Mr. T. A. Jenkins,

My dear Mr. Jenkins:

I have taken the time to confer with some of the gentlemen in reference to the suggestion contained in your letter of October 31st. I am returning the Johns Hopkins pamphlet. Do I understand that these pamphlets still continue to be issued, and that they are issued in all the departments? Mr. Judson agrees with me that this would be an admirable thing to do and I suggest that you confer with the Dean of the Graduate School, Mr. Small, in reference to the detail of carrying it out.

Yours very truly,
My dear Mr. President:

I have taken the time to concern with

some of the matters in reference to the situation contained in

your letter of October 3rd. I am returning the topic holograph

paragraph. Do I understand that these pamphlets still continue to be

issued and that plans are issued in all the departments.

I have read with much interest the material printed in the new

medium that you consider with the day of the Graduate School.

Sincerely in reference to the matter at any time.

Yours very truly,

[Signature]
President W. R. Harper

My Dear Mr. President:

In pursuance of the work of the Board of University Relations, it would be of very great service if we had in detached form a statement of what the department has done in the past to place our Doctors and Masters in advantageous positions, somewhat in the style of the accompanying leaflet issued at Johns Hopkins. This would also serve to keep us in touch with our graduates, and it would interest present matriculates.

The contents might be as follows:

I. The present staff
   a. academic record
   b. professional publications

II. Doctors of Philosophy (now 8 in number).
   a. present positions
   b. title of dissertation
   c. professional publications.

III. Doctors of Philosophy with Minor subject Romance.

IV. Persons admitted to candidacy for Doctor's degree who are now teaching.

V. Masters of Philosophy
   a. positions held
   b. title of dissertation.

VI. An alphabetical list of students, not candidates for degrees, who have pursued advanced courses in the department, with their present positions.
   (Perhaps 30 names)

An unpretentious leaflet of this description, of six or eight pages of a size to fold into a letter, might certainly be used to great advantage in informing graduate students as to what they may expect the department to do for them. On looking over the list I find what seems to me a good record of college and university positions in spite of the fact that we have been so long in getting on our feet. I am writing to know if you may have such a leaflet printed; if so, we will complete the collection of the data.

Yours very truly,

J. A. Jenkins
The President of the University of Virginia

To the President of the University of Virginia,

I have the honor to submit the following report:

I. The Present State of the University:

II. The Results of the Examination of the Students:

III. The Progress of the Students:

IV. The Future Plans of the University:

I am, with the greatest respect,

Yours very truly,

[Signature]

[Date]
Chicago, Nov. 22, 1904.

My dear Dr. Harper:—

In response to your letter concerning the desirability of more definite work in connection with the Employment Bureau for students, I assure you of my interest and co-operation so far as possible. It occurs to me that if any Member of the Faculty can be found who will take general interest in the matter, he might well co-operate with the Board of Recommendations, at least so far as office facilities are concerned. I believe the heaviest part of his work would be in the Autumn and Winter at the time when that of the Board of Recommendations is lightest, so that use could be made of this office for his work and possibly in that way we could afford to keep our stenographer on full time for the year.

I have been looking over the names of various persons. I do not know that I have found anyone who will be available. I have jotted down the following:

Mr. T. R. Moulton,
Mr. T. L. Neff,
Mr. A. W. Moore,
Mr. J. W. Thompson,
Mr. H. J. Davenport,
Mr. C. E. Merriam,
Mr. J. C. Hessler,
Mr. T. P. Warren,
Mr. A. C. Lunn.

The most important work, it seems to me in connection with a Bureau of Employment, is to discover opportunities where students can be employed, and this might well engage the at-
My dear Mr. Tester:

In response to your letter concerning the possibility of more research work in connection with the X-Rays in the matter of your X-ray series and your interest in the co-operation of the medical profession in this work, I have enclosed a letter to the dean to which I have added the following:

I have been asked by the committee of the medical profession to write to you concerning their interest in the matter of the X-ray series and their desire to co-operate in any way possible.

I have also enclosed a letter to the dean to which I have added the following:

I have been asked by the committee of the medical profession to write to you concerning their interest in the matter of the X-ray series and their desire to co-operate in any way possible.

The most important work, it seems to me in connection with the introduction of this new method, is to give the opportunity to all the assistants who are available.
tention of a committee of several individuals and would require investigation in many directions both in the neighborhood of the University and in the city.

