My dear Mr. Zeublin:

I have examined with very great interest the pamphlets which you were good enough to send me. As a matter of fact, I had been familiar with the work in various ways, and I wish to congratulate you upon the success attending your efforts, and the University upon the fact that it has on its staff men who are able to accomplish work of so valuable a character.

I need not say that I appreciate your consideration of my personal feelings in not having asked me for the use of my name or for money. I hope, however, that in the future you will not feel embarrassed in either of these particulars.

Yours very truly,
My dear Mr. Kentfield:

I have examined with very great interest the proposition which you were kind enough to send me.

As a matter of fact, I had been familiar with the work in various ways, and I wish to communicate to you now theucsonc on the work, and I have written a note that I am not at home. It will now be nice to accompany you to your address of my name.

I need not say that I appreciate your communication of your presence at the post office for the news of my name of my name of our money. I hope, however, that in the future you will not feel embarrassed in offer of these particulars.

Yours very truly,
My dear Dr. Harper:-

I had a conference with Mr. Raymond a few days ago with reference to the matters concerning which you and he were to have further conference about November 1st. He stated to me that he had opportunity to make an arrangement with a lecture bureau which would net him something like $5000.00 a year, and that inasmuch as he must make a prompt reply to the proposition which he had received he submitted the following suggestions:

First: That if he is to remain at the University of Chicago he must be promoted to a full Professorship.

Second: That his salary shall be fixed at $4000.00 per year.

On his part he agreed:

First: To fulfill the maximum number of engagements which the Department may be able to make for him within the academic year.

Second: To devote the months of April, May, June and September, so far as they may not be occupied with lecturing, to organization work.

Third: To prepare, as they may be required, new courses wholly at his own expense.

I have considered the matter from the standpoint of the Department and, of course, shall be glad if Mr. Raymond can be given the desired promotion. We have never had any one who has labored more faithfully or given his time more unreservedly to the improvement of his work. The interest which he has aroused has created for him a greater demand than we have for any other lecturer.

While the advance in salary which Mr. Raymond asks is a considerable one, my judgment is that he can by organization work return to the
I have a conversation with the representative of the University of Chicago

My dear Mr. [Name],

I have a conversation with the representative of the University of Chicago. I am writing to you to inform you of an opportunity to make an appointment with a faculty member who might be interested in working with the University of Chicago. Please find attached an agreement that you will need to sign.

The representative mentioned to me the opportunity to work on the following topics:

1. Teaching:
   - How to improve the quality of teaching
   - The role of technology in education

2. Research:
   - Developing new methods for data analysis
   - Collaborating with other institutions

3. Administration:
   - Overseeing the budget and financial planning
   - Implementing new policies and procedures

I have enclosed the agenda of the meeting, which you can review. Please let me know if you have any questions or concerns.

Sincerely,
[Your Name]
Dr. Harper #2

Department more than the amount involved. He is an effective organizer. He spent a week in the field for us last spring and excellent results followed. Furthermore, he agrees to prepare new courses at his own expense. In equipping him for the two courses which he now is delivering the university has already expended.

Considering all the questions involved I believe the interests of the Department prompt the acceptance of Mr. Raymond's proposition.

Mr. Raymond has asked for a prompt reply and I have told him that he shall have it as soon as you can give the matter consideration.

Yours very truly,

President W. R. Harper

P.S. A portion of the increase in salary might be discharged by increased Organization. The work be dedicated as "Sec. Visi"
Dr. Miller's

Re: More concerning the school question. To be an effective organizer.

He plans to work in the field for at least a month and spend the rest of

704. To say more. I believe we have covered the main points of the case so far.

I am enclosing for you to see committee action to see in collecting your

University and strength supplying

Concerning the committee interview I believe the interview

of the Department shows the necessity of a reorganization. The

University has asked for a shorten period. I have 60 agreeing

that be made known as soon as you can give the matter consideration.

Yours very truly,

Chancellor
My dear Dr. Harper:

The enclosed letter from Professor Moulton will explain itself.

I have said to him, that from the standpoint of the interest of the Extension Division we do not like such an arrangement as he proposes. At the same time, I presume that his long and faithful service entitles him to every consideration which he can possibly be granted.

We have had the same kind of a case come up before with regard to Professor Zueblin, and I presume we shall have it come up very frequently in the future; viz., the request from a man to be excused from work during the Extension season, in order that he may do similar work elsewhere. This, of course, in the case of weak or undesirable men may be safely granted, but in the case of men like Professor Moulton and Professor Zueblin, every such arrangement means a positive loss to us in certain directions, however, much of a gain may be implied in others. Of course, I should be very glad to assist the American Society in its Extension work. It certainly deserves the recognition of all friends of the Extension movement, but that does not alter the fact, that to permit our lecturers to leave our work when we need their services so very badly and transfer it to the American Society during the Extension season means a serious embarrassment to us, and in some instances, a positive loss. That is entirely independent of the question whether they are willing, so as Professor Moulton generously suggested, to waive the corresponding amount of the salary. The fact is, that his absence, and that of any lecturer of his ability, means a positive loss to the work, which cannot
The American Popular Front is a project that will outline

We have had this same kind of a case come up before with regard

Dr. John Stagg, the American Popular Front, in order that we may in a manner which

I would like to assure the American Popular Front that the

I sincerely believe the American Popular Front to have been

To sum up, the American Popular Front, which the

The fact that the American Popular Front, which the

In order to be effective in bringing about a political

The American Popular Front, which the

The American Popular Front.
be measured by the dollars and cents saved to the budget through their
not drawing salary for that period.

It may be in the general interest of the University to have such
able men as Professor Moulton and Professor Zueblin represent us in the
eastern cities, but that does not alter the fact that their absence from
the Extension work in our especial field during the season means a very
positive loss, which goes a long way to balance any good which it may
accomplish.

Professor Moulton's case is, I think, somewhat peculiar, and
may stand owing to his special relations to this work and to this move-
ment in general on its own merits; but, generally speaking, I think if
we are to permit our lecturers to be absent during the Extension season
for the purpose of carrying on Extension work, that work should be
carried on under our auspices and our agency, rather than under the aus-
pices and through the agency of other parties.

Faithfully yours,

[Signature]
May 18, 1901.

My Dear Mr. Payne:

Poulteny Bigelow will lecture at the University between January fifteenth and March first. He will give twelve lectures on Modern German History and twelve on the philosophy of Colonization. All lectures given in other institutions during this time will be given through the University.

We will have a rate which will be fixed for such lectures and the full amount for such lectures will be given him. The exact terms for his lectures at the University will be arranged after his arrival.

Very truly yours,
May 18, 1931

My dear Mr. Baker:

Ponfret McGinn will lecture at the Unitarian Society between ten and twelve and will give two lectures on Modern German History. All lectures will be in the philosophy of construction. The lectures will be given in open discussion during the time. The University will be open to the University.

We will have a note which will be issued to you.

such lectures and the full amount for each lecturer will be drawn. The exact form for the lecturer and the University will be arranged after the event.

Very truly yours,
President Harry Pratt Judson,

The University of Chicago.

My dear President Judson:—

I have been lecturing independently this past year, and have done very well financially, having made more money than I received as salary while I was at the University; but I have felt the isolation of my work, and have regretted that the discontinuance of the Extension Division of the University seemed to make it impossible to keep up the life of a center after I had completed my course of lectures. I have therefore talked to a number of the men who have done considerable Extension work in the past, and suggested the organization of a University Extension Society, to endeavor to revive the old centers and organize new ones, and thus perpetuate the work formerly done by the Extension Division. All those to whom I have spoken have approved the idea, and so we have formed our little Society, which now includes Wallace Walter Atwood, James Henry Breasted, John Merle Coulter, John Paul Goode, William Pierce Cormuch, John Curtiss Kennedy, Forest Ray Moulton, and Charles Mueblin as lecturers, in addition to Mrs. Raymond and myself. I think some others will join us as soon as I can get opportunity to talk with them. I have taken the initiative in the matter, because nobody else seemed to be doing it. I have talked with Professor Butler about it, and he approves the plan heartily. Our plan is to carry on the same kind of work as a society of individuals that the Extension Division formerly carried on. This will in no way interfere with the work of the University Lecture Association, and will, of course, not involve the University in any responsibility.

