December 14, 1908

Dear Mr. Mead:

Your favor of the 2d inst. was received just before I left for the east, and I have not been able to reply to it adequately. The time is hardly ripe for taking up the question to which you refer. Later it may be possible to consider it. I can see how it might be a valuable thing in connection with some of our departments.

Very truly yours,

Mr. George H. Mead,
The University of Chicago.
Dr. Judd

The University of Chicago
Chicago

Dear Dr. Judd,

Allow me to call your attention to a school which was at one time affiliated to the University of Chicago, though it has since passed out of existence. It was called "The Hope-Tal School for Nerous and Delicate Children," and had as its function to educate defective children.

The school was not properly financed and collapsed as a business enterprise. It existed, however, long enough to...
demonstrate not only the demand for such an institution, but the great importance of the work for the University. The work commanded the immediate interest of the psychological and neuropsychical departments, and led those of us who were responsible, in the past, to make every effort to keep it in existence. In view of the development of the Department of Education and the work of which the College Administration and Policies looks forward to in the future, such a station for the study of defective children will become far more valuable.
to the University than it could be before.

There was nothing in the history of the school, painful as it was to those who had become involved in its financial management, to discourage the University in encouraging in what ever way it could, the establishment of another school with the, junction.

It went to pieces in account of hopeless misunderstanding among those who organized it, that there was a continued demand for its services and its value as a laboratory for the study of, methods of dealing with
defective children, and of their minds.
was I think demonstrated. Work
of this kind has been within two or
two and in connection with the
University of Pennsylvania, and has
attracted a great deal of attention.
The problem deals with defective
children, and the so-called subnormals
in our school systems is becoming more
acute every year, and it only under the
conditions which such an institution
offers, that it be adequately studied
and solved.
I am convinced that the University
should look forward to establishing such
a school, as early as possible.
I remain yours sincerely,
Geo. H. Mead.
July 29, 1906.

Miss Mary R. Campbell,
Women's University Club,
10 Gramercy Park, New York.

My dear Miss Campbell:—

I have placed your letter of July 25th in the hands of Professor Small, the Head of the Department of Sociology. I have told him that I would talk with him on the subject. There is no very definite statement that I could make, for I do not know to what extent he is willing to recognize work of the kind suggested. He will acquaint himself with the whole situation from those who have been associated with the work and will himself pass judgment on the matter.

I am very glad to know that you are well and have had so prosperous a year. I remain,

Yours very truly,

W. R. Harper
July 30, 1908

Miss Mary R. Cameron
Women's University Club
10 Gramercy Park, New York

My dear Miss Cameron:

I have delayed your letter of July 26th in the hands of Professor Small, the Head of the Department of Sociology. I have told him that I would talk with him on the subject. There is no very definite statement yet I could make to you I do not know what exact point is in his mind to recognize work of the kind mentioned. He will consider personally with the whole committee from those who have been associated with the work and will inform me

regard the matter.

I am very glad to know that you are well and

have had no prolonged illness. I remain

Yours very truly,

W.R. Harper
The Hospital School has incurred a large deficit under its present management. The two alternative ways of meeting this deficit are:

A. The present business manager may arrange for meeting this deficit, and possible future deficits, and in this way insure her continued control over the school; or

B. The trustees who feel that they cannot avoid the responsibility for unpaid debts incurred by the institution may meet these debts and assume responsibility for its business management. This would involve a new business head of the school, which, for financial reasons must be the same as the director. It would be furthermore impossible to associate Miss Campbell with the new head in the direction of the school because of the inevitable friction which would arise. In her capacity as trustee, and as the one who has been immediately responsible for incurring the debt, Miss Campbell in this second case, would be certainly equally responsible with the other trustees for her quota of the deficit, and the new management would endeavor to reimburse her and the other trustees who should shoulder the debt, as rapidly as the financial success of the school would allow. Miss Campbell's withdrawal from direction of the school in this second case is dictated first by the inability of the school to support separate business and educational directors, and Miss Campbell has not succeeded as business manager and cannot expect to be continued as such, and secondly by the injury the school would suffer from the inevitable clash between two managements. This does not, however, involve any criticism upon the educational results Miss Campbell has obtained.

Finally, in view of the fact that Miss Campbell brought her scheme to the University and different members of its faculty, and asked
The Hospital School for Women has incurred a large deficit under the present management. The two principal ways of meeting this deficit are:

A. The present president and manager may strive for meeting this deficit by raising the school's costs and possibly raising the charges, and in this way increase continuing costs over the school.

B. The trustees who feel that they cannot afford the responsibility for raising the deficit may possibly accept the resignation of the president and manager. If this course is followed the charge of the president and manager is to be taken over by the trustees. It is expected that this action will result in a more efficient and economical operation of the school. Campbells will then be able to immediately absorb the deficit, and as the one who has led in the effort to absorb it should continue to do so.

In this second case, another possibility is that management would either have to substantially reduce the deficit, or the other trustees would have to agree to accept the deficit as a part of their normal expenses. The school in this second case is able to attract a larger number of students and the school to support separate faculties and academic disciplines, and the school to absorb expenses and educational costs.

Campbells, however, have an obligation to the educational welfare of the women. Therefore, it appears that Campbells must rise to the occasion of the deficit and meet it.
their assistance in carrying it out, with the understanding that they would incur no financial responsibility, Miss Campbell being now unable to meet this agreement, and the trustees agreeing to meet the deficit, she can have no claim against the school for her services, which she would have had if the undertaking had been carried in the sense proposed.
would have paid if the marketplace had been allowed to the sense beforehand.

Without means to recognize all, with the marketplace, their
work known on financial responsibility, 
the Compartment, paying now aptly
would have been to the agreement, and the trustee agreeing to meet the deficit,

The credit and the specific amount the school for the services, which the
would have had if the marketplace had been allowed to the sense beforehand.

Without means to recognize all, with the marketplace, their work known on financial responsibility, aptly.
The Hospital School has incurred a large deficit under its present management. The two alternative ways of meeting this deficit are:

(a) The present business manager may arrange for meeting this deficit, and become responsible for future deficits, and in this way ensure her continued control over the school;

(b) The trustees, who feel themselves bound for the fact that they cannot avoid the responsibility for debts incurred by the institution, may meet these debts and assume responsibility for business management. This would involve a new business head of the school, which for financial reasons must be the same as the director. It would be furthermore impossible to associate Miss Campbell with the new head in the direction of the school because of the inevitable friction which would arise.
In her capacity as Trustee, and as the one who has been immediately responsible for the incurring of the debt, out of the money, Miss Campbell, in this second case, won, he certainly equally responsible with the others Trustees for the her share of the deficit, and the new management would endeavor to reimburse her and the other Trustees who incurred the debt, as rapidly as the financial success of the School would allow. Miss Campbell's withdrawal from direction of the School in this second case is dictated first by the inability of the School to support separate business and educational directors, and Miss Campbell has not succeeded in treating as business manager and cannot expect to be continued as such, and secondly by the injury the School would suffer from the inevitable clash between two management. This does not however involve any criticism upon the educational results Miss Campbell has obtained.
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Chicago, August 29 '04.

Dear Dr. Harper:—

I have a similar communication from C. H. Steetling & Co, and have replied that Miss Campbell undertook the exhibit upon her own responsibility and with the understanding that the School would be responsible for none of the expenses. I added that the School was closed, had no funds, but was in no way involved in this exhibition. I have not heard from them as yet.

Yours sincerely,

[Signature]
I have a similar communication from C.H.广东省, 1924.

Best of health.

I have received yours with the Campbell memorandum the student whom I am

responsible for and wish the memorandum that he be kept wanting to be

sent to none of the experience I which that the school was able

not have time put was in no way involving for the application I have not

heard from them as yet.

Yours sincerely,

[Signature]
Dr. Wm. R. Harper,
Pres. University of Chicago,
CHICAGO.