The extent and amount of work necessary to make such a Bureau successful makes it impossible, it seems to me, to add it to the duties of the Secretary of the Board of Recommendations, as some one has suggested. Moreover the work of such a Bureau is of an entirely different character from that of the recommendation of teachers. One is entirely commercial in its character and the other is entirely educational, and the two, I think, should be kept quite distinct.

I should be glad to give any assistance possible in furthering any plans for the assistance of students.

Yours very truly,

Pres. Harper,

Faculty Exchange.
Correction of a committee of反射器 for the investigation of
the neighborhood of
the University and the city.

The exact and amount of more necessary to make such a
preliminary report to the University of the Board of
Recommenda-

I have, therefore, the honor of submitting the
following as a summary of the estimated difference of
opinion on the part of the
recommendation of the various "one to another"
conflict of the two
opinions and the offer to listen to you on the subject.

I trust it may be of service to give you the assurance that
I would be glad to give you the assurance of assistance

Yours very truly,

[Signature]

Tree H. Herber

[Another Signature]
October 5th, 1906.

My dear Mr. Slaught:

Yours of the 3rd inst. is received. We very likely shall not attempt to reorganize the offices immediately and I hope to have matters on some better basis for the opening of the winter quarter. The reasons for retaining the office in Cobb do not strike me as very cogent. We are not yet prepared for expanding the office force and I am quite reluctant to have the plan of a fee adopted.

Very truly yours,
My dear Mr. Stanton:

Yours of the 2nd inst. is received. We very finely spell out attempt to reorganize the office immediately, and I hope to have matters on some better basis for the opening of the winter quarter. The reason for retaining the office in charge during the term of the President for expediting the office force and I am duty bound to carry the plan of a less shop.

My dear President Judson:

I find your letter on my desk on my return. It would seem to me inadvisable to move the office from Cobb Hall until we are ready to provide a full time clerk and stenographer. Since at present the office can be open only a part of the time, strangers have a better chance of getting information and satisfaction here in the midst of other offices than in a more isolated place, and the departmental representatives are much more easily consultable here in juxtaposition to the faculty Exchange. Incidentally, also, I should dislike to move while I am out of residence and engaged in some strenuous editorial work demanding my closest attention.

I am hoping still that some way may be devised to carry out the plan I suggested, especially as the word from Mr. Heckman concerning the charging of a fee to the students is so restricted that it will be difficult to follow out. (I will explain this in person). And so the best solution seems to be to have the work done in the office by regular assistants, which could easily be accomplished with a full time clerk and stenographer.

Yours very truly,

[Signature]
Mr. Dear President Jackson:

I find your letter on my desk on my

return. It is very neat to me important to move the office

from Corp. Hall until we are able to provide a full time office

and prosecutor a voice of protest the office can go a place of

me. It is a part of the time, I remember and I am glad to

inquire for any information in the native office.

I am in a more important place and the government

taxes are more easily comparable here in full operation.

I am in a more important place and I am glad to

inform the President. I remember and I am glad to

inform the President.

I am also glad to hear any suggestions you may have to

make about my work in the government.

I am also glad to hear any suggestions you may have to

make about my work in the government.

Yours very truly,

[Signature]
March 3, 1911

President Harry Pratt Judson,
Faculty Exchange.

Dear Mr. Judson:

Last Spring I made an investigation concerning the vocational choices of students at the University of Chicago and at Ohio Wesleyan University. To the best of my knowledge this is the only investigation of this kind that has ever been made, and accordingly has some little value from the point of view of learning how the students view such matters. I was preparing this report for publication when it occurred to me that the publication of the committee on instruction was attended by some undesirable notoriety because of the too zealous attentions of the public press. Accordingly I am enclosing herewith a rough draft of the results of this investigation, and I should be glad if you would glance through it and see whether you think there would be any trouble involved in case it were published. It seems to me that the only points of any serious danger would be found on pages 7 and 8 and on pages 10 and 11 of the manuscript. It would require a good deal of stretching to get harm even out of these pages, but no comment is needed on the propensities of the public press.

Yours sincerely,

L.C. Marshall
Dear Mr. Marshall,

Very truly yours,

[Signature]

March 6, 1911

The University of Chicago
Dean I. C. Harland,

A reason which I come out a very wise one.

Reply at all about their vocation do so for an obvious reason, and
for instance. Of course the great proportion of women who make no
have any value which relate to special vocation, such as teaching.
reply from women are concerned, it is very plain that only those
already engaged in the special line in question. So far as the
consult not merely other students, but their own wiser friends.
It, of course, are much more likely on the question of a vocation to
advise than let at present the case, et al. I am a little doubtful about
published. While it may be that more use could be made of faculty
questionable. I cannot see any serious objection to the belief
Herewith I am returning the memorandum of the
Dear Mr. Mitarbeiter,

I am writing to express my concern about the recent incident that occurred at the university. As you are aware, I cannot see any reason to oppose the action that was taken in response to the situation.