I have tried to see you about it, thinking it proper to acquaint you with our plan. As I was not fortunate enough to find you in your office, I write you this letter. I am confident that you will approve the plan; for I understand that the discontinuance of the Extension Division was not due to any opposition to the kind of work that was being done, but to financial or administrative reasons.

I am to issue a circular of information soon, explaining the purposes of the society and its plan of work; and if you see no objection, I should like to refer to the society as the successor to the University Extension Division of the University of Chicago, as this
would at once explain to the old centers the nature of the work proposed. Would you have any objection to my describing our society in this way?

It would be a great satisfaction to me if you would write a note which I could publish in the circular of information, stating the situation regarding University Extension so far as the University of Chicago is concerned, that the University has discontinued its Extension Division, and that the University Extension Society, organized by a group of University of Chicago graduates and instructors, was to continue the work. I should be glad to have you make such a statement as complete as you think best. Of course we do not want anyone to think that our movement is in any sense in competition with the work of the University, and such a statement from you would be the best means of making the situation clear to anyone who might be interested.

In our work we shall of course endeavor to promote the interests of the University in any way possible, as we did when working under the direct auspices of the University.

Hoping to hear from you soon, I am,

Cordially yours,

[Signature]

Address:

Jerome H. Raymond,

724 Washington Street,

Evanston, Illinois.
Chicago, May 14, 1913

Dear Mr. Raymond:

Your favor of the 13th inst. is received. I am glad to know that you have been successful in your lecturing, and of course am interested in your plan for a new society. It does not seem to me advisable to have the new association announced however as "the successor to the University Extension Division of the University of Chicago." That of course would imply a connection between the two which does not exist, and would imply some sort of relationship or approval by the University of that which of course is an entirely separate and private affair. For the same reason I should not think it advisable to have a note from me published in your circular of in-
Oxford, May 14, 1912

Dear Mr. Keppong:

Your letter of the 12th inst. has
received. I am glad to know that you have been
informed of your acceptance, and am heartily
congratulated on your plan for a new career.

I believe you have been thinking of the question
of the University Examinations Division of the
University of Chicago. The fact that you have
made such a connection between the two and that
you are considering the possibility of taking an
examination for degrees at Oxford in addition to
the University of Chicago I am glad to hear.

I hope you will give serious consideration to
this matter and let me know if you require any
further information or assistance in your decision.

A very kind of you to be interested in your education at

formation. Our lecture study department was not brought to a close on account either of financial reasons or administrative reasons. Its form was changed and its field limited solely because we did not believe that the present conditions in the lecture field warranted continuance on the former basis. It is the desire of the University to render every possible service in and about Chicago, but other agencies we regarded as quite competent to attend to such matters farther afield. The University Lecture Association of course covers the city and its vicinity. So far as your organization relates to other parts of the country I am certainly wishing you all success.

Very truly yours,

E.P.J. — L.

Mr. Jerome H. Raymond,
724 Washington St.,
Evanston, Illinois.
for the University to carry on its functions. The University has been asked to coty in every way that it can to aid in this enterprise.

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Dear Dr. Harper,

I beg leave in spite of our understanding this morning to request that I be allowed to turn over $100 of the $2 for our lecture course at Richmond, dedicating it to the students' fund Society, to cancel a part of my indebtedness to it. I do this for the following reasons: (1) While I was aware that all fees for my work in the College for Teachers and in the Class-study Dept. go to the University, I did not suppose that this was true for the Correspondence study Dept. or the Lecture-study Dept. There was nothing in our conversation last spring so far as I remember to indicate that this was true. Accordingly, I now rectify this notion. (2) I, before agreeing to go to Richmond, ...
I told Mr. Payne I would go only on condition that I receive the usual percentage of the fees. He supposed then would be no objection—that he would offset more if the fee or study fee were not responsible for a part of my salary. Afterward I had a talk with Dr. James who said I should have seen you, but that he would recommend that my request be granted. I have therefore expected it and am greatly disappointed that any question has been raised concerning it. (3) I felt that apart from that account I am earning my salary by teaching four classes which in addition to the administrative work of the College for Teachers and also of the Class study and is surely is all that would ordinarily be expected from an instructor. My class work and administrative work ought to put me on an equality with other instructor in the University who do receive the fees for their lecture courses, unless, as a consideration, possible to rent subject, I can respectfully yours, J. V. Howerd.
Jan. 13th, 1902.

My dear Mr. James:

I have your note in reference to the appropriation. I suggest that you lay the matter before President Gilman, who will be the chief executive official.

I have also your note of the tenth inst. in reference to vacation. I think I see the difficulties in the case, but I also see the difficulty involved in the fact that during a large part of last year you were not able to offer courses in the department. The department is greatly in need of work during the second six weeks. It seems to me that under all the circumstances if it is possible to adjust affairs, this would be a good thing to do.

Yours very truly,
Mr. Governor:

I have your note in reference to the

appointment. I understand that you have given a matter of public importance

to the one who is to be the next executive officer.

I have also your note of the tent to the fact that in reference to

 correction, I think we see the difficulty in the case, but I also see the difficulty involving in the fact that granting a large part of

the time now and then not to offer county in the government.

This is due to the fact that neither in the work of the session six weeks

It seems to me that neither in the circumspection if it is thought to

make a change, there must be a change and so on.

Yours very truly,
My dear Dr. Harper:

In answer to your favor of January 9th, I beg to say that my arrangement for being here during the Summer Quarter was based entirely on our arrangement made a year ago, that my vacation was to begin the 1st of January and continue until the 1st of August. At your request, I changed my arrangement in regard to the vacation, continuing here until the 1st of February, and returning for three or six weeks (whatever might be necessary) some time in March and April, To get back the 1st of August with such a break in March simply prevents my doing the work which I had planned.

I find it impracticable to do any systematic work with such a drain of administrative work as I have had this Autumn, and to give myself up to administrative work entirely, without any opportunity to do other work, I am sure you do not desire me to do, and it is something which I should not like to do. I do not see how I can be in residence the second term of the Summer, having to give up January, and as I shall undoubtedly have to come back for a month or six weeks later.

You will remember that I have to be here the 1st of September, and therefore lose an opportunity to get in the month of vacation which comes to all other men in the institution, except yourself. I must get away for a time pretty soon, and I proposed in our conversation to get away the 1st of February or as soon as I had our outside lecture work in shape.

Faithfully yours,

[Signature]
I will let you know that I have to be gone the first of October. I have very little work to do and in spite of the fact that I have a large amount of work to do, I have not been able to keep up. I have been working on the second floor of the building, which is quite satisfactory. I have been doing a lot of work on the second floor, and I have been able to get a lot of work done.

You will remember that I have to be gone the first of October.
My dear Dr. Harper:

I see from the papers that the Carnegie Institution is soon to be organized.

I desire to make an application to the board for an appropriation to conduct some investigations into municipal administration in Europe. In order to complete the work which I began two years ago, I need some time in Berlin, Paris and London, and it is simply impossible to finish up this work at any place in this country, as the material is not at hand.

Would it be wise in your opinion to make a direct application to the board, or had it better go through you?

Would you endorse such an application? Would you present it strongly to Mr. Hutchinson, who I see is a member of the Carnegie Board?

Faithfully yours,

[Signature]
To dear Mr. Hurd:

I see from the recent College Catalogue

that you are about to graduate and

I desire to make an application to the Board for

supplementary to your departmental course in Mathematics.

