July 23rd, 1912.

My dear President Judson:

I have been asked to become a member of the Board of Trustees of the Chicago Kindergarten Institute, which is preparing to branch out into an institution for work in home economics.

I had it on my mind to discuss this matter with you in our last interview, but in the presence of other affairs, it escaped me. Mr. Judd, with whom I have discussed the matter, is of the opinion that it is highly desirable for our officers to become identified in intimate ways with educational influences in our community.

I should of course find it impossible to serve in any save a very general advisory capacity for this enterprise, but I am disposed to take the matter up and if it proves unwise to continue it, it can be dropped. I should be glad of your advice in the matter.

Yours very truly,

[Signature]

Dean
Chicago, August 16, 1912

My dear Mr. Angell:

Yours of July 22d relating to the Board of Trustees of the Chicago Kindergarten Institute for some reason was not forwarded to me in Colorado. If you and Mr. Judd concur in the advisability of your sharing in the enterprise I certainly should recommend you to do so.

With best wishes, I am,

Very truly yours,

H.P.J. - L.

Professor J. R. Angell,
Hurricane, Essex County, New York.
In dear President Judson:

The second sheet of

6-7, the first two digits showing nothing, we have the person of

My dear College's name in the Board of Directors

of an enterprise which must involve some to a severe trial for our Correspondence

Department raises the kind of question

that is raised in particular in the

kind of work connecting myself with

the Kindergarten Institute. The competition

is the same case in another race, church, advertising, research,

ladies and the possibility of unfortunate
The University of Chicago
The Faculties of Arts, Literature, and Science

confusion in the public mind considerable
Great and I confess to some
insignificance in my case resulted in
the whole situation. In any event I
intend to send you this letter even this
it from a care I doubt to bereadable.
In an having a rainy and
often chilly summer up here, but
despite this, we find life agreeable.
I hope you gained refreshment for
your winter trip. Mrs. Ream will join
me in kind regards to Mr. Johnson
and yourself.

Yours

[Signature]

Pres. N. P. Jordan
Vice-mist of Chicago
Chicago, September 3, 1912

Professor J. R. Angell,

Hurricane, Essex County, New York.

Dear Mr. Angell:—

Your favor of the 20th inst. was duly received, and I thank you for the enclosure. Perhaps we had better confer about this matter on your return in the fall. The whole thing is questionable at best.

The quarter closed successfully; the increase in attendance the second term being about the same pro rata as in the first term. On the whole the summer was the most successful we ever had. I hope that you and your family are enjoying the breezes of the Adirondacks. It is rather warm here at present, although the summer on the whole has been cool. Mrs. Judson and I quite enjoyed our stay in the Rocky Mountains. Last week I went to New York, and in going through the Alleghanies by daylight had a good look at them. They are beautiful, but their dimensions make them about like foothills in the Rockies. I fancy the Adirondacks are also like little hills.

With cordial regards for all, I am,

Very truly yours,

P. J. — L.
Aug. 31, 1912

Mr. A. L. Judson
Treasurer of Chicago

Dear President Judson:

How are you? How are your health and family?

I have been thinking of the matter of a woman physician for our women. I am interested in the work of the American Medical Women's Association and believe that it is important to have a woman physician in our faculty. If you have any suggestions in this regard, I would be glad to hear from you.

If you have not yet settled the matter of the professorship, I am ready to help in any way I can.

Yours sincerely,

[Signature]
carried through so far as the opening affairs are concerned. One
matter I must ask you kindly to give attention to in my place. On
the opening day of the quarter it is customary to have a chapel ser-
vice in commemoration of the initial service October 1, 1895. I
shall be away, and shall ask you to Chicago, September 4, 1912, of
course it is away; and Dr. Soares is acting as Chaplain for the
autumn. Mr. Robertson will have all the plans made and put you in
My dear Mr. Angell,-

Cara ought to be taken to have an adequate
notice some days in Your note of the 21st of August is at hand. Please
I shall recommend to the Board of Trustees the appointment of Dr.
Josephine Young, now an assistant professor in the Rush Medical
faculty. On the whole she seems to be the most promising of those
whom we have considered, and we have reached an understanding
whereby she will do the work in Lexington and also in the School of
Education. The appointment is for one year, and of course the
matter is more or less experimental. I am hoping, however, that
it will prove to be entirely advantageous.