Dear Sir:—

We are writing to ascertain what relation Miss Mary R. Campbell now bears to the Chicago Hospital School, as the letter heads of that institution show you to be a member of the board of trustees. Miss Campbell has contracted some bills with our house in connection with the exhibit for the Chicago Hospital School at the Louisiana Purchase Exposition, it being in the agreement that she was to pay all expenses for the maintenance of the exhibit and the transportation charges on the goods, both to and from St. Louis. When the time came for the shipment, she did not have the ready money to pay these expenses, so besides furnishing the apparatus, we had to furnish the cases and pay the transportation charges. We find that the exhibit is not receiving the proper attention, and she has not been in St. Louis for some time in attendance with her exhibit. Not being able to get a settlement from her, and asking the cause of the delay, she has informed us several times that there is quite a sum of money coming to her from the Chicago Hospital School.

We would like to know the exact relation Miss Campbell now bears with that school, and also if the school intends to maintain its exhibit at the Louisiana Purchase Exposition.

Thanking you for any advice or information that you may give us, we remain,

Yours truly,

C.H. STOELTING & CO.
We are writing to express our regret at the recent events that have occurred in the University of Chicago. We understand the challenges faced by the administration and the faculty in dealing with these situations.

We would like to offer our support and assistance in any way possible. If there is anything we can do to help, please let us know.

Thank you for your consideration.

Yours truly,

[Signature]
Chicago, June 1st, 1904.

Dear Sir:

A meeting of the Board of Trustees of the Chicago Hospital School for Nervous and Delicate Children will be held Friday, June third, at half-past two, in the University Office in the Fine Arts Building. The purpose of the meeting is to hear the report of the President and Secretary upon the present financial condition of the School, and to take action with reference to the future of the School on the basis of these reports.

Yours very truly,

[Signature]

President, the Board of Trustees.

President W. R. Harper, University of Chicago.
A meeting of the Board of Trustees of the Chicago Boarding School for Negroes and Colored Children will be held Thursday, June 27th, at half-past two, in the University Office, to hear the report of the President and Secretary upon the progress and financial condition of the School, and to take action with reference to the future of the School on the part of these Trustees.

Yours very truly,

[Signature]

President, Board of Trustees
Dr. William R. Harper

The University of Chicago

My dear Dr. Harper:

It may convenience you to have a report of our last formal board meeting, before going into the next meeting.

You will see by the enclosed how much needed this work is, and you will see by the infirmities of our little patients how happiness and sweetness in life is denied to a certain class of children by closing the work. Will you not cast your vote at this meeting that the funds subscribed be used to continue this work - not to close it. Many of the children who have come to us have come with beclouded and twilight minds. That we have been able to bring sunshine into otherwise empty lives, and have widened their narrow mental horizon - is the strongest plea for the continuance of the School. From another point of view, that sixty per cent of the children under our special instruction are now working with normal children, is evidence of the permanent worth of the educational methods.

Very truly yours

Mary R. Campbell
MINUTES

of the

Meeting of the Board of Trustees of the Chicago Hospital School,
held Friday, April 19, 1903.

The postponed annual meeting of the Board of Trustees of
the Chicago Hospital School was held on Friday, April 19, 1903, at
4 o'clock in President Harper's office, Haskell Museum. There were
present

Mr. George H. Mead
Mr. H. H. Donaldson
Miss Mary R. Campbell

The meeting was called to order by Mr. Mead, president of the
Board, who called for a reading of the minutes of the previous
meeting. These minutes were read by Miss Campbell, secretary of
the Board. Dr. Donaldson moved that the secretary's report be
accepted. Mr. Mead seconded the motion, and the report was ac-
cepted. The reading of this report was followed by a discussion
of the outstanding indebtedness of the School. The Treasurer,
Miss Campbell, said she had a report in readiness up to date if
it were desired, but that inasmuch as the Board had in its possess-
ion a report of the year's disbursements for current expenses and
old accounts paid, practically up to date, it seemed unnecessary to
give a detailed reading.

The Treasurer's report was, in substance, that for some-
thing like six months of the school year sufficient money had been
earned above the current expenses of the institution to pay up
to March 24th something like $2400 on the deficit account.

Both Mr. Mead and Mr. Donaldson expressed themselves as
Meeting of the Board of Trustees of the Chicago Teachers College.

April 16, 1929

The Secretary presented the minutes of the Board of Trustees of the Chicago Teachers College at the meeting of the Board held on April 16, 1929. The President, Mr. J. F. McGough, read the minutes and called upon the members of the Board to suggest amendments or corrections. After discussion, the minutes were adopted as correct.

The next item on the agenda was the report of the Committee on the Building of the New Campus. The Chairman, Mr. A. W. Smith, reported on the progress of the construction work and the estimated completion date. The Board approved the report and authorized the payment of the outstanding invoices.

The next item was the discussion of the proposed budget for the coming fiscal year. The Treasurer, Mr. H. J. Brown, presented the budget and explained the provisions for the proposed expenses. The Board reviewed the budget and suggested some modifications, which were agreed upon.

The Board then turned to the discussion of the proposed curriculum changes for the next academic year. The Superintendent, Mr. J. E. Johnson, presented the proposed changes and explained their purpose. The Board discussed the changes and agreed to forward them to the appropriate committees for further study.

The meeting then concluded with the Board expressing their appreciation to Mr. McGough for his work as President and to the members of the Board for their contributions to the Board's work.
highly pleased with the financial condition of the School. Mr. Mead inquired as to why the apparent gain over previous years. Miss Campbell replied that it was because she had, by paying cash, been able to reduce many of the expenses; she had looked after the financial expenses herself and balanced up accounts weekly instead of by the month as heretofore, and possibly the most important point was that the school, because of some exceptionally fine results obtained with some of the defective children during the first three years, which had given the school considerable reputation — because of this conscientious work with children who were not able to pay very much, the school had been able to increase its tuitions; that while there were only a few children in the school, the majority of cases were averaging $100 or $125 a month. Miss Campbell added that during the first year $500 was the average tuition fee for nine months, whereas during the fourth year the average fee was $1000 for eight months. This increase in tuition, Mr. Mead, thought, spoke well for the excellent work of the school, in the way of public appreciation of the special work of the school.

Mr. Mead inquired if it would be possible for the school to continue cancelling the deficit at the same rate. Miss Campbell expressed the opinion that it could do nothing during the summer months, as the school would have no income; that she did not feel well enough to conduct a summer session, as she had been doing the work of several during the past year.

Dr. Donaldson said: "The amount of the deficit that has been met is very satisfactory to those who have been looking on."

The president, Mr. Mead, then asked for the report of the Director which was given as follows:
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Dr. Donaldson said: 'The amount of the deficit that has been met is very satisfactory to those who have been looking on.'

The president, Mr. Mead, then asked for the report of the Director which was given as follows:
Preliminary proposal for the new junior college at the University of Virginia.

The proposal emphasizes the need for a junior college that will provide a solid foundation for students pursuing advanced degrees. It highlights the importance of offering a wide range of courses that will prepare students for further study in various fields.

The junior college will include departments in the arts, sciences, and humanities. It will also have facilities for practical training in fields such as business administration, engineering, and nursing. The goal is to create a comprehensive program that will attract students from across the state.

The proposal includes a detailed budget and a tentative schedule for the opening of the college. It is estimated that the college will require an initial investment of approximately $1.5 million for the construction of new buildings and the purchase of necessary equipment.

The junior college is envisioned as a hub for community engagement, offering opportunities for local businesses and organizations to collaborate with the university. It will also serve as a cultural center, hosting events and exhibitions that will enrich the community.

In conclusion, the proposal for the new junior college at the University of Virginia is a significant step towards expanding educational opportunities in the region. It will provide a valuable resource for students and contribute to the economic and cultural development of the area.
Report of the Director
of the
Chicago Hospital School for
Nervous and Delicate Children.

Prepared for the postponed annual meeting of Board of Trustees
Friday, April 19, 1903.

Since June 1st, 1902, twenty-seven cases have been examined for entrance into the School.

7 children were ineligible because of the nature of their physical or mental infirmities.

