for suggestions, one letter from him having been received this week. If Mr. Bentley is the type of person who says pleasant things to one's face and criticizes behind one's back, his opinion does not seem to me valuable.

This specific instance I regard as a small matter. The policies involved are of utmost importance. In the first place, the Department of which I have charge is known as the Board of Recommendations. In my understanding, it is a Department of the University that was organized to do a definite piece of educational work; that it was not organized as a "teachers' agency", although the ideal function of the commercial agency was one of its chief functions; that it was quite as much its aim not to fill some positions as it was to fill others; that it was quite as much its duty to say to a school authority, "We cannot recommend a given person for a given position" as it was to give cordial backing to a person well qualified for the position; that the fitness of a person for types of positions was to be determined by the Departments in which the person was doing his work: this attitude of the Departments to be the guide for the Secretary in making recommendations. Members of a Department do not always agree in their estimates of a given student. It then becomes necessary for the Secretary to discuss the case with the members of the Department in order to find a ground for action acceptable to both backers. For the further
The position facing me as a member of the APPC will be to ensure that the Department's decision-making process is transparent and accountable. It is crucial that the Department's actions are not only effective but also fair and just. This is especially important given the sensitive nature of the issues we are dealing with.

We must also ensure that our decisions are based on sound evidence and rigorous analysis. This will require collaboration and coordination with other government agencies and stakeholders. It is essential that we work together to find solutions that benefit all Canadians.

In conclusion, I believe that our Department has a critical role to play in addressing the complex issues we face today. I look forward to working with all members of the APPC to ensure that we meet these challenges effectively and efficiently.
guidance of the Secretary all Departments concerned with high school teaching have made a statement of the amount of work required for a departmental recommendation.

This then is the basis on which I have tried to work. If I, as the person in charge of the Department, am not to say who is qualified for a position, who is to say? In the seven and a half years that I have been doing this work I am sure there have not been to exceed a half dozen cases where I have not acted in strict accordance with the departmental recommendations. One case was that of De La Fond whom you afterwards excluded from the University. Another was that of a girl who turned out badly after leaving the University. The others have been cases where I have known personally the outside work of the students and have recommended them a little more highly than the estimates of their instructors would suggest.

The administrative problems of this office are not simple. As former Dean of the Faculties you know well the departmental and interdepartmental jealousies that always exist, and it is not an easy matter to keep all satisfied. I am under no delusions as to my having attained this end, but I am absolutely certain that I have stood back of each and every Department in recommending for any position only such persons as have departmental backing for it. It seems to me more important that the University should recommend only such persons as it knows to be qualified for certain pieces of
The importance of the Poertsch Bund for the conflict over the power and influence of the various factions in the government. I have always been a strong supporter of their position and believe that they are the true defenders of the republic.

I am pleased to see the growing popularity of the Poertsch Bund and believe that their influence will continue to grow.

As for me, I will continue to support them and work towards their goal of a democratic republic.

Thank you for your time.
work than that it should foist on school authorities a lot of material concerning people who are poorly equipped. As I see it, this latter is the function of the commercial agency.

This matter brings up the chief issue which has antagonized Mr. Judd. A year ago last spring he came to me for a conference in regard to two matters: One was a suggestion that I undertake the organization of some work for women in the University. The second was to establish the right of members of the Department of Education to recommend students to teach definite academic subjects. The first point needs no comment. I did not feel that I was the person to undertake the work, and I was using every bit of energy I had on my present work. As I see it now, the suggestion was his first effort to get me out of my present work. The second point was brought up as a result of queries on my part as to the advisability of a person who was teaching Theory courses in Education recommending a person to teach English or Mathematics for instance. As I remember it, he took up the case of Mr. Rugg and brought me a copy of a monograph on Mathematics which Mr. Rugg had just published. I granted that the Department of Mathematics would undoubtedly be willing to back the recommendations of a man with Mr. Rugg's mathematical training. But I raised the question as to whether the English Department or the Chemistry Department would give the same backing. I contended that if a given department made a requirement of
a certain number of majors as a prerequisite for teaching that subject it was not right for a person in the Department of Education to recommend a person with less training, inasmuch as school people consider recommendations sent out by the University as University recommendations, not departmental, and do not analyze the sources. You may remember that this spring I asked your reaction on this general case; it confirmed my judgment.