I shall be here through the first three weeks in this month.
The last week in the month I am going to Boston, to attend a meeting
of the Chambers of Commerce, and from there for a wedding in Troy,
New York, on the 1st of October. I shall be obliged, therefore,


to be a few days late in getting back at the opening of the autumn
quarter. I have no doubt that everything will be arranged, and
carried through so far as the opening affairs are concerned. The
matter I must ask you kindly to give attention to in my place. On
the opening day of the quarter it is customary to have a chapel ser-
vice in commemoration of the initial service October 1, 1892. I
shall be away, and shall ask you to do my part. Dr. Henderson of
course is away, and Dr. Soares is acting as Chaplain for the
autumn. Mr. Robertson will have all the plans made and put you in
possession of details. Care ought to be taken to have an adequate
notice some days in advance, and if possible not to have the offices
open for registration during the period of the service.

With best wishes, I am,

Very truly yours,

M.R.J. L.

I shall be glad to see that the exercises
and commemorative chapel service are
properly carried out and that for-

Professor J. R. Angell,
Hurricane, Essex County, New York.

This business is both good and pleasing
a very fine form to be handed over
journeying West through Texas. Thank

J. R.
Sept. 6, 1912

My dear President Jackson:

Thus far our letter of Sept. 4th is just in.

I am interested to learn of the appointment of Mr. Young. I certainly hope it will come well.

I should be glad to hear that the exercises of the commemorative chapel service are properly carried out and that proper notice is given.

With kindness to Boston and pleasure in my return E to balancing your journeying Westwardly. Thank you for your kind trip to Chicago.
to have to return early in October, we shall undoubtedly have many kinds of you to visit by that time.

With best wishes, therefore,

[Signature]

James R. Agger

President A. O. Judia

University of Chicago
Hurricane, October 2nd.

Sept. 17, 1912

My dear Mr. Robertson,

The President has written asking me to take his place at the Interchurch Chapel Service at the opening of the new Fellowship Church being visited in the children's hour of the afternoon service commencing 3:00 P.M. In any case I do not mind having attended these services in recent years and I am writing to express appreciation for your kind offer.
Mr. Judge is fleeing for Boston and the higher life -- in coaching me as to (1) the date (2) the general character of the Service (3) things we shall be in it as representing the President. I shall be very grateful for any assistance you can render me. I may add that Dr. Judge reports him Tom as distinctly freshest in charge of the religious test of the successor. Judge has been getting some vacations in Edgware. I look to be in Chicago the 27th and 28th.
of our alumni, they are doing their work thoroughly well in
widely separated parts of the world. To the ranks of those
must aspire.

Dear Mr. Angell, greatest, and especially all incoming students,

The anniversary chapel service will be held at 10:15, Tuesday, October 1st. Following is the traditional programme:

- Dr. Parker.
- Psalter: First Psalm - The President.
- The years ago the President's statement was that glorifying summaries in my diary.
- Scripture Reading
- Sincerely yours
- Prayer, Lo d'a Prayer - Dr. Parker
- Ryman 283.

Greeting from the President. The President in his brief address contrasted the conditions attending the first Chapel Service of the University, October 1892, and those of the present. The campus at that time comprised four city blocks. Classes were held in unfinished Cobb Hall. All of the work of that first year might have been conducted in a building of the size of the new Ryerson Laboratory just begun. During the first year of the University there were 594 students. Of faculty members there were 135. Of alumni none. During the year 1909-10 there were 6007 different students; about 400 members of the faculty and 6157 alumni.

The President then dwelt on the general character of the alumni of the University saying that in spite of the youth
of our alumni, they are doing their work thoroughly well in widely separated parts of the world. To the ranks of these alumni all present, and especially all incoming students, must aspire.

Alma Mater

Benediction - Dr Parker.

Two years ago the President's statement was thus summarised in my diary.