8 were eligible and were very interesting, clinically, but the parents could not meet the expense necessary to cover all of their needs.

10 of those examined could have met an expense of from $300 to $500 per year.

The rest could meet no expense whatever.

Some of the most interesting cases pathologically were those who could pay but small tuition fees.

The classification of the children examined, is as follows:

6 epileptic cases

4 could pay $125.00 per month
1 could pay $35.00 per month
1 could pay nothing.

None of these children were accepted as the School has not the facilities for providing for the care and education of epileptic children, as the majority of such cases require private rooms and special nurses.
Report of the Director
of the
Chester Hospital School
for
Women and Nurses

Preparation for the upcoming annual meeting of Board of Trustees

Fifth April 1908

Since June last, 1907, twenty-seven cases have been examined

for entrance into the School.

A gratifying number of applicants have been in the number of their

previous or present institutions.

These applicants now, may well instruct the administration of the

time to cover all of their needs.

If all fees examining are fixed at an expense of from

$200 to $500 per year.

The last could not be dispensed with.

Some of the most interesting cases in pediatrics were

cases who could not pay sufficient fees.

The distribution of the different examining, is as follows:

Admissions are

- County

- City

- Other

- Total

None of these applicants were accepted as the School was not

the facilities for training for the same were extremely limited.

offered on the material of each case receiving through and

special interest.
7 cases in which pathological conditions were coexistent with congenital mental deficiency.

3 cases of typical congenital mental deficiency.

3 cases of juvenile insanity.

21 speech defect cases eteologically classified as follows:

- 9 cases of mutism due to infantile illnesses.
- 5 cases due to meningitis.
- 3 cases due to non-development of speech.
- 1 case in which the child was left blind and partially deaf at three years as a result of scarlet-fever.
- 3 cases of malnutrition since birth.

Of the several crippled children examined, seven were eligible to the special education afforded by the School. The School, however, has no facilities for providing for such cases.

The following cases are now under treatment (1902-03):

- 3 cases of cretinism
- 1 case psychic epilepsy
- 5 crippled children

Of the nine children in the school, five were speech defect cases. Four of the five crippled children had speech defects coexistent with the orthopedic condition. Three of the five cases (orthopedic) were due to instrumental birth; speech defects were also present.

Resume

Of cases handled in the School during the first three years.

7 cases returned to their homes because physical, mental or moral condition did not warrant their retention in the school.

6 cases were withdrawn owing to parents being unable to pay tuition.
The following cases are not under treatment (1960-61):

- Case of acute appendicitis
- Case of haemorrhage
- Case of overfeeding
- Case of hypoglycaemia

Of the nine children in the school, three were absent. Two cases were referred to the outlying area for treatment. Three of the eight cases (arteriovenous) were referred to the dermatologist. Two cases were treated by Dr. Brown. Two cases were transferred to the Isolation Ward of the hospital.
Director's Report, continued.

5 cases were withdrawn on the request of the School because parents were constantly dilatory in remitting.

2 cases were withdrawn because of serious illness.

35 cases have received medical care and educational treatment during the first three years of the School, the time necessary for accomplishing good results varying from six months to three years.

20 cases were regular pupils in the School during the first three years.

14 represents the average attendance per year.

Subsequent History of Children treated by the School.

Of the children who were in the School during the first three years, the following statistics show some of the gratifying results obtained:

11 cases are now doing school work with normal children.

4 are doing the regular work in the schools which they attend, with children of the same age.

2 are but two years behind children of the same age, in grade.

1 is working with normal children, keeping pace with the rest of the class, but with a supplementary teacher.

2 are doing the regular work at the School of Education (U. of C.) with the assistance of supplementary teachers.

1 is working with normal children, is advance of the class in everything excepting arithmetic.

1 is doing half-day work with normal children in school, and half-day work at home with a governess.

Further Specialization in the Work of the School.

The admission of backward children into the School of Education materially affected the future of the Hospital School. Naturally the majority of parents prefer their children to be educated with normal children, even though the educational progress is not
Director's Report, continued.

...a case were within a on the renewal of the School because
persons were constantly attention to punctuality.

2. cases were withdrawn because of serious illness.

20 cases were leaving without cause, any explanation, or comment.

To achieve the theme of being at the School, the time was
ences for economical and free usage arising from six
months of free usage.

For reasons for the School's existence, the


As the opportunities are made in the School during the time
which arise, the following sacrifices show some of the resulting
influence of children.

If ocease was the mom group work with primary children, the
work the regular work in the School which they attend,
with qualification of the same age, is the work the regular work at the time. The case, in general

If ocease was the mom group work at the School of Emphasis (U.O.C)
If ocease was the mom group work at the School of Emphasis (U.O.C)

If ocease was the mom group work with primary children, the
work the regular work in the School which they attend,
with qualification of the same age.

Further Emphasis on the Work of the School.

...the emphasis on personnel, child and the Environment.

...certain personnel activities are the theme of the Environment
environment...
Director's Report, continued.

so rapid; consequently, when the opportunity presented itself for the children to be educated without being segregated in a colony of defectives, the parents chose the normal environment. In view of this, the Director decided to have the Hospital School hereafter provide special education for more serious cases - for invalid children, crippled children, children who through illness have lost the power of speech, for those children who need to be re-educated, and for hearing mutes.

The demand for special teachers to give instruction to non-resident pupils, has been great, parents much preferring to have their young children educated in their own homes.

One of the most interesting phases of the work done at the Hospital School has been its extension work, if one may dignify the outside work by such a title. For some of the non-resident cases, and for the poor children whose parents could not enter them in the School, outlines for work have been prescribed and occasional counsel given. For about six months some of this extension work was carried on at St. Luke's Hospital, by one of our teachers in training. Unfortunately, part of this work had to be dropped at the time of the fire.

The Needs of the School.

The most urgent needs of the School at present are:

I. To have the building put in a thoroughly sanitary condition. The basement is again in a very unwholesome condition, and because of this, classes in cooking, physics and chemistry which had their equipment in the basement, had to be discontinued.
Director's Report continued

so bigotry, cooperation, open the opportunities presented to the children to associate with their communities in a setting of selection the discarded choose the normal environment. In view of this, the Director decided to have the Hospital School参谋 on the power of speech for those children who need to be rehabilitated and for those whose family cannot cope with their problems.

The Hospital School has been able to screen and pare these children and have re-adapted them to the non-rehabilitative philosophy. They have re-adapted themselves to life in a normal environment. One of the most interesting phases of the work gone on is the Hospital School has been the most outstanding. If one will notice in the outreach work of many a state that the non-rehabilitative and the poverty-stricken areas where poverty can enter there, and for the poor children whose parents cannot get them into the School, it is a short way to come to the Hospital School. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work. We are calling on all of us to increase the number of those on the outreach work.
Director's Report, continued.

The roof leaks badly, and should have immediate attention. These repairs will involve an outlay of about $400.00.

II. Food Laboratory.

There are many problems involved in the physiology of childhood that should be scientifically worked out. Most important of these is the careful study of the feeding of nervous children, and the study of mental and emotional phenomena coexistent with malnutrition.

III. Orthopedic apparatus for the gymnasium for those children requiring special gymnastics.

IV. Electrical battery for the treatment of partially paralyzed children.

V. Massage tables.

VI. Two scholarships of $500.00 each in order to enable two cases of pedagogical and medical interest to be admitted. These two children are starvlings, and a careful study of their cases for two or three years would throw light upon some of the mental conditions of juvenile hysteria caused by prolonged malnutrition.

Researches and Investigations.

While it is impracticable to carry on extensive investigations involving technical laboratory experimentation without interfering with the children's educational work, nevertheless some interesting and valuable studies have been made. The generalizations made in these studies are necessarily based on inductions rather than deductions, owing to the few number of cases on whom observations were made.
II. Hoog Laboratoories

There are several reasons involving in the phenomenon of consciousness that seem to be of particular interest in the current context of the research. It is important to examine these factors and their effects on the development of awareness and cognition. By comparing and contrasting with available literature, we can better understand the role of consciousness in various cognitive processes.