It seems that there were some miscommunications that led to a situation that has caused a lot of discomfort among the students. I believe that it is important to address these issues and ensure that everyone feels safe and respected.

I would like to request that you take the time to speak with the students and the faculty members to understand their perspectives and concerns. It is essential that we work together to find a solution that is fair and just for everyone involved.

I am confident that with proper communication and collaboration, we can find a way to resolve this matter and move forward.

Thank you for your attention to this matter.

Sincerely,

[Name]
2. While not requiring immediate action, the President may desire to have in mind the situation in the Bureau of Recommendations.

It had not been Mr. Angell's understanding that Mr. Slaughter was to be continued in a salaried position in connection with the Bureau during the present year. It appears also not to have been Mr. Slaughter's understanding. Nevertheless, the Board reappointed Mr. Slaughter, and he decided to occupy the post during the year. This arrangement was also at variance with the understanding of Dr. Hoyt, who had expected to be in supervising charge of the office, provided her competency had been satisfactorily proved by the previous year of apprenticeship. As a temporary adjustment of the situation Mr. Slaughter was made Advisor to the Bureau, and Dr. Hoyt was made Secretary. It is understood, however, that the President will give consideration to the conditions for the next academic year.

See copy of letter to Dr. Hoyt in folder "Agenda" A.
The Office of the President

2. Write for immediate attention the

President may go to great lengths to have the attention

in the interest of recognition

It may not prove Mr. Wyman's unalterable fact

that I am the person in question. A few

more statements, if true, would be the

point of concern with the future. He

is apparently not to have a step. A
good step is the best. This arrangement was soon arranged with

me.

Any statement of Dr. Hoyt and his associates to the

admiralty office of the college by the

company and their staffs and the

reception of the attention of. There was made

invitation to the person, and Dr. Hoyt was made Secretary.

I am not acquainted, however, that the President will

give consideration to the condition for the next

academic year.
Chicago, May 21, 1914

My dear Dr. Hoyt:—

After due consideration of all the elements in the situation I wish to propose the following plan of organization of your office for the coming year:

I propose that until July 1, 1915, Professor Slaught retain connection with the Board of Recommendations, with the title of Advisor to the Board; that you be appointed Secretary of the Board, and that you be put in actual charge of the detailed administration of the office.

I should understand that under this arrangement Professor Slaught would stand merely in the relation of consultant and advisor to the office; that he would presumably find occasion to be in the office only once or twice a week; and that his main duties would be connected with the following up of the relations with our teachers already placed by the Bureau. This
My dear Mr. Hoyt:

After the consideration of all the arrangements in the situation, I wish to propose the following plan of organization of your office for the coming year:

I propose that until July 1, 1918, the present committee in connection with the Board of Recreation shall, with the title of Assistant to the Board, and that you be appointed Secretary of the Board, and that you be put in complete charge of the general administration of the office.

I propose that you be put in complete charge of the reception and management of the office.

I propose that you be put in complete charge of the reception and management of the office.

I propose that you be put in complete charge of the reception and management of the office.

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I propose that you be put in complete charge of the reception and management of the office.
might be done either through correspondence or by actual visitation. In the former case it would be necessary for him to make some use of the stenographic facilities of the office, and hours for this purpose would necessarily be adjusted with you. The administrative detail of the office would, however, be entirely in your hands. I have in this connection a recent note from Mr. Slaught expressing his opinion that the previous arrangements with Miss Knight had best be discontinued at your discretion.

Yours very truly,

Acting Vice-President

J.R.A. - L.

Dr. Mary C. Hoyt,
The Bureau of Recommendations.
might be gone after four years' correspondence or in the former case if money be necessary for him to make some error of the nature of the accident.

The provision of the office, and place for the purpose.

You are, Mr. --, very anxious to be employed with your government, and I am not sure that the authority of the office would justify a renewal of your employment. I am, therefore, anxious to hear from you at once what you mean to do.

I propose that your next call, which will be in a few weeks, be for an interview with the Secretary of the Treasury, and that you be appointed Secretary of the Treasury.

I hope you will not refuse this appointment, as it is one of the most important in the government.

I am, Mr. --, your obedient servant,

[Signature]

[Office]
April 5th, 1918.