In order to commence the work which I propose to

in the latter part of this month, it

simply improves the time of the month of my degree in the College.

Would it be wise to your opinion to take a degree early?

Would you undertake such an accomplishment? What would you suggest?

It is contrary to our instruction, and I see a number of the College

Ephemeral homage.
October 7, 1902.

Dear Dr. Harper:—

I have tried to see you today, or to make an appointment for next Saturday, when I shall be next in the city; but Miss Cobb tells me you are so busy that it will be impossible to see you today, and it seems doubtful about Saturday; hence I write what I would much prefer to say in person.

Upon reaching home this morning from my lecture last night, I went to the Extension office to speak to Mr. Payne about some drawbacks in connection with the Extension work there, which I thought he would want to know about. Our conference had not lasted long when he said curtly that he was sick, or tired, of what he called my "eternal kicking", and that he did not care to "co-operate" with me further. Our conversation had been in regard to bad stereopticon arrangements and my desire to be allowed to stop at hotels instead of being entertained at private houses. Everything I had said had been said from a desire to improve the conditions of my lecturing, so that I could do better work. If you could have been with me this past week, and could have seen the kind of stereopticon service I had in two towns, you would not wonder that I was anxious to improve the conditions. As to private entertainment, it takes one's strength before the lecture, and keeps one from working. I offered to pay my own hotel bill, if I might be permitted to go to a hotel in Sterling instead of to the various private houses to which I was,—not invited, but "assigned." I had no idea that these suggestions would be regarded as "kicking"; but assuming that they were properly described by this term, I am perplexed to know what action I ought to take. I asked Mr. Payne to tell me more definitely what he meant by not being willing to "co-operate" further with me; and I gathered, though not from any definite state-
Dear Mr. Hendler:

I have just returned from my vacation last week. I have been thinking a lot about the Extension Office, especially about the work I did during my summer at your office. I am considering a career in the Extension field, and I was wondering if you could give me some guidance on how to proceed. I have seen some graduate students in the Extension Office, and I want to know more about the opportunities they have in this field. Could you provide me with more information on this topic?

In connection with the Extension work, I am also interested in learning more about your current role as the Director of Extension Services. I would appreciate any information you could provide me.

I have been working on some research projects related to Extension work, and I would like to discuss these with you. I am also interested in learning more about the types of projects that are currently underway in the Extension Office.

Please let me know if you have any suggestions or recommendations for me. I am eager to learn more about this field and to contribute to the work being done.

Thank you for your time and consideration.

Sincerely,

[Your Name]
ment, that he meant he did not want me in the Extension Division any more. I asked him if he meant that he did not want me to give any more lectures; but all he would say was that I could do as I chose. Of course I shall fill the engagements already made for me, unless you advise me to the contrary; but I am in doubt as to my future course. I need not say that I regret Mr. Payne's attitude, and that if I had thought he would have taken my suggestions as he did I would not have made them; but I do not see how our work is going to be improved unless the lecturers can make suggestions freely, and criticisms when necessary. I have been exceedingly interested, this Autumn, in the possibilities of the lectures I am giving. During the summer and Autumn I have entirely readjusted my lectures, and improved them, I think, a hundred per cent. The four lectures I have given where the conditions have been fairly good this past week have created, so far as I can judge, a much better impression than any other lectures I ever gave; and I have been full of anxiety to have good stereopticon service everywhere I lecture, and other conditions also favorable, so that I might do as well in the other places. Hence the criticisms and suggestions.

If the head of the Extension Division, for any reason, is not willing to co-operate further with me, of course it behooves me to withdraw from the Division. This I am free to say I regret, for I have spent a large amount of time and money in travel and in the purchase of books and the collection of slides and the preparation of lectures for this work; and this Autumn the results of my efforts and expenditures seemed to be apparent in my work. This year I suppose I can go through with the lectures for which I am announced, though it will be hard to maintain that degree of enthusiasm which is essential to the best work; and I can refrain from making further criticisms or suggestions. But after this year, it seems my work must be elsewhere
W. M. H. S.

Well, don't mean to say I want me to the Extension Division any more. I never plan it to mean fife to say I don't want me to give any more S. T. and P. and it be an experience already made for me, makes you more thorough and all. I won't say that I haven't come to my opinion and you can go as I choose. Of course I agree till the experience escapes for me, makes your opinion come the contrary. But I am in your service for your future course.

You see not any part I reserve. Me having an office, any part it be, I can't tell you how much work I have done. Part of it I can't tell you now, but I can tell you how much work I have done. Part of it I can't tell you now, but I can tell you how much work I have done. Part of it I can't tell you now, but I can tell you how much work I have done.

The teachers can make suggestions freely and criticisms when necessary. Like I have been extremely interested in summer and winter, especially. I have been extremely interested in the teachers and important items, and especially in the teachers. I think a hundred percent. The teachers I have known were the conglomeration of the Extension Division, for any reason. I have been fairly well acquainted with me, of course it depends on me not willing to cooperate further with me, of course it depends on me.

I write from the Division. This I am free to say I reserve for I have spent a large amount of time and money in trying and in the plan course of giving and the collection of articles and the preparation of each article for the work and still the Autumn and reports of the editors and-"
than in the Extension Division. If I should be assigned to work elsewhere in the University, the difficulty would disappear. Perhaps you might decide to adopt some such plan of public lectures as we have written and talked about in the line of Professor Bickmore's work in New York, and perhaps you might consider me useful in that. Or possibly I could be used in connection with the work of instruction in the department of Political Science, if, as I judge, the department of Sociology is sufficiently supplied. I have no means of knowing whether Professor Judson would approve this suggestion; but we have been good friends, and I studied under him as a graduate student. In a casual conversation with him some time ago, in regard to Mrs. Raymond's studies in his department, he told me that he was hoping that more work could be offered in Political Science in the future; and I think he would feel that the work I have been doing recently, in Europe, would fit me to do good work as an instructor in certain lines of Political Science, which seem to me to be needed in the department, in addition to those already given by the present staff.

These suggestions are made because I do not see any way of remaining in the Extension Division, where I seem, unfortunately, to be persona non grata.

Of course if there seems no adjustment possible within the University, I must make early arrangements for other work, much as I should dislike this, either in the way of independent lectures, for which there seems abundant opportunity, or in other work of which I spoke to you briefly in the short interview we had two or three weeks ago. In either case, my decision should be made soon.

I should greatly like to hear from you, or see you, as soon as it is convenient for you, because in this present uncertainty I am at the same time uncomfortable and unable to work well.

Cordially yours,

[Signature]
Since I have been working in the Extension Division, it is likely to be received to work perhaps satisfactorily to the University's satisfaction. The situation now appears to be one of preparing for future work in

written and lettered plans to the new plan of building. The courses as we have

in New York. I am preparing your material concerning the need in part of the
donors. I was glad to agree to the work of training in the Department of

Political Science. It is in the course. The department of

Political Science supplies. I have on means of knowing what

et. Professor Hubbard was one of our suggestions, but we have been

soon after I came. I studied under him as a graduate student. In the

same connection, I am glad to see he is putting on the

studies in the Department. I hope we shall be able to see papers for

work could be offered in Political Science in the future, and I think

be made ready for the work. I have been quite recently in

would like to go good work on an instruction in connection with

Political Science, which seem to me to be needed in the Department.

statement of these suggestions as made because I do not see any way of

removing in the Extension Division, where I seem inordinately to

be welcome for advice.

Of course if there seems to be any merit possible without the

University, I make myself entirely unprofitable for any work, and as I

should take other action to one of the many of the Department, I

which there seems some opportunity at in other work at which I

spoke to you earlier in the year. Therefore we may two or three weeks

ago. In either case, my decision should be made soon

I am especially glad to hear from you so soon as you do to

as it is convenient for you as soon as possible in this pleasant environment I

of the same line accomplish and to take part.
March 2nd, 1906.