Sincerely yours

Secretary to the President.

Mr J.R. Angell,
University of Chicago.
October 14th, 1912.

President Judson

My dear President Judson:

In connection with our attempt to get out the preliminary Summer circular at an earlier date than heretofore, I beg leave to ask whether we may not also push forward the date for determining the Summer budget. Many of our departments complain that they are debarred from securing the best outside men by the lateness of our arrangements and that if they were authorized to open negotiations at the present time, for example, it would be highly advantageous. I shall be glad to receive instructions from you on this matter at your convenience.

Yours very truly,

[Signature]

Dean

JRA/n
Chicago, October 15, 1912

Dear Mr. Angell:

In answer to your note of the 14th inst. I beg to say that I shall be glad to take up at once the question of the summer budget for 1913.

Very truly yours,

H.P.J. -- L.

Dean J. R. Angell,
The University of Chicago.
October 19th, 1912.

My dear President Judson:

I beg leave to report the successful execution of my duties as delegate to the inauguration of President Meiklejohn at Amherst.

The ceremony was simple in character, the day was superb, and the representation of the colleges and universities very complete. I think all the Presidents of the New England Colleges were on hand and there were some sixty or seventy delegates from other institutions. I have reason to think that our presence was distinctly appreciated.

I wish you might have been present in person not only to give the University its proper representative, but also for the amusement which I am sure you would have gained in listening to the various addresses, setting forth the ideals of Amherst College. Much of this was of course thoroughly good sense, but not a little of it involved so serious a misapprehension of general educational conditions in the country, as to verge, in my judgment, upon the ludicrous.

I had the pleasure of sitting next to President Mc Laurin of the Massachusetts Institute. I thought he displayed rare self control, for some of the remarks that were made about technical institutions were so exasperatingly misleading as to try the forbearance of a person with less Scotch in him than Mr. McLaurin. He retained his composure, however, with remarkable success.

I enjoyed the trip very much and found it in many ways profitable as well as agreeable.

Yours very truly,

JRA/n

Dean
Dear Mr. Angell:

Your note of the 19th inst. received. I was much interested in your account of the Amherst inauguration. The situation to which you refer is perhaps fairly characteristic of things in New England. I have observed similar matters in Williams. The Auditor will attend to your expenses whenever you file your memorandum.

Thanking you for the time and trouble you took, I am,

Very truly yours,

H. P. J. -- L.

Dean J. R. Angell,
The University of Chicago.
December 31, 1914.

Professor David A. Robertson,

Faculty Exchange.

My dear Mr. Robertson:

In reply to your favor of December 30, I write to say that I shall of course be glad to pass on the News Letter during your absence, and also to do whatever is necessary in the matter of the Students' Fund Society.

You speak of having an eye to the faculty meeting about the first of March. Either I am more ignorant than I had supposed or this is a slip in your own phraseology. I did not appreciate the fact that the faculty as such had any direct relations to the operation of this committee. Perhaps you will instruct me if you think my impressions are seriously at fault.

Allow me also to acknowledge your favor of December 28, with list of assistants for the winter and spring quarters in the departments of History, Greek, German, English and Astronomy.

Yours very truly,

JRA-JI.

[Signature]
Chicago, January 2, 1915

Dear Mr. Angell:-

Mr. Robertson has asked me to explain to you that the reference in his letter of December 30 was simply to the meeting of the Faculty Committee of the Students' Fund Society which, you will recall, is held early in March.

When the time comes, I will send out notices to the members of the committee if you will let me know on what day you will wish to hold the meeting.

Yours very truly,

Secretary to Mr. Robertson.

D.

Dean James R. Angell
The University of Chicago.
July 23rd, 1913.

President H. P. Judson,
The Union of London and Smith Bank,

My dear President Judson:

This is merely a note to mark the conclusion of my temporary stewardship and to report the successful completion of the first term of the Summer quarter. We have exceeded the numbers of last year, so far as our registrations show, by approximately one hundred and twenty. I give the figure approximately, because we have been so pre-occupied during the last three weeks with our smallpox excitement, of which Mr. Robertson has probably written you, that every moment of the time of the clerks in my office has been devoted to this and we have had no opportunity to make a final and accurate estimate of registrations. The figures I give, however, are correct within a very few one way or the other.