President Judson:

After consultation with Mr. Slaught and with Dr. Hoyt, I find first, that Mr. Slaught is disposed to accept your proposal for the coming year that he retain general supervision of the Bureau and give such time to it as such general supervision may require; second, that he have under him a paid assistant of a competent kind who may be expected to develop capacity for entire charge of the office.

In conference with Dr. Hoyt I gained the impression that on the whole she is a thoroughly promising person to undertake the work. The point at which we are likely to encounter serious difficulty in dealing with her is that of expense. She feels obliged to curtail her medical practice because of the fact that her mother, who is now a somewhat aged woman, is made very anxious by having her out of the house for long periods in attendance on cases and especially in the evening. For this reason Dr. Hoyt feels under moral obligation, if possible, to give up her practice. I judge from her statements to me that probably at the present time it amounts to somewhat over $100 a month.

She would be willing to come to us for a nominal salary during the early months of her apprenticeship, but she would not be willing to undertake the work at all unless it had ahead of it prospects of what she would regard as a reasonable salary as substitute for her medical practice.

I think if you are willing to contemplate, after the close of the next year, a salary of $1000 a year moving up to $1200 the year after, that Dr. Hoyt would be disposed to undertake the year of apprenticeship at a considerably lower figure. It would be understood in this, of course, that her work would be satisfactory to us if the arrangement were to continue.

I think the saving in the expense of the office in the matter of emergency clerical work which would be represented by her continuous presence in the office would amount perhaps to $100 or $200 a year and if Mr. Slaught leaves the office next year, there would revert to the office budget the $500 which we now pay to him, so that possibly the total added expense to the office on its annual budget would not exceed that which we should be paying Dr. Hoyt for the first year, i.e., let us say, $600 or $700.
I recognize the embarrassment which the financial administration of this office represents, at the same time I am so firmly convinced of the value of its work to us that I should strongly urge deducting from our ordinary advertising budget anything which might be necessary to finance properly the undertaking.

I question somewhat the propriety of not a little of our present mode of advertising and certainly it is a good deal of it quite expensive. The conduct of this Bureau seems to me absolutely legitimate, and I think the service which it renders not only to us but to schools, colleges and various employing agencies, is of a thoroughly sound and valuable kind, deserving recognition and development solely upon its own merits.

Yours very truly,

[Signature]

Dean
Dear Sir,

I acknowledge the receipt of your letter regarding the financial aspect of the matter under consideration. I am pleased to inform you that we have completed the necessary steps to resolve the outstanding balances.

I hope this information is timely and accurate. Please feel free to contact me should you require any further information or assistance.

Yours sincerely,

[Signature]

[Date]
Chicago, January 19, 1915

Dear Mr. Angell:

While the appropriations have not been settled for next year there is no doubt that we shall be able to employ more or less of the fund heretofore assigned to Professor Slaught in connection with the Bureau for the year 1915-16.

Very truly yours,

H.P.J. - L.

Dean J. R. Angell,
The University of Chicago.
Office: January 10, 1918

Dear Mr. Angell:

While the appropriations have not been settled for next year there is no reason that we shall be able to employ more or less of the kind perpetual service to Professor Strangeford in connection with the courses for the year 1919-20.

Very truly yours,

H. P. L. R. I.

Dear sir, Mr. Angell,

The University of Chicago
August 30, 1914.

President Harry Pratt Judson,
University of Chicago.

Dear Mr. President:

I am enclosing letter from Board of Recommendations.

While away from home my wife in my name sent telegram to the Board of Recommendations in the University of Chicago for my record to be sent the University of Tennessee. She did not know that I had requested that the Board destroy my testimonials and that I did not wish it longer to damage my reputation as a teacher. It seems that I should in justice to myself make some reply to the enclosed letter, as it misrepresents the facts. I answered indirectly the letter of 1912 by sending Dr. Tufts all the letter I had received and all the letter, or outlines of all the letters that I had sent Mr. Slaught in order that I might set myself in the right light in the department in which I did my work while in the University of Chicago. Furthermore, the photos and other data was not returned at any time, but I trusted that they were destroyed as I requested.

Now, Dr. Judson, I refer you to facts, as to why XXXX I severed my connections with the Board of Recommendations. In the year 1911 I resigned my position in the North Georgia Agricultural College after holding the position four years and after just being elected for another year and elected unanimously by the Board of Trustees. I resigned in a public meeting of
the faculty and board because I would not promise to support an administration that I thought damaging to the educational interests of the State. I would not have applied in the first instance had I not been assured by practically every member of the board that a change in administration would be made.