III. Methodological Considerations

It is crucial to consider the treatment of methodology and its impact on the findings. The two methodologies are complementary, each contributing to a comprehensive understanding of the subject matter. The research team has analyzed the data, providing insights into the nature of consciousness and its implications. Through the rigorous examination of relevant literature, we have reached several conclusions that contribute to our understanding of the phenomenon.

IV. Conclusion

In conclusion, it is evident that the study of consciousness is vital for our understanding of the human experience. The interplay between various factors and their effects on awareness is complex and requires a multidisciplinary approach. The research team is committed to advancing our knowledge in this field through continued exploration and collaboration with other experts.
Director's Report, continued.

I. During the first year, under the direction of Dr. Angell, Mr. Robert Kelley made a comparative study, based upon psycho-physical tests of normal and abnormal children. These tests were made on the children of the Dewey School and the children of the Hospital School. This study is soon to appear in the PSYCHOLOGICAL REVIEW (July, 1903).

II. During the second year Dr. D. P. MacMillan made some comparisons between the children of the Hospital School and some of the school children examined by the Child-Study Department of the Board of Education of Chicago. Mr. MacMillan's investigations were embodied in a report presented at the National Educational Association at Detroit two years ago.

III. During the third year Mr. Irving King, under the joint guidance of Dr. Angell and Dr. MacMillan, made a comparative study of the motor expressions of the normal children of the Dewey School and abnormal children of the Hospital School. Mr. King's report is now in manuscript form, and is to appear in a later publication of the JOURNAL OF PSYCHOLOGY.

During these three years special investigations on a number of problems have been conducted by the Director, Miss Campbell. The following in particular may be mentioned:

1. A study of the emotional and feeling side in defective children.
2. The correlation of the mental and the physical in subnormal and nervous children.
3. Obsessions of neuropathic children.
4. The development of spontaneous speech in hearing mutes.
5. The physiology of nervous children.
6. The restoration of the speech function in young children who through illness have lost the power of speech.
Director's Report continued.

I.

During the first year, under the direction of Dr. A. K. Kelleher, a comprehensive study was made upon the

practical status of various and important criticisms. These cases were

used in the criticism of the Jewish School and the children of

the Hospital School. This study is soon to appear in the REYN.

II.

During the second year, Dr. A. K. Kelleher made some

comparisons between the criticisms of the Hospital School and some of

the school criticisms examined by the Clinical-Pathological Section of the

Board of Education of Ontario. Mr. Kelleher's investigations were

made in a report prepared by the Anti-Tuberculosis Association

and no parallel can be drawn in the year.

III.

During the third year, Mr. H. W. R. MacMillan, under the joint

influence of Dr. A. K. Kelleher and Mr. Kelleher, made a comprehensive study

of the moral expression of the normal children of the Jewish School

and the importance of the Hospital School. Mr. Kelleher's report

is now in manuscript form, and is to appear in a later publication

of the JOURNAL OF PATHOLOGY.

During these three years, special investigations on

a number of problems have been carried on by the following

Committee. The following in particular may be mentioned:

A. Study of the aetiology and teaching skills in geriatrics

- Differentiation

- The correlation of the mental and physical

- Antecedents of neurological affections

- Operation of remedial affections

- Development of spontaneous affections in normal infants

- The philosophy of various affections

- The restoration of the speech function to young children

- New and Improved Therapies Need Further Research of
Director's Report, continued.

special cases of

7. Music as a basis in the education of mentally deficient and insane children.

8. Speech development and its defects as an index of Mental development in children

9. Special study of the temperature, pulse and respiration showing the physical and mental rhythms.

10. The relation of pulse variation to subnormal mental states.

The results of these investigations have been presented from time to time in addresses before child-study clubs and similar organizations. Much of this material is now being prepared for publication.

Valuable data on special cases was so badly damaged at the time of the fire that it will mean several months work to get them into shape, before they can be put into manuscript form.

In all the investigations conducted by the director were made as far as possible with the children in their natural environment, rather than in the artificial environment of the special laboratory.

The value of the data lies in the fact that the phenomena have not been recorded as isolated facts but in relation to the general situation; that is to say, the whole situation or setting of the phenomena have been taken into consideration.

Mary R. Campbell, Director
Director's report continued

...revised version of the 1962 report...

...and various committees...

...speed development, and the general as an index to...

...needed development, to others...

...subject of the commission, hence and reasoning...

...on principle, the principle and mental activity...

...to facilitate an accurate and comprehensive matrix...

The results of these investigations have been presented from...

...time in essence, because of their viewpoint and analysis...

...knowledge of the material to new path knowledge...

...philosophy, a few on special cases will not only achieve at the time...

...the life facts of the present committee, reaching to be...

...of the investigations carried out by the directors...

...in order to be possible with the principle in place...

The facts of the cases here in the last few the phenomenon have...

...not been reached to legislative issues and in relation to the...

...influence that to say the whole situation of raising of the...

...phenomenon have been canvas for compassion...
The report of the Director was formally accepted. Dr. Donaldson asked how many of the children who had been inmates of the school were now working with normal children.

Miss Campbell replied that since the opening of the school in October, 1899 up to March, 1903 the records of the children who had left the school showed that 60% of these children were working with normal children.

Dr. Donaldson said: "That certainly is a very fine showing."

Miss Campbell suggested that the building committee be appointed. She said that a certain number of persons had been invited to come on the board, and had accepted, with the express understanding that they were to act on a committee which was to devise ways and means for securing adequate facilities for providing for a greater number of children. Miss Campbell had with her the plans that had been drawn for the proposed new building, and precipitated by Mr. Mead's question: "What are the prospects?" a discussion followed as to the prospects for raising the money for a building. Miss Campbell reported that an old lady, whose name might not be used at that time, was ready to put $20,000 toward a building. Miss Campbell said that it might be possible to interest, in addition, individuals who were connected with the Children's Hospital Society, and to secure their cooperation.

Mr. Mead suggested that the matter be looked into, and to find out whether the aid of other desirable persons could be secured.

At this point Mr. Mead brought up the suggestion that there might be members of the present board who wished to withdraw. Miss Campbell said that she knew of no desire of such withdrawals excepting two persons who were not fully conversant with the finan-
cial situation, and that at the time these persons proposed with-
drawing, they supposed the school was defunct, or very nearly so;
that inasmuch as the school was coming out of its pathological finan-
cial condition, these persons would be only too glad to contribute
to the goodwill of the school by remaining on the board. Miss
Campbell suggested that the true situation be presented to these
persons, and suggested that these resignations be laid on the
table for the time being.

Dr. Donaldson said that he had a feeling that the non-accept-
ance might be a matter of irritation to the persons concerned, but
that if there were any reason to assume that these persons would
remain on the board if they knew of the school's financial condi-
tion, he would suggest that the matter be carried over to the
next board meeting, and their feeling in the matter ascertained.

Dr. Donaldson made the following motion: "I move that, unless
some definite information be received which leads us to accept
this point of view, these resignations be accepted at our next
board meeting."

Mr. Mead: "Or unless the persons in question finally withdraw
their resignation."

It was moved and seconded that the resignations of Mrs. Hitch-
cock and Mrs. Sherman be accepted, provided that they do not with-
draw those resignations before the next meeting of the board.

Dr. Donaldson: "Can we set a time for the next meeting?"

Mr. Mead: "When can Miss Campbell have the material in read-
iness for us to go over the annual budget?"

Miss Campbell: "I cannot state at the present time because
our annual budget is usually made up in proportion to the number of
children we are to have for the ensuing year. Our work has be-
come so much specialized that one of the great items of expense
includes the special treatment that the particular infirmities of
the children require. The parents usually do not engage places for the ensuing year before the end of June. I may add, however, as a tentative statement, that the prospects for next year in the way of interesting cases, are better than at any time since the school opened."

Dr. Donaldson: "Could we arrange to have a meeting on Friday, June 5th, or Saturday afternoon, June 6th?"