The first three weeks of the quarter were extremely trying in the matter of temperature, but the last ten days have seen a very great change for the better. It appears today as though we should have a relatively large registration for the second term. It is difficult, I suppose, to determine how far climatic conditions affect this matter, but if they have the significance generally attributed to them, we ought to benefit by the behavior of the weather office during the last fortnight.

The smallpox excitement has now passed safely into history. Yesterday was the last day on which the physicians thought it at all possible that we should have any new cases develop. Allow me to present, with great respect, my resignation from the office of Acting President on the occasion of any subsequent smallpox enthusiasm. This is a job which the chief executive himself should be allowed to administer. In the words of our French cousins, figure to yourself the task of trying to vaccinate thirty two hundred energetic and mostly unwilling persons, scattered all over an unknown territory, with the temperature hovering around 100, measured thermometrically, and the emotional temperature of many of your victims one or two hundred degrees above this. Figure further, no prearranged staff of doctors or clerks, or offices, or facilities, and then on ten minutes' notice plunges in!
However, we have come safely to the surface and although fifteen or twenty students decided to withdraw from the University rather than comply with the medical requirements we have survived the experience with a minimum of disaster.

The fine way in which the clerical staff helped us out in the emergency, working over time and out of hours at great inconvenience to themselves is appreciated. The assistance given us by Dr. Bartlett of the Department of Anatomy was also very extended and very loyal. I am writing you, for your examination on your return, a statement of the conditions as they relate to Dr. Young with whom, as in the scarlet fever case in the Autumn, we had very much less satisfactory relations.

I trust the Summer has been bringing you and Mrs. Judson all the rest which you anticipated and that we shall see you both back in fine settle for the rigors of the Autumn.

With warm regards, I am

Yours very truly,

[Signature]

Dean
July 24th, 1913.

My dear Professor Burton:

I have attempted unsuccessfully to get into telephone communication with you. This is simply to say that I am turning over the administrative authority of the institution for the last half of the Summer and that, so far as I know, everything is in satisfactory condition.

You will no doubt have heard of the smallpox episode which has occasioned us a great deal of labor and annoyance. This, however, seems to have been brought to a satisfactory conclusion.

Miss Carter will put you in possession of any documents which you may desire to use that are in my office.

Trusting that you may survive the arduous task before you, I am

Yours very truly,

[Signature]

Dean

JRA/n
July 26, 1913.

My dear Mr. Angell:

I have yours of July 24th. I arrived in Chicago the morning of the 24th and somewhat before noon telephoned your office, hoping to get in touch with you before you left. I judge, however, that I was a little too dilatory about it. I congratulate you upon the successful handling of the smallpox episode and upon your escape to the woods. I hope you will have a very delightful vacation. I had a fine time during my absence of five or six weeks though I did not catch many fish, they are not numerous on city pavements at this time of the year.

With kindest regards,

Very truly yours,

Professor James R. Angell,

The University of Chicago.
Chicago, December 6, 1918

My dear President Judson:

Having already written a few days ago a brief account of local conditions which will inform you of our general prosperity, I am, after considerable hesitation, submitting a statement regarding a matter which I feel sure would if you were here engage your instant and interested attention. I shall be as brief as I can, compatibly with the conveyance of my estimate of the situation and certain of its more important bearings.

The subject of my message is the wholly unprecedented opportunity for, and the urgent advisability of, adopting a program of immediate expansion in the direction of advanced technology, with express emphasis upon research.

I may first recite a few of the reasons for urging immediate consideration of the matter.

1. Many persons are now casting about for suitable methods of establishing memorials to those who have given their lives in the war. Not a few will turn toward education. If the University had a well-conceived program of technology, such persons might in many instances have their imaginations touched with the possibilities thus offered.

2. Not a few of those who have made great fortunes in the war are disposed to offer to the community some substantial recognition of their desire to share with their fellows the advantages they have reaped.