Professor R. G. Moulton,

My dear Mr. Moulton:

A meeting of the chairmen of the various committees to co-operate with the secretaries of the Extension work has been called for next week. You will be notified of the time and place.

Very truly yours,
Professor R. O. Mountford,

May 16th, 1962

Mr. Mountford:

A meeting of the
supervisory committee to co-operate with
the secretary of the extension work has been called.

You will be notified at the time and
please

Very truly yours,
8 January 1906

Dear Mr. Judson,

You may remember that last (academic) year, under the immediate supervision of Dr. Harper, a thorough reorganization was made of the University Extension Division, and a new Statute was made. This recognizes five sections of work, and five committees, and further provides:

"The Chairmen of the Committees are appointed by the Trustees and cooperate with the Secretaries in carrying out the educational policy of the work."

The Trustees appointed these Chairmen as follows:

- Biblical Literature Section: Prof. E. D. Burton
- Historical and Social Sciences: Prof. E. Sparks
- Physical and Biological Sciences: Prof. T. M. Coulter
- Education: Prof. Geo. W. Myers
- General Literature Section: Prof. Moulton

This was last April. Since then, owing to Dr. Harper's illness and other causes, the organisation has remained in an inchoate condition.

I have discussed the state of affairs with the two Secretaries (Mr. Payne and Mr. Mallory) and with one of the Chairmen, and we are all four agreed that it is highly
The Government of the United States of America, for the purpose of

promoting the peace and security of its citizens, hereby issues a

new directive to all government agencies and departments to

implement strict measures in response to the current crisis.

This directive includes immediate actions to

1. Categorize all citizens into high-risk and low-risk groups.
   - High-risk groups: citizens with pre-existing medical conditions, elderly, and immunocompromised individuals.
2. Implement a strict quarantine for high-risk groups, ensuring access to essential services and medical care.
3. Establish a national emergency fund to support affected families, with prioritization for high-risk groups.
4. Increase surveillance and testing for the virus across the country, with a focus on high-risk areas.
5. Mandate the use of face masks in public spaces.

The government acknowledges the challenges of implementing such measures but is committed to

upholding the safety and well-being of its citizens.
desirable for the Chairman of Sections and the two Secretaries to meet together, both to clear up the position of affairs, and to consider practical questions of educational policy, which have arisen. So far as we know, there has been no arrangement for calling the Chairmen and Secretaries together, or constituting them a deliberative body, other than the words of the Statute I have quoted above. I have undertaken to bring the matter to your notice, and suggest that you should, if you think proper, call us together at an early date. Mr. Payne could no doubt assist you in securing a date at which the parties concerned and yourself could all be present: a thing very desirable in a first meeting.

Sincerely Yours,

R.G. Moulton
My dear Dr. Harper:

I have your letter of inquiry with reference to (1) the supervision of field courses in Botany; (2) possible correspondence work done through the Lecture-study Department; (3) the line of cleavage between correspondence work and lecture-study work.

I should like to discuss these points in full with you at your earliest convenience. Meanwhile that you may have some of the facts, let me answer them partly by letter.

1. I have been expecting to manage, as in past seasons, courses in Botany, or other subjects which are conducted as non-resident work and for which students do not register with their regular deans. I have been endeavoring to do during the past two years a certain amount of class work in centers and communities beyond the reach of University College. These field classes I regard as being properly classified with such classes; in fact, before the abolition of the Class-study Department they were always conducted through that department.

2. The Lecture-study Department is doing no correspondence work.

3. It appears to me that the only proper line of cleavage between the work of the two departments. Does the university send its instructor to the students to give instruction by word of mouth, or does it send written instructions to be made the basis of the work
(1) I have your letter of inquiry with reference to
the question of their coming to Harvard; (2) possible cooperation
in the supervision of their courses in Europe; (3) the future of
our work among the engineering faculty and department; (4) the time of
departure of Professor coauthor, and your letter. I am now at
Chicago Avenue, December 8, 1931.

I am very glad to hear from you. It has been a matter of concern
that I have been unable to write to you. I am glad to have the opportunity
to write to you. I have been in touch with the Harvard alumni associations,
and I am very happy to hear from them. I am glad to have the opportunity
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of the individual student? In other words, it is my understanding that the work of the Lecture-study Department of the Extension Division of the University of Chicago is practically the same in method and in scope as the University Extension work done in England and also by the American Society.

Some three years ago I began a somewhat systematic effort to lead women's clubs and other literary organizations scattered throughout the country to substitute for their hitherto miscellaneous programs systematic courses of study prepared by scholarly men and women. As a result some forty or fifty clubs have been led to take up the more systematic study under the direction of the university. Programs which we have prepared have, according to the testimony of the clubs to which they have been supplied, been of exceptional merit and have resulted in almost wholly changing the character of the work which the clubs are doing. There is no reason, so far as I can see at present, why this particular work might not as legitimately be done by the Correspondence-study Department. I know of no other work which we are doing about the classification of which questions can properly be raised.

I would like to have a conference with you on these and some other important points during the present week, as I shall be leaving the city the first of next week and shall not be back for some time.

Yours very truly,
To the Instructor, Extension Department of the University of Wisconsin:

I am writing to inquire about the work of the Extension Section of the Division of the University at Madison to ascertain the type of extension work done in the state and to provide an outline of the Extension Work done in Madison.

Sincerely,

[Name]

[Title]
My dear Mr. Payne:

Mrs. Young's lectures are to be regarded as University Extension Lectures. She is acting under my direction in the matter. I think we shall be able to hold our own in the matter you refer to. I am glad to know that the Lecture Association has opened so well.

Yours very truly,
June 8, 1939

The year Mr. Layton

Mr. Kennedy's report was to be forwarded to

University Extension Office.

In the matter, I wish to make note of your recent report on the matter.

You referred to I am afraid to know that the League Association has

abandoned its effort.

Yours very truly,

[Signature]
President W. R. Harper,

Faculty Exchange,

My Dear President Harper:

I notice in a recent number of the "Teachers Federation Bulletin" that arrangements are being made with Mrs. Ella F. Young for the delivery of a course of six lectures under the auspices of the educational department of the Federation. Will you kindly call Mrs. Young's attention to the fact that such courses should be arranged through the University Extension Division. I think it of greater importance now than ever before that we insist upon this in as much as the Federation and other teachers' organizations appear to be manifesting an unusual interest in work of this kind.

You will be glad to know that the North and West Side centers of the University Lecture Association have opened so well. Mr. Carman has just telephoned me of the opening of the Lewis Institute last night. He was very greatly pleased. Said it was the most successful thing of the kind they have ever had.

Very truly yours,

Walter A. Payne.
Dr. W. R. Harter,

Regent's Expense

My dear Mr. Harter:

I am in receipt of a recent number of the "Teachervacation Bulletin" from the University of Chicago, and I was very pleased to learn that my name is listed as one of the recipients of the invitation to the lecture "Teachervacation Bulletin" from the University of Chicago, and I was very pleased to learn that my name is listed as one of the recipients of the invitation to the lecture.

I will be coming to Chicago in November, and I am very much looking forward to meeting you and other members of the teaching profession. I understand the importance of the opportunities you have ever given me, and I am very grateful for the recent invitation to participate in this year's conference. I am looking forward to meeting you and to the opportunity to learn from you and other members of the teaching profession.

I hope you will be able to attend the Conference. I am looking forward to hearing you speak on the topic of the lecture "Teachervacation Bulletin".

Sincerely,

[Signature]
August 20th, 1901.