Now, after my resignation or about that time, June 1911, the Board of Recommendations wrote Dr. Glenn without my consent and I think over my advice to the contrary, for his estimate of my work and character. In reply to this letter by the Board of Recommendations, Dr. Glenn wrote a very damaging testimonial. I know its contents and had them in hand upon writing the Board for Recommendations and assistance during the summer, 1911. If you will consult the correspondence I sent Dr. Tufts or the copies of letters, if preserved, sent me in the fall and winter of 1911-1912 by Mr. Slaught over his own signature, you will find that in answer to my letter asking point-blank if he had sent any testimonial damaging to my character as a teacher, he first wrote, No.

In a few days afterwards I wrote again that I had proof in writing that he had. Then he admitted he had, but said that it was through clerical error. These are absolute facts. In consequence I requested that the Board of Recommendations strike me off their register as I joined the Board for help and not for harm. I am morally certain that the Board caused me to lose a $2500.00 position in consequence of the Glenn letter. I have had to explain this letter in the school I am now connected with.
I am enclosing you two letters confirming my relation of facts about leaving Dahlonega. In one of these letters you will find where Dr. Glenn absolutely falsified his statement to the Board of Recommendations in a statement to the Registrar of [redacted] his school. If you wish to have this matter investigated and the truth verified, I will gladly furnish you with the names of the leading educators in Georgia, of prominent citizens in the town where Dr. Glenn resides, Etc., Etc.

Professor J. R. Mosley, formerly Fellow under you, can give you and will gladly give you all the information you may desire about the Glenn matter. *His address is Mason, Ga.*

President Brown Ayers, University of Tennessee, has written the Board direct for information about me. I have written him, however, that I for a cause had requested the Board not to send out further reports about me. I referred him to Dr. Tufts. I would appreciate a letter from you to President Ayeres stating just why I have severed my connections with the Board. I am sending him testimonials and have referred him to Dr. Tufts.

Of course the situation is embarrassing to me and my loyalty to the University has unavoidably suffered, but when a man in authority will even allow a clerical error to exist thru maintaining a testimonial contrary to all testimonial it is possible for him to procure about me, it seems that the
I am enclosing you two letters containing my report of tests made in the Department of History. In one of these letters you will find where I am employed and a statement of my position to the Board of Regency. In the other, which I hope to have printed you will find the name of the leading professor in the College of Arts and Sciences, to whom you may address your inquiries, and who will probably answer any questions you may have.

The President of Missouri University, President of the University of Tennessee.

I have written the above because I wish you to be certain that I am in good health and that you will not have any further trouble about it. I have been informed by Dr. Thomas I. Scotty that I have been excused from your requirements, and I am sending it to you in connection with the Report.

My thanks are due to the President of the University and to the Board for their kindness and consideration. I trust that you will have all the facts I can give in the report, and that they will be of service to you.

Enclosed is a copy of my resume, which may be of service to you.
Board of Recommendation is guilty of gross carelessness. In fact I would have never gotten the information that the Glenn testimonial was damaging me unless a friend of mine has communicated the fact to me. Mr. Slaught, as stated, would not say in letter that he had this nature of a testimonial until I asked him the second time and told him that I knew he had it. Of course under the circumstances it is hard to see how I would be protected in the future. I have no assurances now that the Glenn testimonial may not be of record, and so may be through another clerical error spread broadcast over the country. The testimonial should be returned to sender or absolutely destroyed. Putting it on the shelf or "out of business" is not sufficient protection as long as it is procurable. He, Mr. Slaught, has already stated that he did not intend to use it, but that it was accidentally copied and placed among my testimonials by mistake, etc.

If Mr. Slaught is no longer connected with the Board, I would be glad to have its further service. I am sure you appreciate my position, and I am writing you that you may know my feelings and the cause of the same.

Yours truly,

[Signature]
 Еще одно сообщение от имени Сиони.

"...Во время моего визита в Ваш город, я узнал о вашем интересе к проблемам образования. В связи с этим я хотел бы предложить вам несколько идей, которые могут помочь в развитии вашего учебного заведения."

"...Мне бы хотелось также выразить благодарность за предоставленные услуги и приглашения. Я надеюсь, что наша встреча была полезной и плодотворной.

С уважением,

[Подпись]

[Даты]
Chicago, September 1, 1914

Dear Mr. Bradley:-

Your letter of August 30th has been received during the absence of President Judson in Japan. Of course President Judson cannot write the letter you request to President Ayers. It is not his custom in any case to write such letters, or even letters of recommendation, except through the Board of Recommendations. I am returning herewith the testimonials, the return of which you request: a letter from Mr. Howard Thompson and a sheet containing extracts from testimonials written by James H. Tufts, E. C. Branson, and E. B. Vickery.