This was the beginning of a course of open hostility. Students from the Department of Education came over to make inquiries and frankly told my secretary that "the Department over there does not think much of this office". The case of Mr. Allen brought from Mr. Judd a letter which I have shown to but one person outside my family. Its spirit was so nasty that I hated to have anyone know that Mr. Judd could write it. I am enclosing his letter and my reply. May I ask that you return them to me when you have read them.

This past year Mr. Judd and I have done such business as has come up in a perfectly pleasant way. So far as I am concerned there will be no change. My former estimate of Mr. Judd's good intentions and his willingness to play fair and fight in the open has been shattered by these incidents and others of which I have had knowledge. But my job is an administrative one and my personal feeling in this case will be as carefully veiled in the future as it has been in the past, unless Mr. Judd forces an issue.
No one knows better than I the inadequacies of our machinery. Each year it improves. In no year have I been able to carry out the improvements planned, for it has been quite impossible to foresee the tremendous growth of the past three years. Each year we get in touch and keep in touch with a larger number of alumni and of schools. If the Expenditures Committee sees fit to put at my disposal a larger sum of money, the machinery will be more adequate. If I did not have a group of young women who are as interested in and as proud of such degree of efficiency as we have attained as am I, present results would be impossible.

I am a poor person to do personal advertising. But lest you wonder why I continue a piece of work which must seem to you productive chiefly of criticism, I am enclosing a letter which I found on my desk on my return. It came quite unsolicited and is one of many of the same sort. I should consider it presumptuous on my part to send you such letters, but if you so desire, I can send them to you from time to time.

In conclusion, may I ask whether it is the expected thing for one administrative officer to harbor and pass on criticism of another? I had supposed that the thing to do was to smooth over any complaints which might come to one, and have acted on this supposition.

Finally, let me assure you that I am always eager for constructive criticism and shall be glad to discuss
No one knows what the future holds.

I am writing to express my concern about the importance of maintaining a balanced perspective when dealing with the current political climate. It is important to remain open to different viewpoints and to approach discussions with an open mind.

The recent events have highlighted the need for constructive dialogue and collaboration. I believe that by working together, we can find solutions to the challenges facing our society.

In conclusion, I hope that you will consider the importance of promoting understanding and respect in our interactions. Together, we can make a positive difference in the world.

Please take the time to reflect on this message and consider how you can contribute to a more just and equitable society.

Sincerely,
[Your Name]
with you any policies that you may suggest which will make for more efficient service. I am sure that in a personal interview I could make clear to you things which it would be difficult to put in writing.

Very truly yours,

[Signature]

MOH.AE Secretary
Enclo.

President Harry Pratt Judson

Faculty Exchange
We are sorry to inform you that your application is not being considered for the position of our firm.

We regret to inform you that we are unable to offer you the position.

Thank you for your interest.

[Signature]

[Stamp]
The committee appointed at the November meeting of the Board of Recommendations to consider various problems discussed at that meeting and report recommendations has had numerous conferences and has corresponded with other recommending agencies and is now prepared to submit for action several proposals on which the members of the committee are fully agreed. There are some matters on which the members of the committee are not agreed; two of these are of enough importance to justify a brief statement to the Board, but without recommendation of action at this time. Indeed, it may be that the changes in procedure which are definitely recommended in this report will prove adequate to meet all the difficulties which exist. If not, the Board may find it desirable at
To the Members of the Board of Recommender's:

A meeting of the Board of Recommender's will be held at a point two weeks to one month from the date of this communication. The purpose of the Board's meeting is to review the work done during the last two months of the academic year and to make plans for the future.

The Committee

[Signature]

Chairman

The committee sponsoring the recommender's program of the Board of Recommender's are concerned with the importance and need for recommender's and the need for the recommender's to adapt and improve their methods of operation. There is some reason to believe that the members of the committee are not adequately informed of the importance of the recommender's program and the need for its improvement.

Therefore, it is recommended that a special meeting of the Board be held immediately to discuss the recommender's program. It is suggested that the meeting be held at a point two weeks to one month from the date of this communication. In preparing the agenda, it may be noted that the recommender's program is of great importance to the Board and that it is necessary to make plans for the future.