Miss Campbell said that she could arrange to save that date. Mr. Mead said he would also. Miss Campbell said: "In the meantime, what is to be done about some of these deficit accounts? There are three or four that ought to be temporized in some way and that a word from the board would gain some requisite time."

Miss Campbell spoke of the McKeown account in particular. Dr. Donaldson asked if Miss Campbell could temporize the McKeown's for a short time longer,—at least until the proposed budget could be inspected.

Miss Campbell: "I have already gained some concessions from them. When I assured Mr. McKeown that I would go without a new spring bonnet if he would grant us more time, he seemed mollified and inclined to grant the request."

Dr. Donaldson inquired if the fire deficit accounts which had been paid had been chosen as the ones to be paid because the creditors had pressed them.

Dr. Donaldson: "Have they been paid at the point of the sword?"

Miss Campbell: "The teachers' and nurses' account have been cared for first. After that, those creditors who showed signs of agitation were paid."

Dr. Donaldson: "How long will it take, at the present rate of payment, for the school to liquidate the outstanding deficit?"
Miss Campbell said that if she could be relieved of the business management, so that she could have adequate time to build up the school, it would take a little less than two years, if the school worked at the present rate, and under the present policy of methods.

Mr. Mead inquired if Miss Campbell purposed holding a summer session; if so, what would be the rate of cancelling the deficit.

Miss Campbell replied that she was again obliged to report to the board that she was being much overworked, and asked if it was not possible for relief of some sort to be secured, even as she had many times to work until two o'clock in the morning, in order to get the work done. Miss Campbell reported that there were a number of children who would come in for the summer session, and whose parents would pay high tuition, provided she would give them special attention. Miss Campbell said with so many business responsibilities she did not see her way clear to promise the parents the desired time. This being the case, she did not see how the board could, with any certainty, look forward to cancelling any of its deficit based on the summer income.

Dr. Donaldson suggested that this matter be taken up at the next meeting, when the budget for 1903-04 would be presented.

Dr. Donaldson moved that the next meeting of the board, for the consideration of the budget, be held at four o'clock on the afternoon of June 6th, in the office of President Harper, Haskell Museum.

This motion was seconded by Mr. Mead. The motion was carried.

The meeting was formally adjourned.

Mary R. Campbell
Sec. & Treas.
May 13th, 1904.

My dear Mr. Bond:

When are we to have the meeting of the Board of Trustees of the Physiological School? Something ought to be done soon to get things into shape.

Yours very truly,
May 13th, 1941

Mr. Geo. H. Farnby,

I have the honor to intimate that the Board of Trustees of the Pretoria Normal School has decided to go ahead with the transfer of the Pretoria Normal School to the Union of South Africa. Soon to be taken into effect.

Yours very faithfully,

[Signature]
Chicago -
May 15, 02

Dear Dr. Harper -

When we took steps to close the school during the period of your sickness, I wrote to Mr. Selfridge &

Moorehead Feed & Co, that the school was to be closed, and that when you were able you would take up the

matter in the account of the firm against the school. It seemed to

Mr. Donaldson and myself that as you had communicated with them before in the matter, it would naturally

remain in your hands.

It is our understanding I believe that

yours, Mr. Donaldson, and I have taken
upon ourselves the responsibility of settling this account. It is reckoned as part of the God which we each take upon our selves.

Your sincerely,

Geo. W. Mead
Hospital School for Nervous and Delicate Children, in which Pres. Harper is interested, has gone on the rocks.

Mar. 1904
Mr. W. R. Harper,
c/o University of Chicago, City.

Dear Sir:

We trust you can now arrange to favor us with check in settlement of Chicago Hospital School matter in accordance with our conversation of some months ago.

Yours very truly,

[Signature]

May 7, 1904.
March 11th, 1904.

Mr. A. C. Bartlett,

Hibbard Spencer and Bartlett,
State and So. Water Streets, Chicago.

My dear Mr. Bartlett:

The Chicago Hospital School for Nervous and Delicate Children is in imminent danger of being closed at any moment on account of its inability to pay outstanding debts.

The situation is one which we feel should be called to your attention, as a member of the Board of Trustees, since it is possible that the consequences of the collapse of the School may be unpleasant for those still connected with it.

We have personally put into the School from time to time money to help it over its difficulties, to the amount of more than $1200.

We have offered Miss Campbell to waive this claim, and to assume $600 more of the debts, asking her at the same time to secure another board to take charge of the School. She has refused to accept this proposal.

We have reached the point where we are unwilling to continue our present relations to the School, and our withdrawal
The Ottawa Hospital School for
Wives and Children's Children in Treatment Center of Patient
Should be on the Wards in a Facility to Pay Out
Starting Groups.

The situation in one which we feel obliged to
your attention as a member of the Board of Trustees, since it
backers of the camel of the campaign of the school.

We have been told that those still connected with it
may be important for those still connected with it.

We have been told by one of the contributors of the school
money to help it over the difficulties to the amount of more
than $1,000.

We have offered the Campbell to make this offer, and to
assume $500 more of the money, having we at the same time to
secure another bond to make up the deficit of the school.

We have been advised the board wishes me the opportunity to con-
continue our present relation to the school, and our assistance


Mr. A. E. Mather.

Rippon Brothers and Mitchell.

Sears and Co. Water Street, Chicago.

Mr. General. Mather:

The Ottawa Hospital School for
Wives and Children's Children in Treatment Center of Patient
Should be on the Wards in a Facility to Pay Out
Starting Groups.

The situation in one which we feel obliged to
your attention as a member of the Board of Trustees, since it
backers of the camel of the campaign of the school.

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than $1,000.

We have offered the Campbell to make this offer, and to
assume $500 more of the money, having we at the same time to
secure another bond to make up the deficit of the school.

We have been advised the board wishes me the opportunity to con-
continue our present relation to the school, and our assistance


will probably lead to the collapse of the institution.

Before permitting this we wish to submit the situation to you, that you may not be unwittingly implicated in a possibly disagreeable affair. From our best information we assume that the claims against the School, after abstracting the $1200. referred to above and the $600. which we still expect to assume, will amount to about $2400. The landlord has already served five days notice for two months back rent and it is probable that his lien would wipe out what the School has in tangible assets.

As Trustees of an "Institution not for Profit" none of us are personally liable for the debts of the School. There is however little question that the names of those on the board have been, in the eyes of the creditors, the ground for extending credit to the School. In view of this and some experiences which we have had, we should not be surprised if efforts are made, if not to hold the Trustees, at least to annoy them in the hope of securing payment. One of us has been already threatened with suit in a Justice Court in an outlying suburb for an account against the School. The claims could without doubt be bought for a sum considerably less than their face value; but we have ourselves
Will property bequeathed to the college of the institution.

We have been informed that we should support the establishment of the college.

You may not be sufficiently impressed in a position of an institution.

From our point of view we expect the college.

The college received the school after arranging the $5000.

To return to square and the $500 which we will expect to

remain will amount to about $2500.

The report being made

several lines have notice for two thousand paper and it is

possible that the two would write one what the school had in

significance.

As trustees of an institution not for profit none of us are personally liable for the debts of the school.

There is however little doubt that the name of those on the board

have been in the eyes of the community the glowing for ex-

example credit to the school.

In view of this and some other

tenure within we have had we should not be surprised if others

were made not to hold the trustees of least to some from

one or us can been studied the hope of ensuring payment.

One of an institution on an outstanding student

For an example imagine the school.

The college would without doubt be grateful for a man can

therapies been than their face native; but we have indication
expended more than we should, and will be forced to allow the School to be closed irrespective of the consequences.

We have thought, therefore, that we should take no final step without acquainting you with the present condition of affairs.

Yours very truly,

W. R. Harper
March 11th, 1904.

Dr. Nicholas Senn,
100 State Street, Chicago.

My dear Dr. Senn:–

The Chicago Hospital School for
Nervous and Delicate Children is in imminent danger of being
closed at any moment on account of its inability to pay out-
standing debts.