My dear Mr. Zueblin:

Your letter of the eighth instant to Professor James has been referred to me. I should like to say that the University Extension Lecture-Study work has not made the progress which the Trustees expected of it. We are hoping that this year we may do a larger work than ever before. As Mr. James may perhaps have told you, plans for reorganizing the work are under consideration. Meanwhile, it seems to be very necessary that we should all join hands in making a vigorous effort this Autumn. The work in September is the most important part of the campaign. Your work at the University may have been difficult, but it is the kind of work which you yourself have asked for, and I am sure that, although it may have been difficult, it must have been enjoyable. I regret to say that the University is not in position to give extra remuneration for the work done in September. At the same time, it seems to me that there is an obligation resting upon members of the University directly con-
My dear Mr. Smith:

Your letter of the 8th inst. has been received, and I am sorry to learn that you have been ill. I thought I should have been able to send the University Extension Lecture notes by the post office, but I find they have not been delivered. I hope that you will recover soon.

I am very sorry to hear that you have been ill. I hope that you will recover soon.

We have been working very hard, and I am very glad to see that you have been able to stay in London.

Yours truly,

[Signature]
nected with Extension work to assist in this part of the work. I am hoping, therefore, that you will find it possible to reconsider the matter and to help us. I may say to you that I shall personally take a hand in the work, although I am greatly over-crowded and have had no vacation in fifteen months. I do this because I feel that the period is a critical one in the interests of University Extension work.

Very truly yours,
Charles Zueblin.
The University of Chicago.

Dear Mr. Vander...

Your last request is tantamount to a recommendation which I am perfectly willing to accept.

I was perfectly willing this summer to have some help from a superior authority after I had stated my case. I did think you knew that I had performed six weeks' extra service this summer because the department was short and that I needed my vacation as much for other reasons. I have also been put in say a work effectively by the fact that Mrs. Zueblin, in her present condition, is reluctant than we away any more than absolutely necessary.

I was therefore permitted that I was perfectly willing this summer to assume additional work but I have to live when I canMichigan in my vacation.
I am sorry my other statement, made very important. I seem to have difficulty in stating my desire when the question of advancement occurs. You had spoken so kindly some time ago, and I am more than pleased to find that you will still speak to me. The university has modified some that in the past undoubtedly well in the future. These cannot only be a source of satisfaction, as long as they make them to you not in fruit, which I assume you surely invaluable nature.

I waited several years to see the College for Teachers pointed out in the future. I expected so a return from your first year's experience in class study, respect and day, to see the College of Administration become what it might. You as we have been two years as is. It is the one main a feature. Of course your suggestions contain more than one or two, but I know that you will be cautious, so I expect you to find the final at a glance in the key as well. These things I have in mind to do in September what I have to do.

Aug. 27th

Charles E. Buelow
My dear Mr. Zueblin:

I have before me your letter of August twenty-first. It is necessary for me to correct it in two or three particulars.

First, your re-statement of my statement in our last interview, concerning the opinion of members of the Board, is incorrect. The matter had little or nothing to do with sensational notices in the papers.

Second: You of course are entitled to your opinion in reference to grounds for promotion in a university. It is, however, necessary to say, that administration is recognized in the University, and will probably continue to be recognized in this University, as one of several grounds for promotion.

In my former letter I may have referred to the work called for by the Extension department as "extra" work. I wish, however, to say that I do not regard it as such. I understand that every professor in the Extension department is under obligation to the University to do a certain amount of the
I have the honor to send you a copy of a
Nature letter which I am enclosing. It is
necessary for me to
connect it in two or three paragraphs in
your letter sent to the committee concerning the
opinion of the
chairman of the committee concerning the
idea of the committee's report on the
matter under consideration.

The subject of your note is a matter of great
interest to your department.

Second: You are aware that the committee has
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a
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control of the University, and to the University we are a
certain amount of the
work called for by the Extension office.

In view of all the facts, I am of the opinion, notwithstanding the urgency which exists in reference to the completion of your manuscript, that your first duty is to the University; and I desire, therefore, to renew my request. I feel quite sure that when you consider the real needs of the department, and your own peculiar ability in connection with this work, as well as the accommodations which have been given to you from time to time by the University, in order to permit you to carry out your individual plans, you will agree with me that the request is not an unreasonable one.

I remain

Very truly yours,
In view of my letter I am of the opinion that my letter of resignation be accepted and that my name be stricken from the rolls of the University at the earliest possible date.

I have no desire to detract from the reputation of the University, but I feel that my presence on the staff is detrimental to the continued success of the Extension Department.

I have no desire to remain at the University, and I believe that I can best utilize my time and energy by working for the Extension Department.

I have faith in the University and in its educational ideals, and I am convinced that the University is on the right path.

I am willing to resign, and I hope that my resignation will be accepted with regret, but with the understanding that I am leaving the University for reasons that are beyond its control.

I am very much convinced that the University is the best institution for the training of teachers.

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Dear Dr. Harper,

It is with regret that I must decline to cooperate with you and your committee by your personal appeal as I find myself unable to do so under any circumstances to do preliminary work in September but my finances are in such a state as make me mercenary. It will be a blessing however if the university is in a position to assist me.

I am impressed as always with your enormous capacity for work but I have no expectation to be able to follow your pace though I earnestly would expect to live longer than you do. My immediate reason for undertaking extra work however is not for sake of age but because I have promised Professor Ely my manuscript on American Municipal Problems in October.

I cannot help reminding you that you...
There imposed some necessity of doing such work as essential to further advance. This advance may not seem imperative by you but to me I find no difficulty in putting recognition as teachers or specialists anywhere except in the university and naturally, my understanding.

Since our last conversation when we were just enough to talk very frankly and openly with me I have carefully scanned the list of those advanced for associate professorships and I find little more published evidence of scholarship for them than for me — in fact, the recent promotions have been largely by executive officers. You said a man was expected to do two or three things — teach, investigate and write. Now I must learn from you and say that administration, however excellent, ought not to be an end in itself, professional advancement. It is enough that he is seen and received recognition in remuneration in a professorship canals to be a recipient of scholarship in teaching. I am willing to my abhorrence of preferment rest in them but the ranks of preferment rest in them but the ranks of preferment rest in them but the demands on your were in our last conversation must protest against. You said some members of the Board of Trustees (mention
Charles Zueblin.
The University of Chicago.

In Hutchinson's book, I have reviewed your work and have had some sensational notice of it in the newspapers. You will admit that the term sensational has had such an interpretation that I cannot keep up with the procession even by the act of jabbing my pen into it. I desire to assure you that no one in the University is more of the quoted in the Chicago press in practical common sense practice than I am.

I did not mean to inflict all this upon your generous to your appeal but I believe my appeal has been to work in September in order that I can bring work you imposed upon me. I must have the freedom of advancement be removed in the next few months and I am working at that.

I urged you to suggest some ways by which the university can save more of my services and I asked to meet my new financial burdens and keep some of my self respect. I have to write, therefore, of the following, preferably, first—

16 Examinations @ $15.00 = $240.00
1 1/2 Chances University @ $250.00 = $375.00
40 Examinations @ $15.00 = $600.00
1 chance University, one professorship include

August 21st, Charles Zueblin
My Dear President Harper

I have no doubt you are right in regard to Mr. Guthrie's courses (Dept. XVI), and am anxious to have two separate courses of 12 public lectures each. One of these he suggests is in all respects admirable; the other is equally good, only perhaps too much like the first, and I am reopening the question with him.

I should like to mention one point. I am suggesting that his course (perhaps both courses) should be accompanied with a "Reading List," suggesting reading both before, during the course, and afterwards. Indeed, such comparative work as Mr. Guthrie offers can hardly be done without something of this kind. And I look forward to this as an important type of course in Dept. XVI, the course which lays foundation for reading after the course is over: in this way a short summer course may lay foundation for a whole year's intelligent work. What I contemplate would not go beyond 2 or 3 pages of type. We might sell such a Reading List for five cents; though for my own part I should like them supplied free - even Chautauqua Courses distribute a brief programme or syllabus free. I should be glad to know if you approve this suggestion.
I am sorry to learn that Prof. James is to leave us: the selection of a successor will not be easy. You know better than anyone the men likely to be available; my own knowledge of the personnel of the profession is very limited. I cannot see how you can import any one: our university has gone so far beyond all other organizations of extension work that any outsider would have to learn rather than to direct.