If not, the Board may feel it advisable to

[Signature]
some time in the future to reopen the two discussions here outlined merely for information.

The first matter on which the committee agrees and recommends action has to do with the training of students who are to be recommended for secondary-school positions. It may be remarked in passing that the training of candidates for college positions is under the full control of the various departments and, because of the strictly departmental character of college positions, must of necessity continue under the present type of supervision. The training of secondary-school teachers, on the other hand, involves much wider co-operation between departments and a special type of understanding of secondary-school organization which has not always been present. It is reported by the Secretary of this Board that students often present themselves for registration as candidates for secondary teaching positions unqualified by the sequences which they have pursued for such positions as are actually available. Eleventh-hour revisions of sequences and election of special courses must often be recommended in order to put the candidate in line for such positions as he wants and may properly expect to fill.

It is the judgment of this committee that it would be a mistake to correct this difficulty by transferring
The fact that the committee is aware of the existence of
the aforementioned section, and of the potential for
its repeal, is entirely within the committee's
judgment and discretion. However, it is the
committee's view that the retention of this
section is necessary for the continued
success of the organization. In light of this,
the committee believes that the repeal of
this section would be detrimental to the
organization and its goals.

It is therefore recommended to the board of
directors that the repeal of this section be
postponed for future consideration.

The committee also recommends that the
organization conduct a thorough review of
its policies and procedures in order to
ensure that they are in line with the
organization's goals and objectives.

In conclusion, the committee believes that
the retention of this section is in the best
equity, and recommends that it be
continued and enforced.

If the board of directors chooses to
repeal this section, the committee
requests that the process be
completed in a timely manner.
in any measure to the Secretary of this Board authority in making up the sequences of students. It should remain the duty of the deans and departmental advisers to see to it that candidates for teaching positions are properly trained.

In order to insure more general understanding on these matters it is recommended that departmental advisers and deans hold occasional formal conferences with the Secretary of the Board of Recommendations and with departmental representatives from the faculty of the College of Education for discussion of the proper courses to be pursued by candidates for teaching positions in secondary schools.

Secondly, it is recommended that each departmental announcement contain a statement of the grounds on which the department will make its recommendations for teaching positions. It is recommended that these statements be subject to the scrutiny of the dean and the Secretary of the Board of Recommendations with a view to such revisions as are necessary to bring them into conformity with the experience of recommending officers.

Thirdly, it is recommended that a paragraph be inserted in the course book giving students general advice regarding preparation for teaching positions and directions
In order to improve more energy conservation on

properties, it is recommended that departmental

surveys and analysis be conducted to better understand

the energy use of the building. The results of the survey

will be presented to the faculty and department heads

to inform them of energy consumption and

recommendations for reducing energy use in

departmental offices.

Secretary, I'm recommending that
energy awareness campaigns be initiated to educate

employees on the importance of energy

conservation. This will make the recommendation

for reducing energy use more

assimilated. It is recommended that these statements be

emphasized in the priority of the green and energy

conservation. The priority of the green and energy

conservation will be given to those initiatives that

are the necessary to provide green energy.

Furthermore, it is recommended that a

provision be made to

address the potential for reducing energy use in
different positions for assessing positions and

positions.
as to the necessary steps to secure special advice at the time that they make up their sequences. A reminder should also be on the sequence slips calling the attention of students and departmental advisers to these matters.

In addition to the difficulties which arise in connection with preparation, the committee finds that there are certain problems which come up in connection with the placing of candidates. Some students feel that they are not recommended often enough or strongly enough and attribute their supposed ill fortune to the system of recommendation. Sometimes when the candidate has to be told his limitations he resents criticism from an officer of the University who has not been connected directly with his academic training.

The committee believes that the situation can be greatly improved if means can be devised of involving the departments more fully in the process of recommendation. It does not always seem possible for the Secretary of the Board of Recommendations to get in contact with a representative of the department concerned. It is the belief of the committee that it would be well if each department would depute one of its members to advise with the Secretary of the Board of Recommendations. It is also the belief of
the committee that departments can be kept more fully alive to their duty in this matter if the Board of Recommendations will inform each department when its students are recommended. The departments will then be in a position to share with the Board responsibility for the number and character of recommendations given to each candidate.

It is accordingly recommended that a card be printed and sent with appropriate entries to the proper departmental officers each time a recommendation is made.