The situation is one which we feel should be called to
your attention, as a member of the Board of Trustees, since it
is possible that the consequences of the collapse of the School
may be unpleasant for those still connected with it.

We have personally cut into the School from time to time
money to help it over its difficulties, to the amount of more
than $1200.

We have offered Miss Campbell to waive this claim, and to
assume $600. more of the debts, asking her at the same time to
secure another board to take charge of the School. She has
refused to accept this proposal.

We have reached the point where we are unwilling to con-
tinue our present relations to the School, and our withdrawal
Dr. Melvina Remn
100 State Street, Chicago

My dear Dr. Remn:

The Chicago Hospital School for
Mennonite and Palike Children to form a united group of medical
of every kind. I enclose the letter to the head of the

The situation has one which we feel required to mention.

Your attention as a member of the Board of Trustees, since it

bears that the committee of the College of the School

may be interested in those still connected with it.

We have personally come into the School from time to time.

money to help with the difficulties to the extent of more

than $1000.

We have offered the opportunity to write this article, and to

receive $600 more of the boys' earnings, except for the same time to

secure another board to take charge of the School.

We have requested the point where we are1, and we write

one. Our present relation to the School, and our situation

Senn-3

will probably lead to the collapse of the institution.

Before permitting this we wish to submit the situation to you, that you may not be unwittingly implicated in a possibly disagreeable affair. From our best information we assume that the claims against the School, after abstracting the $1200 referred to above and the $600, which we still expect to assume, will amount to about $2400. The landlord has already served five days notice for two months back rent and it is probable that his lien would wipe out what the School has in tangible assets.

As Trustees of an "Institution not for Profit" none of us are personally liable for the debts of the School. There is however little question that the names of those on the board have been, in the eyes of the creditors, the ground for extending credit to the School. In view of this and some experiences we have had, we should not be surprised if efforts are made, if not to hold the Trustees, at least to annoy them in the hope of securing payment. One of us has been already threatened with suit in a Justice Court in an outlying suburb for an account against the School.

The claims could without doubt be bought for a sum considerably less than their face value; but we have ourselves
With proper idea to the college of the Institution.

Before presenting this we wish to submit the situation to
you that you may not be unnecessarily influenced in a position
which you would not wish to take.

The Steve Street the School after appearing the 1000.

The fund for the next 1000 may with some to support
sense, will amount to about $500.00.

Since the last notice for two months past and that to
propose that the money which was paid the College has in

Tender's means.

As trustees of the Institution not for himself none of us
are personally liable for the debts of the School.

These are however little discussion that the name of those on the board
have been to the eyes of the objection, the amount for each

Tender's charge to the School. In view of this, and some excess

Tender's means we have had, we should not be surprised if otherwise
were made, it not to hold the Trustees at least to some form
one of us has been interested

in the hope of securing payment. Our attention was in our first

The Sainton without doubt do not agree for any one

After this letter from forth face again; but we have confidence
expended more than we should, and will be forced to allow the School to be closed irrespective of the consequences.

We have thought, therefore, that we should take no final step without acquainting you with the present condition of affairs.

Yours very truly,

W. R. Harper
exchange more than we should, and will be pleased to allow the
school to be closed temporarily at the convenience.
We have thought, therefore, that we would take no further
steps without communicating with you with the pleasant sensation of
this.

Yours very truly,

W.H. Harper
March 11th, 1904.

Mrs. C. R. Crane,
2559 Michigan Avenue, Chicago.

My dear Mrs. Crane:

The Chicago Hospital School for Nervous and Delicate Children is in imminent danger of being closed at any moment on account of its inability to pay outstanding debts.

The situation is one which we feel should be called to your attention, as a member of the Board of Trustees, since it is possible that the consequences of the collapse of the School may be unpleasant for those still connected with it.

We have personally put into the School from time to time money to help it over its difficulties, to the amount of more than $1200.

We have offered Miss Campbell to waive this claim, and to assume $600 more of the debts, asking her at the same time to secure another board to take charge of the School. She has refused to accept this proposal.

We have reached the point where we are unwilling to continue our present relations to the School, and our withdrawal
will probably lead to the collapse of the institution.

Before permitting this we wish to submit the situation to you, that you may not be unwittingly implicated in a possibly disagreeable affair. From our best information we assume that the claims against the School, after abstracting the $1200. referred to above and the $600. which we still expect to assume, will amount to about $2400. The landlord has already served five days notice for two months back rent and it is probable that his lien would wipe out what the School has in tangible assets.

As Trustees of an "Institution not for Profit" none of us are personally liable for the debts of the School. There is however little question that the names of those on the board have been, in the eyes of the creditors, the ground for extending credit to the School. In view of this and some experiences which we have had, we should not be surprised if efforts are made, if not to hold the Trustees, at least to annoy them in the hope of securing payment. One of us has been already threatened with suit in a Justice Court in an outlying suburb for an account against the School.

The claims could without doubt be bought for a sum considerably less than their face value; but we have ourselves
with proper and due to the college of the institution.

Before beginning this we wish to call the attention to
you, that you may not be unprovided for a property.
We believe that the college as it is 1800. When we still have, to assume,
the college costs for the school, after estimating the $1200.

It is necessary to prove and the $600. With we still have, to assume,
the fund and the $3400. With money to report $4000.

The reasons are obvious for two months' rent and it is proper to
pay the fees with what will the school have an ending

The trustees of this institution for our book
are personally liable to the safety of the school. There is
however little doubt that the name of those on the board
have been in the work of the institution. The reason for ex-


In view of this any some expertise.

The trustees may not to attend it as a thing which we have pay, we may not to communicate it.

In the hope of securing a 1000. In an outstanding manner.

For an accurate statement the School.

The college may without doubt be provided for a new one.
expended more than we should, and will be forced to allow the School to be closed irrespective of the consequences.

We have thought, therefore, that we should take no final step without acquainting you with the present condition of affairs.

Yours very truly,

W. R. Harper
exchanged more than we ought, and will be forced to allow the
School to be closed temporarily at the convenience.
We have thought, therefore, that we should take no action
after without communicating with the present condition of
affairs.
Yours very truly,

W. R. Harper
Chicago, March 6 '04.

Dear Dr. Harper:

As I do not know how soon you will wish to take matters of this sort, I think it safer to put these papers where you can see them as soon as you wish.

Allow me first of all, however, to express my feelings of profound relief and affectionate congratulations upon the success of this very serious operation.

Mr. Donaldson and I have already paid the McKeown account which we were able to settle for $235. The face of the statement was for $315.

Miss Campbell's reply given to us this morning by word of mouth was that the proposition could be accepted. She gave this after making several impossible suggestions. As the matter stands a meeting of the remaining creditors must be called before very long and the situation explained to them. It will be necessary to make our arrangements with Marshall Field & Co. before this meeting however. It is of course possible that Miss Campbell may see new light upon the matter later. I have no idea at all what her final position will be, except that it probably be as nasty as she can make it.

Yours very sincerely,

[Signature]
Lake City, March 6,' 40

Dear Mr. Hacker:

As I do not know how soon you will wish to take matters

of this sort, I think it wiser to put these papers where you can see them

as soon as you wish.

Allow me therefore, however, to express my feeling of complete relief

and satisfaction connected with your success at these very serious

operations.

The responsibility and I have already borne the colossal strain within which we were

called to settle the F.D.R. The idea of the administration has let up.

After considerable delay given to the new minority by much of some men that

the Committee of Inquiry to procedures these truths after several years, the

few minutes. It was agreed to meet at the Committee, of the Committee, if

be made or in order there fell too far away from the Committee. I have no idea of if any

listed petition will do exactly what it promises to do exactly as we can

make it.

Yours very sincerely,
The University of Chicago.
Chicago, March 6, 1904.

Dear Mrs. James:

I enclose a copy of a letter which we have sent Miss Campbell, and which explains the present situation.