Of course, you have a former director of the Extension Division now again available; and I always found Mr. Burler very pleasant to work with. I look upon the directorship of the Extension Division as an office on a par with a College presidency, and there would be a certain appropriateness in putting an ex-president into the place. The only other name that has occurred to me is that of Prof. Geo. Vincent: he would make an ideal director, if he would undertake the post.

I have sent to Mr. Payne my proposals for my own public lectures in the Summer; and have selected Biblical Literature as my general theme. I have not yet had an opportunity of dealing with this before the Summer students, and so far as I can foresee at this moment—this will fit in with the rest of our departmental programme. I am sorry not to have had the opportunity I have had in former years of consulting with you as to the Summer work; but I trust this will prove acceptable.

Sincerely yours,

R.F. Moulton
April 23rd, 1905.

My dear Dr. Howarth:

Permit me to answer the points raised in your letter written some weeks ago one by one as presented by you:

First: I think you will agree with me that the University has always been entitled to nine months service from each of its regularly appointed instructors, though in the case of men doing University Extension work only we have not in the past insisted upon this. In such cases we have not had the amount of service which the Board of Trustees has expected of us. It, therefore, appears to me that the University may justly claim the full amount of your time which can be used in Institute and other educational work during the spring and summer, until the total number of courses delivered, including the Extension courses, exceeds that called for in your contract, after which you will be paid the regular University fees. This would be in accord with the action taken by the University Extension Board and confirmed by the Board of Trustees some weeks ago. I trust you will agree with me in this interpretation of our mutual obligations.

Second: Since we are now for the first time endeavoring to develop our work in Teachers' Institutes and Chautauqua Assemblies, it is
April 29th, 1905.

My dear Dr. Hopkins,

Dear Sir:

I am not sure whether some weeks ago one of our committee, Mr. S. P. Brown, sent you a copy of a letter I wrote to him, regarding the University of Wisconsin Extension work and our recent changes in the nature of the teaching in the University. I think you will agree with me that the University Extension work, which is part of the University, is not conducted as a separate institution or department, but is a part of the educational work of the University. I think it is fair to say that the University, through the Extension work, can do much to influence and educate the public, and that the Extension work can do much to influence the University. I am sure that the Extension work can do much to influence the University.

I am sure that the Extension work will be continued in the future by the University. I am sure that the Extension work will be continued in the future by the University. I am sure that the Extension work will be continued in the future by the University.

Yours truly,

[Signature]

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Second: Since we are now for the first time approaching to graduates

our work in teachers' institutes and extension work to college
difficult to indicate definitely in advance a continuous period of
time which can be assigned to an instructor engaged in this work for
vacation purposes. I trust, therefore, that until we shall have
found by experiment what portion of the year can be left freest from
such duties the period of vacation may be left undetermined.
Meanwhile, if you are making vacation plans for a considerable
period, which has not already been assigned to educational work,
kindly let us know what that period is and we will endeavor to make
a satisfactory adjustment.

Third: I am heartily in sympathy with the principle involved
in the assignment of those who are engaged regularly in University
Extension work to residence duties during a portion of the year. I
wish it were practicable to do this in every instance, but this is
something which we cannot force until proper opportunity is presented.

Fourth: The Secretary of the Board of Trustees informs me that
your appointment as an Assistant Professor expires August 1st, 1906.
Would it not, therefore, appear best to leave the question of promotion
to be determined when that of re-appointment is under consideration?

Yours very truly,

Dr. Ira W. Howarth.
To facilitate the intake of quantities in a continuous process of the work, it is important to maintain an instructor who can do the following:

1. **Organize the Process**: An instructor must have the ability to organize the continuous process of work. This involves setting up the necessary equipment, ensuring safety, and managing the workflow effectively.

2. **Train the Team**: The instructor should be able to train the team on how to handle the process. This includes teaching the team members the necessary skills and ensuring they understand the process.

3. **Monitor the Process**: The instructor needs to monitor the continuous process to ensure it is running smoothly. This involves checking the equipment, evaluating the output, and making adjustments as needed.

4. **Addressing Challenges**: The instructor must be able to address any challenges that arise during the process. This includes troubleshooting issues, communicating with team members, and making necessary changes to the process.

5. **Collaborate with Others**: The instructor should collaborate with other instructors and managers to ensure the process is aligned with the goals and objectives of the organization.

By fulfilling these roles, an instructor can ensure the continuous process runs efficiently and effectively.
Professor H. P. Judson,  
Faculty Exchange.

My dear Dr. Judson:

I wrote Professor Raymond a few days ago in response to the letter I showed you at the time of our last conference suggesting a plan whereby his income might be increased, the amount, however, being contingent upon the number of courses given. In response to this I have received a letter, a copy of which I enclose. After a conference with you nearly a year ago I reported to Professor Raymond that you had ruled that under the action of the Board of Trustees alluded to appointments might be made for a definite term of years, but as no such appointments have been made and nothing further on the matter officially reported to him he feels, naturally I think, dissatisfied. In view of the manner in which the question is raised I shall be under obligations if you will take it up directly with Professor Raymond or advise me as to how I should proceed.

Yours very truly,

enc.
CHICAGO, February 13, 1910,

Mr. Mayor:

My dear Mr. Mayor,

I am pleased to respond to your request for information on the possible use of the Palace of Fine Arts for the proposed exhibition of French and American art. I have been informed by the French Consul that the French government would be willing to support such an exhibition.

The Palace of Fine Arts, designated as a temporary structure, might be considered as a permanent museum by reason of its historical and architectural significance. It is not intended to be a permanent building but rather a temporary one. The Palace was built for the 1893 World's Columbian Exposition and has since been used for various purposes. It has undergone several renovations and restorations, and is currently being maintained by the state of Illinois.

I enclose a statement of the cost of maintaining and operating the Palace of Fine Arts, which is estimated at $500,000 per year. This includes the cost of salaries, utilities, and maintenance. The French government has expressed interest in contributing to the maintenance of the Palace.

In view of the above, I am confident that the Palace of Fine Arts would be a suitable location for the proposed exhibition. The French government has expressed interest in supporting such an event and has offered to contribute to the costs. The Palace offers a unique and historical setting that would complement the exhibition.

I would be happy to provide more information or answer any questions you may have. Please let me know if there is anything else I can do to assist.

Yours truly,

[Signature]
6217 Madison Avenue, Chicago.
January 17, 1909.

dear Mr. Payne:-

I am in receipt of your letter of the 15th. After considering the matter to which you refer, I feel that it would be better for you to omit my courses entirely in your forthcoming circular. You will remember that about a year ago I received official notification from the Secretary of the Board of Trustees to the effect that that body had voted that all of the men whose work is chiefly in University Extension should be appointed for one year only. It was specifically said that this applied to the present year, 1908-9. My work is entirely in University Extension; so this order applies to me. No accounts seems to have been taken by the Board of Trustees of the conditions under which I came to the University. The regulations of the University have always, so far as I am aware, regarded Professors and Associate Professors as permanent officers. When I accepted an Associate Professorship in the University of Chicago in the spring of 1901, I was President of West Virginia University, at a somewhat larger salary than I was offered here, or than I receive here now. But the prospect of a permanent position in a high grade University tempted me to come here. This was the consideration that led me to accept a salary of $3600 a year in place of the $3600 which I was then receiving. I had no idea that the University of Chicago would ever repudiate this agreement.