The two matters on which the committee has no recommendations to submit, but to which it draws attention, are, first, the problem of alumni relations, and secondly, the problem of contributing more liberally to the placement of students who can not be recommended to the better positions.

In the matter of alumni relations, it is evidently desirable that the University should keep in close contact with its teaching alumni both for the purpose of contributing to their professional advancement and for the purpose of profiting by their experience in the field. This service to teaching alumni is now in some measure rendered by the Board of Recommendations and in some measure by the several departments. It is probably not wise at this time to
recommend that the Board of Recommendations do more by way of enlarging this service to complete its files as it is now doing. The various departments should be encouraged to keep in contact with the graduates and the Alumni Council should be used as fully as possible for the same purpose. The exact methods to be adopted by the various departments will doubtless differ. It is the judgment of some that it is unwise to correspond with alumni asking them to send in notices of vacancies. On the other hand, it is the belief of some that such information properly secured would be very useful in furnishing a wider range of positions from which to choose opportunities for graduates. The matter may be left for the time being to be dealt with in different ways by different departments, but it is to be hoped that the conferences provided for in an earlier paragraph in this report may become a center for interchange of experience so that the relative merits of different departmental plans may become generally known.

The second matter which is submitted without recommendation of action has to do with access to the names of candidates by employing officers. There is at the present time an open list of summer students who are candidates for teaching positions, for whose placement the Board of Recommen-
tions takes no responsibility. This list may be consulted by anyone who is looking for a candidate. The University becomes in this case merely a source of information, not a responsible party through the selection of a single candidate or a limited number of candidates for a given position.

Such an open list is altogether different in its purpose from the regular list used under other circumstances by the Secretary of the Board of Recommendations. The regular list is now closed to an employing officer. From this list representatives of the University select that candidate or those candidates who in their judgment are suited to a given position and these selected candidates are the only ones who are given an opportunity to be considered. This procedure is felt by some students to be unjust. On the other hand, it leaves in the control of the representative of the University the determination of the kind of candidate who is to be allowed consideration. It is the firm conviction of some that this rigid control of placement is the only wise policy. It is believed by the advocates of the present method that the University can in this way maintain its standards most effectively and bring such schools as it supplies with teachers to conform to its methods. It is believed with equal conviction, on the
...
the other side, that students often fail to receive justice under the present method. They sometimes get more consideration and more favorable placement through commercial agencies. The committee could not agree to recommend any enlargement of the plan of the open list which is now in use during the summer. It may be that the enlargement of the responsibility for judgments which is provided for in recommendations made earlier in this report will remove some of the difficulties that arise from the rigidly closed list. Again, it may be suggested that the exchange of experiences at the conferences between deans, departmental advisers and the Secretary of the Board of Recommendations may be useful in determining whether or not this matter is to come up for future consideration by this Board.
The other side, of course, depends on how to receive the cause which is not made the object of the plan or the other thing. The committee can be saved only by new and realistic operation of the committee. The new power to make a new committee which is now in the name of the country to bring new members. The operation of the cooperation can be taken in this way. It brings with some of the advantages that arise from the strictly obvious, that they may be neglected. That is the strictly obvious that they may be neglected. That is the strictly obvious that they may be neglected.
The University of Chicago

The School of Education

October 8, 1921

My dear President Judson:

May I remind you of the report which was prepared by Mr. Stieglitz, Mr. Robertson, and myself in regard to the activities of the Secretary of the Board of Recommendations. This report was drawn up last Spring. I think it was your intention to have a meeting of the Board during the Spring Quarter, but for some reason or other it did not materialize. I am not sure whether you want the report presented to the Board this Autumn or not. I enclose a copy of the report so that you may have the matter fully in mind in making a decision.

Very truly yours,

Charles H. Judd.

President H. P. Judson,

The University of Chicago.
The principal account

May I request you to

forward copies of my recommendations for

the appointment of the Board of Managers.

I think it

wise to forward copies of your report

and your information to the Board of Managers.

Yours truly,

[Signature]

October 6, 1937
My dear President Judson:

In accordance with your request I am sending a copy of my letter of December 14, 1922, to which I am now attaching a letter from the Board of Trustees. I am now requesting action on recommendations 3.