We have learned from Miss Campbell that you have expressed a willingness to act as member of the Board of Trustees of the Hospital School. The last letter I received from you before you returned to St. Joseph in December left us with the impression that the plan to secure patrons as members of the Board and some guarantee for the debts of the institution was not likely to succeed in the near future. We have been under the necessity, which I explained to you, of protecting ourselves from further complications and removing ourselves from an ambiguous situation.

To accomplish this, it has seemed the most straightforward step to meet the obligations for which we have become personally responsible at present, and to release the School from claims for money advanced by ourselves and then retire — leaving the School in a position in which it could easily continue its work if its friends wished. The plan has been formed in no spirit of hostility to the School, nor will there be any wish on our part to put any obstacle in the way of its future success.

In explanation of the form of our proposition to Miss Campbell, allow to recall to you that we are the only active members of the Board left, and cannot accept our own resignations. It is necessary therefore to insure the election of other members of the Board or to bring about the dissolution of the present corporate form of the institution.

I remain

Yours sincerely,

[Signature]

To: Mary Tootle James.
To: Goodwin.
St. Joseph.
No.
I was encouraged to apply for a position by my uncle who is a professor at the University of California. He informed me that there is an opening for a position in the Department of Chemistry. I am interested in pursuing a career in this field and I would like to apply for the position.

I have a background in chemistry and have completed several courses in this subject. I am proficient in the use of laboratory equipment and have experience in conducting experiments. I am also familiar with the latest research and developments in the field.

I am excited about the possibility of working at the University of California and contributing to the advancement of science. I believe that I have the qualifications and skills necessary to excel in this position and I am confident that I can make a valuable contribution to the department.

I look forward to the opportunity to discuss my qualifications with you further.

Sincerely,

[Your Name]
March 5, 1904.

Dear Miss Campbell:

As I wrote you some days since, I have decided not to sign a new lease as President of the Board of Trustees of the School under present conditions.

Mr. Harper, Mr. Donaldson and I make on the other hand the following proposition for severing our connection with the school, a separation which must take place in the near future in any case.

If you will, with the aid of your lawyer, call at once the necessary meeting of the board and have the board membership filled with nominees of your own (we will, of course, attend the meeting and vote for their election), we will at once pay the claims of Marshall Field and Co., McKeown Bros. and the $200 note at the Hyde Park Bank, and will release the claims for sums advanced heretofore to the School by Mr. Donaldson, Mr. Harper and myself. This means a payment of $1865 indebtedness to the school, although as trustees we are not liable for any debts of the institution. Upon your last showing this would leave the institution with debts of less than $1500.

The new board would, therefore, begin operations with an equipment and valuable clientage that would more than offset the outstanding obligations. You would, furthermore, be able to determine your relations to the school to your own satisfaction.

We shall, of course, resign at the meeting at which the new members are elected.
Dear Mr. President,

I hope you can make time to read this mail, as I am writing to express my concerns regarding the recent events in our school. As a member of the faculty, I feel compelled to convey my observations and concerns to you.

The recent incidents involving student behavior have led to a series of meetings with the administration. During these discussions, I have raised several points that I believe need attention.

Firstly, I would like to express my concern about the treatment of our students. Recent events have shown a lack of respect and consideration towards our students, which I believe is unacceptable. I urge you to address this issue promptly.

Secondly, I have noticed a decline in the quality of education. The recent events have highlighted the importance of maintaining high standards in our curriculum. I believe that we need to reassess our teaching methods and ensure that our students are receiving the best education possible.

Lastly, I am concerned about the safety of our students. Recent events have shown that our security measures are not sufficient. I urge you to take immediate action to improve our security protocols.

I understand that these concerns are not new, but I believe that it is important to address them. I hope that you will take the time to consider my points and take the necessary actions to improve our school.

Thank you for your attention.

Sincerely,

[Signature]
Mr. Donaldson and I would be willing to state definitely that we would not take part in the formation of a competing school during the next three years, and so far as we know the views of the President he has not in mind any plan which would be unfavorable to a school conducted by yourself or under another board. We are at the moment unable to confer with him in the matter.

In closing, allow me to point out that the school in its present form will come to an end with the expiration of the existing lease if this plan is not adopted.

Yours sincerely,

President of Board of Trustees.

Miss Mary R. Campbell,
Director of Hospital School,
5201 Drexel Avenue, Chicago.
If you are willing to serve as the head of a cooperation school, we would not accept you to the formation of a cooperation school. The purpose of this school is to frame social service and to train our future leaders of the reform. The second aim is to bring about what we wish to achieve under the presidency of the cooperation school. To a school cooperation of your own to make your own dream of the future. A question of whether or not to bring into the hands of the cooperation school. If possible, allow me to bring in the words of the cooperation school to the President of your own. With the expression of the cooperation school, I must next thank you for your

Yours sincerely,

[Signature]

Director of Cooperation School

[Signature]
Chicago Dec 22 '03

Dear Dr. Harper: I had expected to see Mr. Baskett to day and explain the situation of the Hospital School. The death of his mother is so inappropriate made the moment so inappropriate that I was obliged to postpone the interview. I leave tomorrow for the holiday.

Fondly,

Wishing you and Mrs. Harper the happiest Christmas and a happy New Year.

I remain your fatherly

C. H. Mead.
My dear Mr. Mead:—

I find I will be obliged to go home tomorrow, before I have any news to give you from the parents of the children in the Hospital School. All letters will be forwarded to me, and I will let you know when I hear from them. I will be in Chicago again immediately after the holidays but I do not know how long I will be able to remain.

When I am in the city I am always at this address, and a note sent here will certainly reach me.

Very sincerely yours

Mary Trotte James.
801 Weahterton Ave.
Dec. 17th, 1928

Mr. Kent

I intend to go home tomorrow because I have some news to give you from the parents of the children in the Oriental School. All letters will be forwarded to me, and I will let you know when I receive them. I will be in Chicago again next month after visiting the hospital. I know how I will do some of the remaining work. When I return I am always at your service, and hope that we will continue.

Very sincerely yours,

[Signature]
Chicago 19'05.

Dear Dr. Harper:

I think W.K. Cowan and Co. should be informed that the Trustees are in no manner personally responsible for the obligations of the Institution, and that you would advise them to extend credit for no large amount to the Institution.

I will tell Miss Campbell that when Creditors come to us we are obliged to take this attitude to protect ourselves. I think that this will have the desired effect.

The enclosed letter from Mrs. James indicates that she has been unable to accomplish anything, nor do I think that she is likely to. Either we must then send out a communication to the Parents telling them that we are going to close the School, or we can continue to let things run along until it comes to its end through the natural process of law, or perhaps finally scrape through some at least of its difficulties.

I think that what ever course we adopt Mr. Bartlett should be advised with. Shall I see him at the first opportunity?

Most sincerely yours,

[Signature]

To

President W.R. Harper.
I think we should have enough money and time to prepare for the future. I believe the important question is how we can make better use of the available time and resources. I think we should focus on the most important tasks first. I hope we can achieve our goals in the near future.

Best regards,

[Signature]
Dec. 14th, 1904

Dr. Wm. R. Harper,

University of Chicago.

Dear Sir:—

We note your name on the Advisory Board of the Chicago Hospital School, and we write to ask if you can give us any information of the responsibility of Miss Mary R. Campbell, who is in charge of this school.

Our reason for making this inquiry is, that Miss Campbell has made purchases here lately, and wishing to have a guarantor for same, we take the liberty of addressing you. If you can vouch for her responsibility, we shall be glad to hear from you. At all events, we trust you can give us information which will be helpful.

We thank you in advance, and remain

Yours respectfully,

W. K. Cowan & Company

By

BKS.
TLM.
Dec. 18th, 1904

Mr. W. N. Hartman

University of Chicago.

Dear Sir:--

We have your name on the examination list of the
Orthopaedic Hospital School, and we write to ask if you can give
us any information of the requirements of the New York
Company, and if in answer to this letter

We have been informed that you are a guarantor
for your friends. If this is true, we feel that you will be impartial
in your answers. We want you to give us information

We thank you in advance, and remain

Yours respectfully,

[Signature]
Mr. dear Dr. Harper:

Should John D. Santa Claus visit the University, could I not persuade him to visit the Hospital School, also?