Last year, when the notification that my appointment was to be an annual one hereafter was received, you will remember you said that you thought this action of the Board might be rescinded, or that some other action would be taken which would exempt me from its provisions. So I took no action then, not wishing to be precipitate. My interest in our University Extension work led me to wish to do everything I could to advance it; and to that end, recognizing the fact that finan-
After receiving the letter from you, I feel that it would be better for you to come to my committee. If you have any suggestions, you may express them in your forthcoming statement. You will remember that I mentioned some points in my last letter regarding official notification from the Secretaries of the Trustees to the effect that they had noted that, if the men whose work is essential in University Extension work should be moved from one area to another, it might be necessary to have a new committee.

I am considering the matter to which you refer. I feel that it would be better to have the Secretaries of the Trustees to come to the effect that they had noted that, if the men whose work is essential in University Extension work should be moved from one area to another, it might be necessary to have a new committee.

To lessen the delay, I would appeal to you to forward your recommendation to the Secretary of the Trustees immediately, so that some action can be taken without much delay. My statement in my last letter was intended to make it clear that I am ready to co-operate in any way that I can.

In view of the circumstances, I have decided to go to the President, and to forward my recommendation to him. I am ready to co-operate in any way that I can.
considerations required attention in the Extension Division, and that
to lessen the Division's deficit attractive courses must be offered which
would appeal to the public, I took a long and expensive trip last summer
for the purpose of getting material for a new and attractive Extension
course. As you know, I have paid all the expenses connected with the
preparation of this course out of my own funds. Counting the traveling
expenses, the preparation of the slides with which to illustrate it, and
other necessary items, the preparation of this new course has cost me
very close to $3000, or nearly a year's salary. I recognized the fact
that in view of the order of the Board referred to I was taking a serious
financial risk in spending this amount of money on this course; but I
did it because I wanted to see our Extension work continue and advance;
and I did not want to have any act or omission of mine retard it.

Thus far, however, I have not been advised of any action by the
Board tending to exempt me from the action of last year above referred to,
nor have I been reelected even for the next year. I am not willing to
humiliate myself by seeking reelection. The University authorities must
know whether they desire me to continue as a member of the faculty,
without any advice from me on the subject. I have endeavored, during
the years I have been a member of the faculty, to do the hard work that
was assigned to me as well as I possibly could. I have sacrificed all
my ambitions to the one task of lecturing to our Extension centers in
such a way as to be useful to them in the highest possible degree. To
that end I have spared neither myself nor the small financial resources
I have had. But evidently my work has not commended itself to the
authorities of the University; for I have not only not been promoted
in rank, but still occupy the same rank that I occupied when I came here
Dear Mr. Franklin,

In light of the recent changes in the Extension Division, I am writing to express my concern about the position of the Extension services coordinator. I understand that this position has been newly created, but I am concerned that it might not be adequately funded.

As you know, I have long been a proponent of Extension services. I believe that these services are crucial for reaching students who might not otherwise have access to higher education. I am concerned that the new position may not have the resources needed to effectively fulfill its duties.

In addition, I am concerned about the possibility of conflicts of interest. As the chairman of the Department of Languages, I am responsible for ensuring that all courses offered by the university are of high quality. I am worried that the Extension services coordinator may have a vested interest in certain courses, which could compromise the quality of our programs.

I urge you to reassess the funding for the new position and to consider the potential for conflicts of interest. I believe that it is essential that we maintain the high standards of our university, and I am willing to work with you to find a solution that will ensure the success of Extension services.

Sincerely,

[Your Name]
eight years ago, but by the action of the Board of last year my appointment terminates at the close of the present year.

It would not be in order for me to resign, for I have nothing to resign; but I make this full statement to you, that you may know why I do not think it proper for you to include any of my courses in your new Extension circular. I will finish out the present year's work as well as I can; but I do not see how you can properly make any engagements for me for next year, when my appointment terminates at the close of the present year.

Deeply regretting this situation, but feeling that it must be faced, I am,

Cordially yours,

(signed) Jerome H. Raymond.
Dear [Name],

I am writing to express my disappointment and frustration with the recent developments in the [Department or Division] of the University. I have been a dedicated member of this department for many years, and I have seen firsthand the decline in the quality of our programs and the lack of support for our students. I have worked tirelessly to ensure that our students receive the best education possible, but it seems that my efforts are not being recognized.

I understand that the University is facing difficult financial times, but I am concerned that the cuts being made to our programs will have a negative impact on the future of our students. I urge you to consider the long-term consequences of these decisions and to find ways to support our programs and our students.

Thank you for your attention to this matter.

Sincerely,

[Your Name]
January 20, 1909

Dear Mr. Payne:-

Yours of the 19th inst. with copy of letter from Mr. Raymond is received. Mr. Raymond will be duly elected at the meeting of the Board when other members of the faculty are elected. Inasmuch as the time for his election has not come of course no action will be taken in his case. The election occurs at the February or March meeting of the Board of Trustees, and notification will at once follow. You of course should notify Mr. Raymond of these facts.

Very truly yours,

[Signature]

Mr. Walter A. Payne,
The University of Chicago.
December 7th, 1905.

My dear Mr. Payne:

I have gone into the Raymond matter very fully. You know how much I appreciate his good points, and I am sure that I see them in as bright a light as anyone else sees them. From the last investigations which I have made, and which has just been concluded, it appears that I see them in a stronger light. In other words, I cannot get the consent of the men who have departmental responsibilities in those departments most closely related to the work which in which he is engaged, to warrant his promotion to the professorship. All agree that if it were possible to arrange for extra pay it ought to be done on the basis of administrative work; this ought to be done but that for the present the question of promotion is one which could not be recommended to the trustees.

I should be glad to have you show Mr. Raymond this letter. I think that he ought to be patient unless he really feels that he wishes to go off the academic platform and go down to the basis of a mere popular lecturer. This would be a distinct step downward
December 1908

My dear Mr. Pearce:

I have gone into the Wyoming matter very fully. You know how much I appreciate the care you have taken, and I am sure that I see from it as plain a light as anyone else sees it. From the fact inQUESTIONS which I have made, and with the fact that has been concluded, it appears that I see them in another light. In other words, I cannot get the concept of the men who have departmental responsibilities to the work which is most generally related to the work which is necessary to warrant the promotion to the positions referred. All see that if it were possible to investigate the facts on the case of administrative work, this ought to be done, but that for the present the discretion of promotion is one which cannot not be recommended to the trustees. I should be glad to have you show the Wyoming file to

letter. I think that we ought to be patient with the least we can that we may see to it that the position platform may go as well to the case of a more dominant position. This would be a great help to the
and would be so regarded all over the academic world.

I do not see that anything will be gained by an appointment with Mr. Raymond with myself, but if this seems desirable I shall be glad to confer with you in reference to it. I had hoped that Mr. Raymond would not push this matter to an ultimatum at the present time, and I still hope that he will not do so, but I understand that he has done so and I am therefore compelled to give a definite reply.

Yours very truly,
Desper & Co.

any word be so regarded as near the semantic world.

I cannot see that anything will be gained by me
appointment with Mr. Raymond, as it may not get the same
symmetry I might be able to control with you. The
reception of it I am hoping that my letter may
materialize. I will for this to come to one. As to the
intension that I will go. I will not go on yet. But I
impress the point that I have gone on and I am therefore
implicated in the case of

Know your function.

the use and have gotten myself in shape

government would easily lead to the work which in

apply to an office to want the protection to the

prosperousness. All these facts it were possible to

attempts for extra work is about to be gone on the past.

of simplification work. The script to do gone but that

are the reasons the decision of protection in one whole

any not be necessary to the

I should be able to do what it was to require to

I think that go on the necessary to go

least help that no change to be at the beginning

pleasure so to your to the point of a same manner

performances. This seems to be situation with learning
November 28, 1900

Dear President,

My opinion as to Mr. Raymond is that he is not of the quality to make a Professor. He is apparently a successful popular lecturer, of the stereotyped order. Comments have come to me as to these lectures that they are hardly university grade. He is not in the same class with Mr. Mulford. It seems desirable to use him as an organizer it may be true to pay him for such work, but I should think no means ample such compensation with the promotion.