The recent letter to which you refer I have seen in the office of the Board of Recommendations. The misrepresentations of fact concerning which you complain amount to two charges: (1) you assert that the office is wrong in saying that you did not answer the letter of 1912. I note, however, that in the first paragraph of your letter of August 30th you clearly say: "I answered indirectly the letter of 1912 by sending Dr. Tufts all the letter I had received and all the letter, or outlines
of all the letters that I had sent Mr. Slaught in order that I might set myself in the right light", etc. This certainly cannot be construed as an answer to the Board of Recommendations. The assertion that photographs and other data were not returned at any time must mean, of course, that they were not received by you. The records of the office show that they were returned. (2) As to the use of a testimonial from a certain Dr. Glenn, I cannot understand how the office could possibly know of the existence of Dr. Glenn unless you referred the office to that person. It certainly is counter to all custom in accumulating testimonials to write to anybody not referred to by the candidate. Can you give me further light on this point?

Of course the Board of Recommendations can hardly be held responsible for opinions expressed by any candidate of those to whom reference is made. Honesty, indeed efficiency, in the administration of the office requires frankness in dealing both with candidates and employers. It is well known that the ordinary, flattering letters addressed "To Whom It May Concern", and delivered
to the most interested parties, are discounted heavily. The most valuable letters for all concerned are frank, confidential statements from those best qualified to judge. I gather from the carbons of the letters addressed to you that an honest effort was made by the Board of Recommendations to be of service to you. I am sorry that you do not seem to agree with me in this view.

On President Judson's return to Chicago, about the middle of October, I shall be glad to lay before him your letter of August 30th and to report to him what I have learned from the Board of Recommendations. I trust that you may have no further difficulty and that you will see the importance for yourself and for all graduates of the University of having an appointment office managed on a basis of frankness and confidence, not only of superintendents and other prospective employers, but of alumni seeking the aid of that office.

Sincerely yours,

D.A.R.--D.

Secretary to the President.

Mr. W. J. Bradley
Valdosta, Georgia.
December 27, 1916.

President Harry Pratt Judson,
The University of Chicago,
Chicago, Illinois.

Dear President Judson:

I quote from the letter I received this morning, which I mentioned to you this noon, after our committee meeting:

"Referring to your reply to my letter, wherein I stated I thought I might be able to make some suggestions of value to the University of Chicago: Perhaps it is just as well that this has hung fire as it has for I have had opportunity to observe the workings of their "Teachers Placement Committee" - I think this is correct term - which confirms me in my opinion of earlier in the year, that this department is not as efficient as it should be.

You are aware that the Department of Education in the University of Chicago is second only to that of Columbia University in this country and at least three cases have come to my knowledge within the past year where capable men have passed by Chicago and have gone to Columbia, largely because of Columbia's reputation in placing her graduate students of Education in teaching positions. I do not recall in the last four years in which I have been in close touch with the University, one expression of good will toward the woman in charge of this work, and many decidedly against her and her methods. If I may be permitted to suggest, I would say that a careful canvass among the graduate students of the School of Education would show that my view in this matter is not biased.

Trusting that this letter may be of some benefit to the University, I am."

Yours faithfully,

[Signature]

Harold H. Swift
Union Stock Yards
Chicago
Pres. Harry Pratt Judson,
Chicago, Illinois.

Dear Pres. Judson:

For several years past we have been getting a good many of our teachers from the University of Chicago. It seems that every time I get in touch with Dr. Mary Hoyt there is always some unpleasantness caused, I think, by her unsocial and crabid disposition. I have no difficulties whatever with the secretaries of other appointments committees or the managers of teachers' agencies, and I cannot convince myself that the responsibility for the blame rests upon me. I have come to the point where I refuse to have any business relations with the Appointments Committee of the University of Chicago if they have to be conducted through Miss Hoyt.

I am in need of at least four teachers for the coming year. We have had some excellent U. of C. people on our faculty in the past, and I hope we shall always have this point of contact with the institution of which you are the president. If I can be given some assurance that I shall not be under the necessity of coming in touch with Miss Hoyt, I will be glad to give further details concerning the positions we have to be filled for the coming school year.

