsylvania' to an exchange solicitation's home and

on the general sense of mathematics in that is an enthralling family.

It is to open many 'a great school' into which only these are

sharply who are interested to a manner of later part. The

school occurred in 1919 and the number of minikins is stuck at

200. You immediately move the relaxation possible, commitment and

to announce out with our cooperation teacher with the program's

home. The instruction of our possessment and with the other

let's the performance of any part of this school. Accompanied to the

with the family then from our instruction our school.

Without being able to play no foundation let us be
board and to several of his teachers he paid twice as much.

Both Lawrenceville and the Hill School have a separate house reserved for infirmary uses and have a resident trained nurse and physician.

At both these schools the equipment included a swimming tank and gave impression generally of expensiveness. They are not schools for the poor nor for sons of well-to-do parents, but for the rich primarily and, I judge, principally.

The faculty attitude in the matter of smoking at the different schools is varied. At Exeter the boys smoke in their rooms without let or hindrance, if they are not on school scholarships. They are not permitted to smoke on the streets. The statement was made to me that the athletic instructor succeeds by his influence in preventing great excess in smoking. At Andover about a third of the boys are in the English and Latin Commons and the five dormitories. Residents of the Commons are not permitted to smoke and the 80 boys who are in the five dormitories are required to sign a contract, which their parents also sign, that they will not be smokers while they are residents of these academy buildings. There is no smoking prohibition upon the 350 boys more or less who room in private houses. At Lawrenceville Dr. McPherson is trying a new plan, prohibiting smoking for all
THE ACADEMY
FOR BOYS
WILMINGTON, DELAWARE

MORRIS PARK, ILL.

W. H. ---

Bout time any to remove of the teachers in both cases as much
help in the meantime and the H.I. School lose a capable
home teacher for a necessary year and more a resident teacher,
whose name is not known.

As part these schools to represent Illinois in a convention
and the new impression of satisfaction or satisfaction. They are
not schools for the poor nor for some of well-to-do parents, not
for the rich primarily any. I judge, practically.

The faculty includes the next of race of the

independent schools to arrive. At present the poor make no profit-
room windows next to platform. If room the next to school-ship

in return. They are not permitted to speak or of the increase.
The increase in the next makes to me that the article instructor succeeds in
the personnel. The platform is made to the school and I have

a slight of the group to me the next and I have command
and the liee of position. Possession of the course on the next-
interest to make and to the 20 year and to the liee of position
are required to with a convention. With their presence also gain
that good fit for some into that the last name of pace
some other platform. Then to no speaking more. From last
I learn all to face and learn in various sense. To last case

Dr. Johnson is taking a new year's position, expected for all
but the boys of the fourth form, that is, the senior boys. These fourth form boys live by themselves in dormitories reserved for them and besides this smoking privilege are under no school requirements as to study hours. This smoking privilege is conditioned upon their signing an agreement which is as follows: that they will smoke in moderation; that they will abstain from cigarettes and smoke only pipes and cigars; that they will refrain from smoking in the private rooms, on play grounds in the village and outside places involving danger to property; that they will never smoke with members of the school who are not entitled to the privilege; and that they will use all legitimate efforts to confine the smoking in the school to themselves. Furthermore, they have to furnish the headmaster with written permission of parents or guardians. Smoking rooms are set aside for them, and I found pleasure in visiting these rooms and talking with the boys whom I found smoking there as early as nine o'clock in the morning. At the Hill School the regulation is practically identical with ours, forbidding smoking everywhere except on the outskirts of civilization. This privilege does not include cigarette smoking, and an infraction of the smoking rule brings a very much more heavy penalty than has thus far been the practice with us, being practically synonymous with suspension from the school. At the Hill School as well as at Lawrenceville the Seniors room by
The Academy
FOR BOYS
WALTER J. CONRAD, HEAD
WILLIAM N. FRASER, PRESIDENT
Moraan Park Hill

M. R. H. - 10.

I am very sorry to hear of the recent fire, and to the serious loss it causes. Your location on the west side of the lake is one of the finest in the city, and I hope that you will be able to quickly reconstruct your facilities.

Yours sincerely,

[Signature]

[Note: The text is not completely legible due to the quality of the image.]
W. R. H.--II.

MORGAN PARK, ILL.,

themselves and enjoy exemption from study hour requirements of the rest of the school.