Yours very truly,

Mary O. Hoyt

were never intended for the secretaryship of the Board of Recommendations. The salary in question for an assistant is much larger than we are paying in other offices. I should doubt the advisability of putting so much into the office of the Board of Recommendations.

Very truly yours,

Dr. Mary O. Hoyt,
The Bureau of Recommendations.
Dear Mr. Johnson,

I am pleased to recommend [Name] for the position of [Job Title] at [Company Name]. I have known [Name] for [Number of Years] years and have found them to be [Adjective] in their work. [Name] has demonstrated [Specific Skills or Qualities] in their previous positions and I am confident that they will be a valuable asset to your team.

Please feel free to contact me if you have any questions.

Sincerely,

[Your Name]
December 14, 1922.

My dear Dr. Hoyt:—

Your favor of the 11th instant is received.

I understand that the charge system has been abolished. The recommended system for filing cards I think is a good one. If it has not been approved, let me know and I shall see that the fund is made.

I am a little puzzled as to your suggestion about an assistant-secretaryship, and am wondering whether perhaps you are not considering functions which were never intended for the secretaryship of the Board of Recommendations. The salary in question for an assistant is much larger than we are paying in other offices. I should doubt the advisability of putting so much into the office of the Board of Recommendations.

Very truly yours,

Dr. Mary O. Hoyt,
The Bureau of Recommendations.

HPJ:CB
December 16, 1924

My dear P.R. Hay-

Your letter of the 11th instant is at

... continues.

I understand that the change you refer to has been

simplified. The recommendation system for filling case...

It is very good of you. I have not been...

I think I can explain that the long

message...

as a little piece of your experience, having been an assistant-rectorship, and as a member...

wrote part of your note, but as far as I can determine, there are no significant functions which

were never intended for the rectorship of the board...

The sentence in question is as follows:

- Accept the resignation of Mr. Jones, in order to

accept the resignation of Mr. Smith, in order to accept the resignation of Mr. Jones...

I should explain the significance of the term...
My dear President Judson:

Pursuant to my recent conversation with you, I am sending a memorandum concerning the needs of my department. I believe that you understand the reasons for the recommendations suggested and therefore shall omit them from this letter. I shall be glad to supply any detail or to appear before the committee if it so desires.

1. The abolition of the present charge system. The cost to the University would not, I believe, amount to over $200 a year. This amount would be well invested in the added good will of the Alumni body and in the lessening of irritation over small charges.

2. The installation of what is known as the "Findex" system for filing cards of applicants. This is the system now used in all of the large appointment offices. It would make it possible to delegate to a clerk much of the mechanical work of selecting candidates for positions and it would also make it possible for my assistant to handle the work with some facility at times when I am not in the office. Something over a year ago I found that the cost of this device would be about $250 to $300.
3. The appointment of an assistant Secretary who is competent to take over all minor details of my work and to carry on the work in my absence. The secretary who has just left me was able to do this. Since last February I have been searching for her successor. The only two people I have found were receiving salaries practically the same as my own. One of them would, I think, be willing to make a sacrifice in salary for the sake of coming to the University. I have not asked her definitely what amount she would consider, but I am inclined to think she could be secured for $175 a month.

On September first I shall have in my office no one who has been here longer than eight months; no one who is capable of taking responsibility concerning anything but office management. With this unfortunate condition must be coupled the fact that the Deans are constantly thrusting upon me an increasing amount of advisory work. The Dean of the Colleges tells me that he purposes extending this practice in so far as I am willing to cooperate.

It is perfectly clear in my mind that I can no longer do the work of two people through more than one-half of the year, and that I can be of greater value to the University in the larger phases of the work, including cooperation with institutions and our own departments, in improving the quality of teaching, and in advisory work with our own students who are interested in the teaching profession. Moreover it seems desirable that I have time enough to map out statistical work so that we may make deductions for the future conduct of the work.
The appointment of an assistant Secretary was
to compensate for the work of the Secretary. My
work has had to carry on the work in my absence. The
secretary who has just left me was able to do this.
Since last February I have been secretary for the
succession. The only two people I have known were
baccalaureate graduates. Myself was one of the
one or two hundred I think, as willing to make a
second effort to satisfy for the sake of agriculture. I
have not seen the horticultural part
I have not seen. I am feeling as I have been reading for the

On September 3rd I shall have to write an article on one
who has been here longer than eight months, on one who has

sapped a peasant. The peasant, who does not get enough to eat,

the management. With this information, a peasant must be

conformable to the fact that he does not get enough to eat. The need of the

agriculture is the need to increase extension this December. I

so far as I am willing to cooperate.