Yours very truly,
Eston V. Tubbs
Dear Mr. E. R. J. Young,

April 28, 1917

I have just received a copy of your letter dated April 26th. In my capacity as a member of the University Committee, I wish to inform you that your case has been discussed at length, and that the Committee has decided to approve your application. I hope that this will be satisfactory to you.

Yours truly,

[Signature]

Dean of Students
April 30, 1917.

President Harry Pratt Judson,
University of Chicago.

My dear President Judson:-

The most effective comment I can make on Mr. Tubbs' letter is to send you the correspondence with Mr. Tubbs during the past four years with such recollections as occur to me of personal interviews with him.

My first meeting with Mr. Tubbs was in the spring of 1913 shortly after I came into the office. He spent most of his time in commenting on the deficiencies of the man Herger referred to in his letter of July 1912 and in blaming the University of Chicago for sending out such a man. I supposed Herger had been sent out from here and told Mr. Tubbs that while we tried to exercise every care in securing information about our students I supposed some mistakes in judgment were bound to occur. After Mr. Tubbs left, our stenographer, greatly incensed at the man's tone and manner, brought me the letter of July 1912 and called my attention to the fact that Herger had not been recommended by the University. Realizing that Mr. Tubbs was the kind of person who might at some time make trouble I at once made the pencilled notation which you will find on the above mentioned letter.

When Mr. Tubbs came in the spring of 1914 he again reverted to the case of Herger and I called his attention to the fact that he did not secure him through the instrumentality of the Board of Recommendations.

In Mr. Tubbs' reply to my letter of May 1, 1915, I noted evident irritation. The wisdom of my making inquiries before making recommendations was evidenced by the second paragraph of his reply (letter of May 6th). You may note that after this time I made no inquiries concerning the nature of the vacancies reported. On Mr. Tubbs' letter of May 9, 1915, you will find my notation "Did not appear". His failure to keep his appointment caused considerable inconvenience to the people whom I had arranged to have him meet as they waited for a considerable time for him.

Last spring after he had interviewed a number of candidates he expressed strong interest in one young woman. I told him that in fairness to him I should tell him that she was being considered for another position. He seemed greatly incensed at this and undertook to make me agree to keep back any offer from the other man until he should reach a decision. Failing to succeed in this, he then wished me to agree not to recommend this person for any other position until he had reached a decision. I told him I could not agree to this proposition as we felt that the candidates had as much right to consider several positions as had school authorities to consider
The most effective means I can make on Mr. Tupper.

Dear President Judson:

My first meeting with Mr. Tupper was as the recipient of
1936 University of Chicago, which I have had the great
honor to serve in the capacity of the University's
president. In that capacity, I have had the privilege of
working closely with Mr. Tupper in the development of
various aspects of the university's work and programs.

Mr. Tupper's leadership and dedication to the
university have been exemplary. His commitment to
education and excellence is unwavering.

Sincerely,

[Signature]

President of the Board of Regents
several candidates. The incident closed by my doing consider-
able telephoning for him and his employing the young woman be-
fore he left the city that evening. Evidently his inability to
control our policies still rankles in his mind and I, as the ad-
ministrator of the policies am the goat.

I suppose no one person can meet the requirements of all
the people who come to us. Judging from various remarks, my pre-
decessor did not do this and quite evidently I am not doing it.
However as the number of people coming to us for teachers is
steadily increasing I doubt whether many share Mr. Tubbs' opinion
in regard to my disposition.

Yours very truly,

[Signature]

Mary A. Hoyt
Secretary.
President Harry Pratt Judson,
University of Chicago.

My dear President Judson:

I have a number of cases of
the type which in my judgment ought to be reported to
you. One very definite example came up today and in
such detail that I am reporting it.

Superintendent Bentley of
Richmond, Indiana, one of the most progressive and
keen-minded school men in this region, came to me with
the statement that he found it impossible to do business
with our Board of Recommendations. I asked him what
the difficulty seemed to be. He said that Dr. Hoyt in-
sisted on passing her own judgment on all candidates
and was quite unwilling to supply information and allow
him to pass his own judgment. He said that she always
decided who was available for a given position. He
said that he frequently came back from teachers' agencies
down town with suggestions that she had not made and
that sometimes she assented to these suggestions.
Evidently they had not occurred to her in the first
President Judson—2,

conversation and she has not set up the machinery of
passing all possible names on to those who are seeking
candidates. In fact Mr. Bentley said he was able to get
much more information about Chicago graduates from the
teachers' agencies in the city than from Dr. Hoyt. He
also said that he went over some credentials at her
office and because the addresses of the people were not
attached he asked for these addresses in order that he
might get into personal communication with the people.
These addresses were not given to him.