These are in general persons to whom the practical aspects of technology are certain to appeal.

3. The public imagination has been touched by the war as never before with an appreciation of the meaning of applied science for the life of the community. Congress is likely to pass tomorrow a bill which will, among other things, give to each land-grant college $50,000 a year (roughly the income on $600,000) for industrial research. There can be no possible question of the manifold utilities of a great research
institution of technology here in the midst of this vast industrial and commercial community. Nor can I doubt that a program of the kind I have in mind would appeal to financial leaders in this community. The present is unquestionably a true "psychological moment" which may never come again, and which may well pass in a few months, when amid the kaleidoscopic changes of political and social life some great new compelling interest may come to the surface.

4. The University is the only one of the great educational foundations in which technology is now not represented. Even Johns Hopkins has it. It is a serious defect in the symmetry of our organization, in the breadth and solidity of our work, in the prestige which we should enjoy among our peers. No other institution has a finer group of departments devoted to pure science upon which can be founded that higher type of technological research which we ought to develop.

5. There is real danger that some other institution in this neighborhood will seize the opportunity or that some new one will be established to do this work, results which would inevitably make it difficult for us to justify in any such way as at present the development here of work of this character. As things stand today, we should duplicate or compete with no institution in or about Chicago (I have particularly in mind Armour, Lewis, and Northwestern), and if the program were developed on the scale which seems to me advisable, it would soon be marked off as unique in the country at large.

6. The plan proposes nothing fundamentally new in our program. Technology has long been a part of our scheme, but heretofore the time has not been ripe for its development. At present it seems to me not only fully ripe but in so delicate a condition that even a little delay may be gravely disastrous in the realization of the full possibilities arising from the present state of public opinion as it faces the great problems of industrial, commercial, and social reconstruction.

7. I would urgently plead against a too modest or too narrow plan. It has been suggested that a special institute or college of chemistry and physics be established, and some financial encouragement has, I understand, been found for this. Such an institute or college would be admirable, but I believe that a larger and far more useful foundation can be secured as easily, or perhaps even more easily, which would cover a far wider field, rendering a much greater service to the community and creating a much broader influence and reputation for the institution. I would determine our
original program partly in terms of the equipment of our extant
departments of pure science, partly in terms of obvious
community needs. To illustrate: chemical, electrical, and
sanitary engineering would be unequivocally indicated to be
developed; ceramic and mining engineering would certainly not
be at once essential.

8. It may be urged that until the building program of
the medical school is completed it would be ill-advised to
attempt any other large enterprises. In ordinary times I
should agree to this judgment. But these are not ordinary
times. They are times wholly without parallel, and to fail
to read their signs might is to let golden opportunities slip
from our fingers. I do not believe the two enterprises are
in any serious sense incompatible. So far as concerns
possible donors, the technological program would in the main
appeal to quite a different constituency from that interested
in our medical plans. Much of the scientific basis of the
medical work could be more broadly planned if it were at all
certain that the technology was going to follow at once. The
actual supervision of the medical building program would,
aside from your own services, fall largely on quite other
persons than those concerned in conducting the technological
program. And in any case, even if there were some substantial
difficulties involved in driving the two schemes somewhat
abreast, I should certainly urge it, so convinced am I of the
possible permanent injury to the institution involved in
failing to get the work started now, and so persuaded am I
that the community would in the long run suffer by having it
done under other auspices, for there is not, and will not be,
in our lifetime any other institution hereabouts with our
equipment in personnel and materiel for the work of the basic
sciences.

Preliminary Program:

My suggestion as to procedure would contemplate a small
committee of our own faculties, comprising such men as
Salisbury, Stieglitz, Millikan, and Jordan, to make a careful
study of the situation and report as promptly as possible a
working program. I would suggest that such a program be then
confidentially submitted for criticism and suggestion to a few
eminent scientific men outside the University (like George Hale
and Dr. Maclaurin) whose intelligence and disinterested
rectitude could not be questioned; that the plan, with such
modifications as might then be introduced, should be reported
back to our Trustees as a basis of action.

I trust you will not think all this the fulmination of an