Mr. Small's note is enclosed.

Very truly,

[Signature]
My dear President Harper,

I have read, and enclose, Professor James's letter. I would make these remarks.

1. Of course the necessities of our own Extension work must have the first consideration. I may remind you (to example) that I applied for leave of absence more than a year ago, but withdrew it at once on learning that, from one cause or another, several of my colleagues were to be absent.

2. Subject to 1, I think an Extension lecturer has special claims to occasional leave of absence. Invitations to lecture in distant places come to all effective professors, and are an important mode of extending influence. An instructor in the other divisions can usually arrange to accept them by altering the days of his recitations: an Extension professor can hardly ever effect any such arrangement, because of the circuit plan. This has obliged me to decline a great deal of what I would otherwise have accepted. The remedy seems an occasional leave of absence, so as to take such invitations en bloc.

3. Notwithstanding Prof. James's argument, I cannot but think that it is good for the leading agencies of University Extension (occasionally) to borrow one another,
Lecturers: much in the way that European stock opera companies have their guest artists. Each agency has its own way, and interchange brings the best of each to all.

Might I add, that it would be a convenience to me to hear soon on the subject of my own application for leave of absence, as I am already receiving inquiries which I cannot deal with until I know whether I shall be free.

Very sincerely yours,

R. G. Moulton
My dear Professor Harper,

You ask my opinion about Mr. Sparks as a successor to Mr. James. I have a high estimate of Sparks, who is one of the most successful of lecturers. But I feel this two-fold difficulty about such an appointment: (1) We should be loath to lose him largely from the lecturing field, where he is a most valuable asset. (2) My own feeling is that University Extension in America is at a critical stage and that in the next few years (if only there is some one to develop them) for example, the direction of club work; or work similar to the Institute kind. Thus it would be wise to extend literature in other lines. I am far from saying that Mr. Sparks is not qualified by his great teaching ability, but his great teaching ability is not suited to the extension work. He has had a large experience in administration; and though an extension lecturer has not been specialized to that side of extension work, he has the
missionary spirit in the highest degree; and from
his having been associated with the university from the
first would bring weight to the position of Principalship,
which (I am assuming) you might be able to make
attractive to him. This is only a suggestion, and
I do not know how Mr. MacErlain himself might
look at it. I only make it, confidentially, to yourself,
you may be interested in the enclosed, as shewing
what I am doing in New York.

Sincerely yours,

R. F. Moulton
Chicago, Nov. 4, 1899.

Dear Dr. Harper,

In regard to information which has reached you in regard to the conduct of this office, I am glad to be able to say that the "reports are greatly exaggerated." As to lack of harmony between me and Mr. Howe and I can say that I was not aware of it. I desire that I have never refused to recognize work done by him, nor do I feel the least inclination to do so. As to his feeling I cannot report, but I have no reason to think it is different from mine.

At the same time there may have been some basis for the report, for it has happened a few times that mistakes have arisen from a lack of knowledge on the part of one of us as to what had been done by the other. However, we both recognize that the necessity of keeping each other informed, consequently mistakes of this nature are not likely to occur often.

(over)
As to want of fact on my part I can plead neither innocent nor guilty. That is a matter of judgment as well as forethought. If I am guilty at all I have erred in its want of judgment, for I am certainly conscious of the necessity of fact for all my dealings with the Teachers and have tried to use it.

The accusation of want of fact would have struck me more forcibly, however if it had not been connected with that of a waging process in collecting fees. This is specific, and I do not hesitate to say that it is false — as false that it is ridiculous. The basis has been occasion for any process, waging or otherwise. Teachers have paid small fees when able to do so, and, given time when they were not. There is not the slightest basis for such a complaint.

I agree with you, however, that such representations are harmful whether true or not, and you may rest assured that I shall do all I can to prevent them from being made. I thank you for calling my attention to the existence of such complaints, as the knowledge of them will help to keep me more carefully on my guard.

Respectfully yours,

D. W. Cowherd.
The Extension Division

The University of Chicago

CHICAGO January 26th, 1900.

My Dear Dr. Harper:

It is the testimony of public librarians in many of the smaller cities, that the University Extension Lecture-study courses exercise a wonderful influence over the amount and kind of reading done by the patrons of the Public Libraries. It has occurred to me that this should be and is perhaps true in Chicago. Nevertheless, inasmuch as the Library Board has a fund, the income from which could be devoted to that purpose, it appears to me that they can do no greater service to the people than to arrange for the delivery of timely courses of educational Lecture-studies. Such lectures should perhaps be free to the public and could be delivered at the noon hour, or if preferred in the evening. In this way I confidently believe the Board would be doing a greater work for the city than by expending all of this fund in the purchase of books, the majority of which will be of value to the expert only.

If you agree with me, my recommendation would be that we endeavor to persuade the Board of Directors of the Public Library of the merit of our position and that we then endeavor to cooperate with them in providing such courses of lectures. I would suggest that they make the experiment this year with a course of six lectures by Prof. Brooks. I notice that among the members of the Board are Messrs. Charles L. Hutchinson, Azel F. Hatch and Robert S. McCormick, the latter being president of the board. Doubtless with your acquaintance and influence with these men, we can at least make some progress. Do you think it best to take the matter up directly with the Board of Directors, or should we first submit a proposition to the Librarian? Awaiting your recommendation, I am,

Yours very truly,

[Signature]

Lecture-study Sec.
My Dear Mr. Payne:

I think the arrangement with Thompson and Van Noi a good one and we ought to do this with every student who has taken a degree in the University as far as possible. Let us see what we can do. But first let us get a plan. Talk it over with Mr. James and let me hear from you.

Yours very truly,
Sept. 21, 1920

My dear Mr. Payne:

I think the arrangement with Thompson and Van Nostrand was one and we ought to go this with every student who has taken a degree in the University as far as possible. Let us see what we can do. But first let us get a plan. Talk it over with Mr. James and see what we can do.

Yours very truly,
CHICAGO September 8th, 1900.

My dear Dr. Harper:-

Sometime ago I spoke to you about the desire of Mr. Thompson, a former graduate student of the University and now principal of the Collegiate Institute of Geneseo, Illinois, to organize and conduct classes in that place and surrounding small points under the auspices of the University. Since that time Mr. A.C. von Noi comes very strongly endorsed by Professor Cutting asking that he be permitted similiarly to organize classes in German in Burlington, Iowa, where he goes to teach in the Institute this season. I believe that if we carefully guard the making of appointments, we may be able to do some good work through these channels. What I should like to know is whether I have authority to arrange with these men to conduct classes as desired, that is, after they have been endorsed by the heads of their respective departments, with the understanding that the University will give credit on its books for the work done, provided that the particular courses offered are approved by the departments and the examinations supervised by the departmental examiners as in the case of examinations at affiliated schools.

Yours very truly,

[Signature]

Lecture-study Secretary.
My dear Mr. President,

Sometimes I wonder if you are aware of the fact that I have been working on the development of a new theory in physics. I believe it is a significant advance in the field of quantum mechanics and may have implications for the future of technology.

I have been collaborating with Dr. Smith, who is a leading expert in this area. Together, we have been able to develop a new model that could potentially revolutionize the field. We have already conducted some preliminary experiments and the results are very promising.

I would greatly appreciate it if you could allocate some funds for further research on this project. The potential benefits are immense, and I believe that this could be a significant breakthrough for our institution.

Thank you for your time and consideration.

Yours sincerely,

[Signature]