At Lawrenceville I found an interesting institution existing in one of the houses. When the master of that house sees that any boy is, as boys are quite wont to do, omitting the regular bath he appoints a bath committee from the other students to whom he delegates the duty of seeing that that boy is properly bathed.

that

I found at all four of these schools very much of the detail of supervision which is absolutely essential to the success of a boys' boarding school and which takes up so much of my time was done not by the head of the school but by paid officials variously named as secretary of the faculty at Exeter and Lawrenceville, registrar at Andover (and his functions were not at all financial as with us), and vice-principal of which there are two at the Hill School. The burden of other administrative duties in these larger schools is so great as to have taken all four of these headmasters from the class-room, no one of them now having class work.

My judgment, confirmed by observation is that the Dean of the Academy of the University of Chicago should be released from much of the varied details which force themselves upon the
MORRISON, PARK, 111.

The Academy

For Boys

W. F. H. B.'s Court, York

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MORRISON, PARK, 111.
present Dean in his multifold capacity of superintendent of buildings and grounds, local responsible financial officer of the Academy, teacher of one class in history, intermediary between parents and the school, disciplinary and social head, arranger of students' courses, guide, councillor and friend to the boys as to their personal and school interests and general overseer of all school details. There is a large Chicago public which should know of the Academy through its Dean and the interests of the Academy require that this public should be cultivated more personally and more fully.

Moreover, my observation of other schools whose success we desire to approach and eventually equal, confirms a judgment previously held that one essential means to this end is the strengthening of our teaching force which is at present not uniformly strong. The aggregate salary of our teaching force of 11 is, (including remuneration in the form of board to three of them), $15378, which is an average salary of a little less than $1400. The average at Exeter is about $1300.; at Andover $1600.; and at Lawrenceville and the Hill School much larger. This year five of our teachers are paid salaries which average $845. and room. I know that Exeter, Andover, Lawrenceville and the Hill School would not expect to get the right sort of new men for this salary, and I feel that we must pay more to our younger teachers.

Respectfully submitted,
May 20th, 1904.

My dear Mr. Chase:

Yours very truly,

It was agreed:

1. That we should plan for a parent's day, at the same time this was regarded with some hesitation.

2. That William R. Harper was (a) to prepare a list of boys on which he was to work, (b) secure the introduction of a page in the journals, (c) secure the introduction of a page in the Record, (d) call together the Morgan Park Club, (e) invite to Chicago the senior class, (f) address the divinity students on the subject of Morgan Park Academy, (g) secure a presentation of the subject to the ministers, (h) talk to Owen and Belfield about boys who ought to go from the University High School to Morgan Park, (i) talk to F. J. Miller, (j) talk to Shailer Mathews, (k) Talk to Nathaniel Butler, (l) send a letter to 500 city parents, (m) talk to McKee, (n) order the introduction into every letter that goes out from the university of a slip on the Morgan Park Academy, (o) talk to Bestor.

3. Mr. Chase was to consider (a) the holding of an office hour in the city, (b) talking to the Congregational ministers, (c) visiting Todd School, (d) Talking with French and Armstrong, (e) writing to old Morgan Park theological students.

This I think was the bulk of the business. You have in hand what was suggested for the other men. Will you kindly prepare the pages for the journals and Record? Confer with me about the Morgan Park Club.
and the senior class. Please prepare the material for the slip to be inserted in the letters.

Yours very truly,
Oct. 14, 1902.

Dear Sir:

Honor J. garr,
Press Club of Chicago,

Morgan Park Academy.

I am very much obliged to you for your letter of October 3rd and the suggestions it contains. I think it is a good one and we shall at once take it up.

Very truly yours,

Oct. 13, 1902.

[Signature]

PRESS CLUB OF CHICAGO
Dear Sir,

In the way of advertising Morgan Park Academy, I would respectfully suggest that a vast amount of good can be obtained by having the Academy team on Marshall Field as often as possible in the curtain raisers before the big games this fall.

The advertising the Academy received last Saturday was worth hundreds of dollars. No newspaper advertising could have called so forcibly to the minds of the spectators, the existence of the Academy as did its actual presence.
I think the money all comes out of one pot, it is the plain duty of the Athletic Department to bring in the Morgan Parkers at every possible opportunity. Certainly the games between Morgan Park and South Side and between Morgan Park and Hyde Park ought to be certain races, all of which is duly submitted.

Homer J. Carr

To Dr. W. R. Harper
President University of Chicago
President William R. Harper,

The University of Chicago.

My dear President Harper:

I am sending you at this time, under separate cover, a copy of the Academy News. This will give you a glimpse of the student interests of the school from which you may see that the interests contribute much to the development of our boys, and these interests may be essential that I should urge upon you the importance of giving the school that which it requires to make it the best in the world and one of the first in the country.