We probably have to what shall I call it on the

on the work of two people. I have been able to

and part I am as an assistant Secretary. To the

Russian Press at the time of the revolution. This cooperation with extension

There are also one or two assistants to communicate the situation of

The importance of the extension, to make our advances and our

Secretary that I have time enough to visit our agricultural work

as part of the main objective for our future success at the work.
At present I do not consider it necessary to increase the office force. The outlook now is for a normal year. If this proves to be the case we should be able to do satisfactory work by the appointment of an efficient assistant, advancing one of the four who will remain to general office oversight; the appointment of an additional clerk about March and a second additional clerk about June. But I suggest that plans for the year include the possibility of our having another abnormally heavy year which would necessitate employing additional help earlier than March.

Very truly yours,

Mary O. [Signature]

Secretary

MOH/RH
Dictaphone

President Harry Pratt Judson
University of Chicago
Mr. Jones,

I am writing to inform you that I have been appointed as the new Secretary of the University of California. As such, I will be responsible for the administration of the campus and the oversight of its operations. I am confident that I can bring a fresh perspective and new ideas to our institution.

I would also like to express my gratitude to you for your leadership and guidance during my tenure as Assistant Secretary. Your wisdom and experience have been invaluable to me, and I hope to continue to learn from you in my new role.

Please let me know if there is anything I can do to assist you in your transition.

Sincerely,

[Signature]

Secretary

University of California
February 7, 1923

Professor William A. Nitze
Faculty Exchange

Dear Nitze:

I am informed that Dr. Hoyt, of the Board of Recommendations, has recently advised a graduate student in Romance not to take Italian - on the ground that there was no demand for teachers of Italian.

It seems to me that any attempt by Miss Hoyt to advise graduate students as to what courses they should or should not take is an outrageous interference with the conduct of the work of the Department.

Her interference in this particular case gives evidence, of course, of an entirely unsound view of the essential purpose of graduate work.

I trust that you will find it possible effectively to prevent any further interference of such sort by her.

Very sincerely yours,

[Signature]

EHW: GG
February 4, 1920

Professor William A. Nichols

Dear Professor:

I am informed from Dr. Hoyt of the Board of Regents of the University of Oregon that he desires to advance mine to the rank of Associate Professor of Romance Languages. I am also informed that the Board of Regents has approved your nomination for this rank.

If you will kindly extend your kind consideration to the Department of Romance Languages on my behalf, I shall be deeply grateful.

I am now at work on a long manuscript of the work of the department in this particular area.

I trust that you will find it possible to present any further information of any sort in a letter.

Very sincerely yours,

[Signature]

[Date]
The University of Chicago
The Board of Recommendations

October 2, 1916.

Acting President James R. Angell,
Faculty Exchange.

My dear Mr. Angell:

My failure to comment promptly upon the enclosed letter is due to the fact that I have had no stenographer.

Mr. Judd and I conferred previously on the matter of the Employment Service of the United States Department of Labor. Since receiving Mr. Birkelbach’s letter I have taken the matter up with him again and find that neither of us has changed his mind and that we are absolutely agreed in regard to the whole matter.

In the first place if such a program were to be undertaken the initiative should come from the Department of Education in Washington.

2. The personnel of the office here in Chicago is entirely unqualified to undertake such a program. Peterson while a nice fellow has not a sufficient educational background to organize such a plan of operation and socially he is quite impossible.

3. By virtue of becoming a branch of the United States Employment Service each Placing Bureau becomes to greater or less extent responsible for any action which the Central Employment Bureau takes on the basis of the material furnished by the Institutional Appointment Bureau. As it is manifestly impossible for this Central office to have personal knowledge of all of the candidates enrolled in all of the bureaus, the operation of the office becomes in effect no different from that of the commercial agency.
4. The proposition to have the Chairman of the Placing Bureau maintained by the State University, causes him to become practically Director of the Placing Bureaus maintained by other educational institutions in the State, and would not work satisfactorily in some cases. For instance in Illinois where I understand the organization of the State University Placing Bureau is not as well developed as The University of Chicago.