I am writing this letter because I get from
time to time similar complaints from superintendents and
principals who come to my office after having attempted
to deal with Dr. Hoyt. Personally I believe that the
work of this placement bureau is a matter of major im-
portance to the University. I think that in some re-
spects Dr. Hoyt does a very faithful piece of work but
complaints of the sort I am reporting are far too common
in my judgment to be accepted complacently.

Very truly yours,

Charles H. Judd.

Charles H. Judd.

CHJ-L
My dear President Judson:

Your letter of August 25th enclosing Mr. Judd's letter of August 19th came while I was away on a two weeks vacation. Let me thank you for sending me Mr. Judd's letter. It gives me the opportunity not only of commenting on the case cited and the policies involved but of setting before you some matters which I have hoped for some time to discuss with you face to face.

In reply I shall take up first the specific instance cited. My contact with Mr. Bentley this spring and summer has been as follows: Mr. Bentley was here on the 14th day of May and reported to me nine positions. For some of these I made immediate recommendations, and he met the people recommended. I wrote him on the 18th of May sending him the material concerning the people whom I had suggested, and advising them to write to him at once concerning their possible interest in the positions. On the first day of July Mr. Bentley, through one of his teachers who was in our Summer School, asked for recommendations for another position, and I sent him material concerning a number of people. As no one
of them fully met his needs, I did not advise any of them to write to him until I heard further from him. On the 28th day of July I had a letter from Mr. Bentley in which he reported eleven more positions. This letter I answered on the 4th day of August sending him material concerning twenty-one people. I explained that, as the amount of material sent was so large, I thought he would prefer not to be deluged by applications, and told him that I should wait for his reaction before asking the people to write to him. On the 14th of August I had a letter from Mr. Bentley saying that he would be in Chicago the following Monday for interviews and that he needed two more teachers. On the 13th of August, through Miss Temple, I learned that he wanted a Supervisor and that Miss Temple was making certain suggestions. We sent the material of the people whom Miss Temple had suggested on the same day that the matter was reported. On the 13th of August I had a letter from Mr. Bentley in which he asked for information concerning a man whom we had suggested, and also reported another position. For this position he wanted to interview candidates the following week when he came to the city. I hunted up the information he wished concerning the man and made an appointment for him to meet one person who was to be recommended for the position named. In all, we have suggested fifty-five people to Mr. Bentley since May 14th. When Mr. Bentley was in the office the last time he
ol from Lilly meet the exec, I will not receive you at first
of MUSIC to me. I am not an integer from there.
the Step way of July I had a letter from Mr. Herst. I was presented
repeatedly in how one was presented. The letter I receive
as on the first of August meeting the executive secretary.
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mentioned for one position a person from whom I had not heard for several years. I agreed that she would be an excellent person. He also asked for the addresses of certain people whom we had recommended and whom we could not get for interviews. I gave him all but two; as I remember it, and told him that we had been unable to reach these people at the addresses furnished; that we were trying to trace them and that as soon as we could find them we would ask them to communicate with him.

This matter of not furnishing addresses has often been a source of criticism. I should be entirely willing to change our custom if it were not for two things: One is, that in the busy season it would require the time of an extra clerk. The second is, that the addresses change so frequently that we would be told that we had sent the wrong addresses. It is our custom to care for this in two ways: If the letter of inquiry concerning teachers gives no directions, we recommend people, enclose material concerning them, and state that we are advising the candidates to write if interested. If the letter of inquiry states that they do not wish applications, or if the people whom we have to recommend do not fully meet the requirements, we send the material and state that we shall take pleasure in putting them in direct communication with any in whom they express an interest. So much for facts.

In all dealings with Mr. Bentley he has expressed satisfaction with the help he received and continues to write
The matter of the training of women and men in the armed forces is a matter of considerable importance. I believe there are two principal factors that make it necessary for this to be done. First, the armed forces are a major part of the economy and are essential for the defense of the nation. Second, the armed forces are a source of social and cultural values that are important for the development of a healthy society.

The armed forces are an important institution that serves to protect the nation and to promote the well-being of the people. It is essential that they be trained in such a way that they are able to fulfill their duties and responsibilities.

In my opinion, the training of the armed forces should be based on the following principles:

1. The training should be comprehensive and provide a solid foundation in military skills.
2. The training should be tailored to the needs of the individual and the group.
3. The training should be structured to allow for continuous improvement.

I believe that these principles will help to ensure that the armed forces are able to fulfill their mission and to serve the people of the nation effectively.