I enclose samples of letters we have sent out within the last week, which may interest you.

There are two or three matters I would like to talk over with you briefly, if we can arrange for an interview early next week.

I shall be in the city Monday and will call up your office in the hope that I may see you a few minutes then.

Yours very truly,

Franklin W. Johnson.
I am sending you at this time, under separate cover, a copy of the special edition of the Academy News. This will give you a glimpse of the student interests of the school, just as the calendar which I sent you some time ago presented the school on its class-room side. In our judgment the varied students' interests contribute much to the education as well as to the enjoyment of our boys, and these interests are encouraged here. In these days, though, when athletic interests are often permitted to dominate and crowd out other more important concerns it may be essential that I should assure you that with us athletics are subordinated to the chief affairs of a boy's life. You will see that social, musical, dramatic, literary and religious interests flourish, contributing zest to school life and affording opportunity for practical training.

I think you will concede that the school that gives the complete training to the pupil is the best. Does not your school present an exceptionally well-rounded educational opportunity? I ask you to note that we have a thoroughly trained teaching force, (all men), an excellent equipment of buildings, a favorable situation, accessible and healthful, good educational ideals, and a school body whose interests and traditions are stimulating and helpful, and that the cost of attendance is not excessive.

At this time our rooms are being reserved and a much better choice of location can be secured by you now than will be possible later. I shall be glad to send you an application blank on which to apply for admission to our school, or to give you further information about any feature of the Academy.

Yours truly,
To students of last year
below Senior Class.

We are making a strong canvass for students this summer and the prospect for next year's school is at this time a promising one. We ought to have two hundred boys here at the opening of the year, and we can have them if we will work together. You, who have been here during the past year, can do more than anyone, or all others, to accomplish this.

You have recently received a circular from President Harper suggesting that each of you try to bring back a new boy. Will you not write me whether you think you can do this? Give me the address of any likely boys and state any particulars that might help us to interest them. You know the kind of boys we want, those who will make strong fellows for our various school activities: athletic, literary, religious, social, etc. We can not have too many of the right sort.

I hope you are to return to the Academy next fall. We must plan to make this the best year in our history. I hope to hear from you soon and that I shall find you enthusiastic for Morgan Park.

Yours very truly,

Franklin W. Johnson.
We are making a strong canvass for students this summer and the prospect for next year's school is at this time a promising one. We ought to have two hundred boys here at the opening of the year, and we can have them if we will work together. You, who have been here during the past year, can do more than anyone, or all others, to accomplish this.

You have recently received a circular from President Harper suggesting that you try to send back a new boy. Will you not write me whether you think you can do this? Give me the address of any likely boys and state any particulars that might help us to interest them. You know the kind of boys we want, those who will make strong fellows for our various school activities: athletic, literary, religious, social, etc. We can not have too many of the right sort.

The departure of the class of 1905 left a large place to be filled. You must at least make sure that some new boy fills your place. Can you not send us two, in case one fails to do his part? Remember that we shall be glad to see you at the Academy at any time, the oftener the better.

Very truly yours,
May 16th, 1905.

May 13, 1905.

My dear Mr. Harper:

Our week in Chicago was a most pleasant one. At the Academy I feel that I have established personal relations both with the faculty and with the boys. I met the men of the faculty individually and Mrs. Johnson and I were entertained at the home of several of them. Many of the boys I met personally, and at satisfaction your latter of May 13th. I find upon my return home chapel one morning I spoke to them briefly. The uniform that you have made a decidedly strong impression upon the boys at cordiality of both faculty and boys promises hearty co-operation of the Academy as well as upon others, and I am greatly pleased. I have read with great interest and operation in the work.

I will talk with Mr. Chase about the question of "duties" and I spent much time with Dean Chase. The illness of Mrs. Chase prevented their entertaining us, as they would have done otherwise. The spirit of helpfulness which he shows is admirable. We are on a basis of perfect frankness and I note what you say concerning the office in the University and I am sure will work together harmoniously. In a definition concerning the help that other Academy officers are to give, I of our duties, Mr. Chase distinguishes carefully between shall take an early opportunity to bring them together and talk administrative duties and responsibilities. In the former, he will perform whatever he is able; at the latter he insists that he must be wholly relieved. The unlikelihood of my absence for any extended time seems to him likely to involve responsibility. I think it would be well for you to have an interview with him touching this matter.

Yours very truly,
May 15, 1905.