Yours truly,

MARY O. HOGAN
Secretary.

The printed stereographer, as means
dire, but I'm glad to get any. m. a.
Dear sir:

Mr. John A. Peterson, representing the Employment Service of the United States Department of Labor, with headquarters at Chicago, has presenting a plan for the coordination of the College Placing Bureaus with the Division of Education of the United States Employment Service.

We are in general sympathy with this plan but do not want to enter into such an agreement unless the universities of the surrounding states do also. Attached to this letter is a copy of Mr. Peterson's proposal. I am informed that a similar proposition has been made to a representative of the University of Chicago. Will you be so good as to write me concerning the attitude of the university toward Mr. Peterson's plan? I shall be very grateful for information on this point. I know that you must be very busy but the inquiry can be referred to the proper person.

Very truly yours,

[Signature]

Acting President

President Harry P. Judson
University of Chicago
Chicago, Illinois
DEAR SIR:

I join A. F. R. Matthews in expressing the employment
service of the United States Department of Labor with great


desire to cooperate in presenting a plan for the cooperation
of the College Placement Bureau with the Division of Manpower

of the United States Employment Service.

We are in general sympathy with the plan put up for
want to accept into any on examination without the modification

of the examination article in the
Atkinson to this letter

a copy of Mr. Matthews' proposal. I am informed that a

similar proposition has been made to the representative of the

University of Chicago. Will you please look into this matter and

converse, the attitude of the man an employment to the

point I shall be very grateful for information on this point.

I know that you were very much out for industry can be to

As you to the proper person.

Very truly yours,

[Signature]

F. C. President

THE UNIVERSITY OF WISCONSIN
MADISON

[Address]

[Name]
TENTATIVE PLAN FOR THE COORDINATION OF THE ACTIVITIES OF THE VARIOUS COLLEGE PLACING BUREAUS OF THE UNITED STATES WITH THE DIVISION OF EDUCATION, OF THE UNITED STATES EMPLOYMENT SERVICE.

Submitted by John A. Peterson, Examiner in Charge of the Division of Engineering and Education at Chicago.

"(1) All college placing bureaus to be made branches of the U.S. Employment Service by the appointment of the Chairman and Secretary of such bureaus as Special Agents of the U.S. Employment Service at a nominal compensation of $1 per annum. If all stationery used by the bureau bears the impress:

*UNITED STATES EMPLOYMENT SERVICE Cooperating with*

these bureaus may make free use of the franking privilege on all matter actually pertaining to employment service.

(2) The Chairman of the placing bureau maintained by the State University to be known as State Director of Education, and as such to obtain for the U. S. Employment Service the cooperation of all other placing bureaus in the state as indicated in paragraph (1), contact to be direct with the Division of Education.

(3) The State Director of Education shall endeavor to effect the establishment of a placing bureau in all institutions engaged in the preparation of teachers where such bureaus do not exist, all bureaus created in consequence to be connected up with the Federal Service as set forth above.

(4) The Division of Education to serve as a clearing house for all bureaus participating in the arrangement:
   (a) Duplicate copies of all records of registrants to be filed with the Division of Education,
   (b) When a participating bureau receives report of a vacancy which it cannot fill, such position shall be referred to the Division of Education for proper action. The Division of Education may direct any college placing bureau having a candidate to submit records of such candidate to the officer reporting the vacancy.
The Division of Education, Department of Education, United States Government, announces the establishment of the United States Employment Service, an agency to provide employment service and training for the unemployed.

The Division of Education is responsible for the coordination of the activities of various college-sharing bureaus of the United States, with the aim of promoting the efficient and effective use of educational resources.

Under this arrangement, college graduates are encouraged to pursue careers in fields related to education, such as teaching, counseling, and administration.

The establishment of the United States Employment Service is a significant step in the advancement of educational opportunities and the enhancement of the quality of life for all Americans.

The Division of Education is committed to ensuring that every American has access to quality education and training opportunities, and that these opportunities are utilized to the fullest extent possible.