My dear Dr. Harper:

Our week in Chicago was a most pleasant one and valuable as well. At the Academy I feel that I have established agreeable personal relations both with the faculty and with the boys. I met the men of the faculty individually and Mrs. Johnson and I were entertained at the homes of several of them. Many of the boys I met personally, and at chapel one morning I spoke to them briefly. The uniform cordiality of both faculty and boys promises hearty cooperation in the work.

I spent much time with Dean Chase. The illness of Mrs. Chase prevented their entertaining us, as they would have done otherwise. The spirit of helpfulness which he shows is admirable. We are on a basis of perfect frankness and I am sure will work together harmoniously. In a definition of our duties, Mr. Chase distinguishes carefully between administrative duties and responsibilities. Of the former, he will perform whatever he is able; of the latter, he insists that he must be wholly relieved. The probability of my absence for any extended time seems to him likely to involve responsibility. I think it would be well for you to have an interview with him touching this matter.
Mr. Caldwell invited us to dinner and gave me a very full account of what he regards his unjust treatment. From my observation and information received I judge it is most important for the Academy that he should go. I am glad I am relieved of any connection with the troublesome situation. I judge also that Mr. Pratt has been an undesirable man. In the selection of their successors I hope strong men may be secured. The discipline and general effectiveness of the Academy depend in great measure upon the life of the dormitories. The house masters must be not only good instructors but men of character and personal attractiveness.

I shall go to Chicago the first of July. Mr. Chase will, in the meantime, send out calendars, attend to the printed advertising, and conduct such correspondence as he has been accustomed to do. I shall hope at once by correspondence and personal interviews to come into touch with the boys of the school and their parents, and shall follow up whatever openings seem most likely to yield immediate results. Dr. Goodspeed, who by the way was most kind to me, suggests that I have an office hour in the city. It was the opinion of Dean Chase that his experience had proven this undesirable. I will be governed in this by your opinion. If such an office is to be maintained, I suppose the newspaper
advertising should mention it. It seems to me that our aim should be to get prospective patrons to visit the Academy grounds if possible. If a city office will serve as an aid to this, or will enable us to secure interviews otherwise impossible, it is certainly desirable.

I learn that other Academy officers have given considerable time, either gratuitously or for pay, to the work of solicitation. This seems to me very important this year. With my small acquaintance with the field, if the work is given wholly to me, it seems almost certain that the attendance in the fall will be unsatisfactory. While I feel sure the University will not expect anything unreasonable from me, yet the less discriminating public might form an early unfavorable impression.

Some of the men seem likely to be at Morgan Park for the summer. If I felt that I could call on some one of them whenever necessary, perhaps this would be sufficient. I understand Mr. Abel has been successful in this work. Does it seem desirable to you and could his services be secured for a time?

We shall probably secure a house situated next that of Dr. Price. This is a smaller house, but is well situated and seems well adapted to our needs. Mrs. Johnson was delighted
With warmest regards,

[Signature]

[Printer's mark]
May 3rd, 1901.

My Dear Sir:

The volume, and to this end, I desire to suggest that you ought long since to have taken up the question of the administrative reports. You will remember that no report was made or published for the scholastic year 1899-1900, and that this was omitted on the ground that a decennial report would include not only the resume' of the first eight years, but also a comparatively full statement of the scholastic years 1899-1900 and 1900-1901.

It is extremely desirable that the material for the administrative reports (volume I of the proposed group of three volumes) should be ready for the printer June first. It is proposed that this volume shall be issued from the press not later than August first. Volume II of the proposed group will be issued October first and volume III, including the contributions, January first.

The plan proposed for the administrative reports will follow in general that of preceding annual reports. It is, however, to be noted that an effort should be made in every case to gather up the material of the first seven or eight years of the decade as a preliminary statement in somewhat full form preparatory to the more detailed statement covering the last two years.
...detailed statement covering the last two years. Tables will, of course, go back as far as the material in each case will warrant. It is quite important that there should be no duplication in the volume, and to this end, I desire to suggest that you will kindly furnish me at your early convenience a somewhat minute list of topics which you will propose to cover in your particular report. These various lists will be compared in my office and it is probable that suggestions may be made which will reduce the possibility of duplication.

I need not remind you that the [re] will be an historical volume of very great significance, that it will be examined quite critically by our educational friends in this country and in foreign countries, and that it deserves, therefore, our most careful consideration.

If, after you have prepared the list of topics which you will present, you may desire to discuss the subjects with me before proceeding to the preparation of the report, it will give me great pleasure to appoint a special time for a conference.

Very truly yours,