Cooperation with State and Local Government agencies is essential to the success of the United States Employment Service, and the Division of Education encourages all educational institutions to support this initiative.
(c) At stated intervals of not more than one week, a bulletin shall be issued by the Division of Education and forwarded to all institutions in the United States in which teachers are prepared, such bulletin to contain a brief statement of all positions for which candidates are not available as shown by the files of the Division of Education, including the duplicate records filed by participating bureaus. Any bureau having a candidate for any position or positions on this bulletin may refer such candidate or candidates through the Division of Education, submitting copy of confidential record in each case.

(5) This plan to be made effective throughout the United States at the earliest practicable date."

(Signed) JOHN A. PETERSON
Examiner in Charge

Department of Labor,
At a recent interview of not more than one week
ago, I made the following statement to the Division of
Health and Welfare of the United States in which I
announced my willingness to fill the required position
and shall be willing to continue to do so for a period
of time. I am qualified and capable of the work
requested.

(End)

The Plan to be Made Effective Immediately

John A. Timms
Examiner in Charge

Department of Labor
U.S. Employment Service, Office of II.

(End)
Chicago, October 3, 1918

My dear President Birge:

Your letter of September 17 addressed to President Judson was much delayed in reaching me, and the pressure of work incidental to the organization of our Student Army Corps has involved still further postponement of a reply.

It seems to us impracticable to cooperate with Mr. Peterson in the plan to which you refer. At the present moment the organization at the State University, so far as we have reason to know about it, would make it doubtful whether the plan could be administered at that end with any promptness. We shall of course try to cooperate in any project that really has the government support, but it does not appear to us on the face of the facts that this particular proposal has been followed through in its
My dear President Pierce,

Your letter of September 7th

expressed to President Jackson were much galvanizing in
necessitating me, and the passage of work important to the
organization of our graduate work to take place during and
restoration of a deeply.

It seems to me imperative to cooperate with Mr.

President in the plan to which you refer. As the President
moment the organization of the State University, so far as
we have reason to know, the plan, it would make it consistent
whether the plan would be administratively at that same and
with any shortcomings. We appeal to Congress to cooperate in
any project that effort needly pen the government ample, and
it is seen not essential to me on the face of the recent that
the presidential program has been followed publicly in the
details in a way which would promise a reasonable chance of success. I should prefer, therefore, in the midst of our other pressing obligations not to attempt a piece of work which we could probably not carry out creditably.

Yours very truly,

J.R.A. - L.

Acting President E. A. Birge
University of Wisconsin
Madison, Wisconsin
certainly in a way which would promote a reasonable chance of success. I hope that your proposal in the wake of our offer being rejected will not be taken as a sign of work which we cannot properly not carry out acceptably.

Yours very truly,

[Signature]

Acting President
University of Wisconsin
Madison, Wisconsin
THE UNIVERSITY OF CHICAGO

STATEMENT OF

BOARD OF RECOMMENDATIONS ENDOWMENT

In June, 1908, the Secretary of the Board of Recommendations received from a former student of the University the sum of $5.00 as an expression of gratitude for securing through this agency a greatly desired appointment to a teaching position. The purpose he had in mind was to establish a fund to which other appointees might make contributions, with a view to providing eventually an endowment fund, the income of which should be available for the support of the Board of Recommendations. Neither his gift nor his spirit of gratitude, however, has influenced other appointees and the fund still stands on the University's books at the original amount. In view of the fact that there seems little likelihood of an increase in the fund from the sources anticipated, perhaps consideration should be given to the continued inclusion of this fund among the endowment funds of the University.

Respectfully submitted,

October 7, 1920.

[Signature]
THE UNIVERSITY OF CHICAGO

BOARD OF RECOGNITION.

In June, 1908, the Secretary of the Board of Regents
made a report to the Board of Regents recommending
the sum of $700.00 as an expression of appreciation for
concluding the negotiations for the location of the
University.

The purpose for which the money was apportioned was
partially to provide a fund to which other appropriations might
make contributions. With a view to providing extensively for
university needs, the income of which might apply to expenses for
the support of the Board of Recognition and the influence
given to the object of establishing a permanent and
indefinite financial support and the Board with the
League shall establish a fund to be invested so
that there may be secured substantial permanent
incentives to the continuing inclusion of this fund
among the permanent income of the University.

Respectfully submitted:

[Signature]

October 1, 1908.