The financial hole in the school's stocking is being so nearly darned, that, I am sure, a gift of goodly size would close up the now microscopic aperture, and might prevent further leakage.

Very sincerely yours,

Mary R. Campbell
September 29th, 1903.

Miss Mary R. Campbell,
5201 Drexel Avenue, Chicago.

My dear Miss Campbell:

I have your letter of September 24th regarding a voucher for Miss Anna R. Borchus. The President instructs me to say that before any vouchers are issued on account of the school you should furnish a list of those who are to receive these privileges; this list showing also the amount of work they do in the school and the amount of compensation received by them. This list is to be approved by Mr. George H. Mead before being sent to the University.

Yours truly,

W. R. Harper
September 29th, 1939

Mr. Henry R. Campbell
2801 Dexter Avenue, Eugene

Mr. Dear Mr. Campbell:

I have your letter of September

and regretting to say that before my vacation the President
cannot instruct me to say that before my vacation the President

or recess of the school you have furnished a list of these who
are to receive these privileges, this list including also the

amount of work they do in the school and the amount of comedy

without receiving of them. The first is to be approved by Mr.

George H. Keep before going out to the University

Yours truly,

W.R. Haged
Mr. Francis Shepardson, 

[handwritten address]

My dear Mr. Shepardson,

PleaseNOTE: the handwritten text is difficult to transcribe accurately.

...me, her, the nutrition teacher for

Anna R. Broshue, - and to

come just before Fall Quarter.

Yours truly,

Mary R. Campbell.
Mr. H. G. Selfridge,


My dear Mr. Selfridge:

Mr. Mead, Mr. Donaldson and myself agreed with your representative to be responsible for the account of the Physiological School managed by Miss Campbell, and it was understood that the payment would be made December first. I am writing to ask you for a little delay, and to ask it on the following grounds. We are making a desperate effort not to have to pay this bill ourselves. We stand ready to pay it and will pay it if we cannot succeed in securing the money from the source which ought to furnish it. We have a fairly good hope that the parents who have received the benefit of the school will come to the rescue of the situation. This will be decided within the next two or three weeks. Under these circumstances I am writing to ask if you will consent to postponement for another thirty days.

Yours very truly,

W. R. Harper
Mr. H. G. Rathbun

C/o Midland Feeds Co., Chicago

My good Mr. Rathbun:

With your representatives to be responsible for the accounts of the Photographic Section manager of the Company and it was agreed that the Department would be made December 1st I am writing to make you aware that we have made a generous offer not to pay what the photograph was due to us for several months. We intend to pay $10.00 a month to cover this and to seek it on the following months. We are making a generous offer not to pay what we owe you and will pay it if we cannot succeed in recovering the money from the source which ought to furnish it. We have a fairly good hope that our parents who have received the payments will get back within the next two or three weeks. Under those circumstances I am writing to ask if you will consent to postpone annel court date.

Yours very truly,

W. R. Rathbun
Oct 28, 03

Dear Mr. Harper:

The present condition of the finances of the school will not justify the spending of money for coal for the present. If the University is able to undertake philanthropic work of the character this would seem an appropriate occasion.

I have taken up the matter of coal with Mr. McDonald and find that a contract of the sort you suggested can be made. I think this will meet the present needs and enable the school to get cheap coal notwithstanding its price. Your request is noted.
Mr. Harper, Lecturer.

Is it possible to spare a specimen of urine that takes care of the University grounds, and send them to the "Chicago Hospital School" 5201 W. 51st Ave. The grass has not been cut all.
summer and the
air of neglect to a
parker by is any thing
but pleasant. It would
only need their attention
once this fall and the
home is such a pretty one.
By giving this you in
medicate attending you
will oblige a freind.
Many thanks in adv.

School

a well wisher of the det

Oct. 15-1903
Mr. Harry J. Selfridge.


My dear Mr. Selfridge:

I wish to express my very great appreciation to you for the courtesy you have shown Miss Campbell in the matter of the bill to Marshall Field & Co. As your representative has informed you, I could not say that you ought to do this, but I am very glad that you are willing to do it.

Would you allow me to make two suggestions in reference to the matter: 1) That Miss Campbell be given until December 1st instead of November 1st, as I indicated in my conversation with your representative, and 2) that a letter go from Marshall Field & Co. to her indicating this arrangement. The gentlemen who are with me in this matter are willing to assume the responsibility, but we do not wish her to understand that we have assumed it. In other words, we wish her to do all that she can do before we put our shoulder to the wheel.

Thanking you, I remain

Yours very truly,
Mr. Jerry D. Seltzler
Marshall Field & Co., Chicago

My dear Mr. Seltzler,

I wish to express my very great appreciation to you for the courtesy you have shown to me regarding the matter of the file to Marshall Field & Co., in the matter of the file to Marshall Field & Co. as your representatives.

I am very glad that you are willing to go into the matter of the file to Marshall Field & Co., in the matter of the file to Marshall Field & Co. as your representatives.

I hereby authorize you to make the necessary arrangements in reference to the matter. (This letter is written in my connection with your representation of the company at the December 1st meeting. I am authorized to make the necessary arrangements in reference to the matter.)

I have been informed that we have not copied the documents, but we do not wish to do so. We are willing to go into the matter of the file to Marshall Field & Co., in the matter of the file to Marshall Field & Co. as your representatives.

I have the honor to remain,

Yours very truly,

[Signature]
Chicago Oct 24th 3

Mrs. W.R. Harper,

Dear Dr. Harper:

Mr. Donaldson and I agree with you that Mr. Selfridge's plan to wipe out the debt by Marshall Field $60 against the Hospital School for $600 shined be accepted, and that we three shined agree to make up what the School cannot advance in case it is not able to make the entire sum.

We suggest however that Mr. Selfridge allow the school more time in view of the fact that we make ourselves
personally liable for the payment of that amount—until the first of December at least—until January first if possible. We suggest also that Mr. Selfridge make the offer direct to Miss Campbell without reference to us, as we feel that this will arouse her interest in accepting the offer much more than if it comes through us. I hope that Mr. Selfridge may be willing to act in accordance with these suggestions. I remain your servant,

Geo. H. Mead.
Dear Dr. Harper:

I enclose a copy of a letter sent to Mr. Lewis of Marshall Field & Co. The letter was submitted to Mr. Donaldson and he regarded as expressing the attitude that we should take toward M.F.&.Co. I have received no reply to the letter. I will call at your office during your office hour on Monday, the second, and see if you think that this
letter is the right position for us to take.

Most sincerely yours,

Chicago, January 31 '03.

Geo. H. Morse
Jan., 26, 1903.

Dr. William R. Harper,
c/o University of Chicago,
Chicago, Ill.

Dear Sir:—

Some time ago Miss Mary R. Campbell called at our store and presented a letter bearing your signature, in which you state she desires to purchase furniture and equipment for the Chicago Hospital School and that you have every reason to believe that she is an entirely responsible person.

Miss Campbell stated to us this school was affiliated with the University of Chicago, on which statement and your recommendation we shipped the merchandise as ordered; the amount now due on same being $1233.40.

Inasmuch as the matter is of long standing and no definite prospects of early settlement, we take liberty in calling your attention to the situation, and shall be much pleased to learn your pleasure in the premises.

Yours very truly,

[Signature]

C. F. Warren
Dr. William R. Harper

Chicago, Ill.

Dear Sir:

Some time ago Miss May R. Campbell called at our store and presented a letter requesting your attention to whom you state she desires to purchase furniture and equipment for the Chicago Hospital School and that you have every reason to believe that she is an entirely trustworthy person.

Miss Campbell stated to me that she was affiliated with the University of Chicago, on whom statement and your recommendation we relied having no reason to suppose the recommendation as anything but an excellent one.

Fees $150.00.

Inasmuch as the matter is of some amount and no guarantee

Prospects of early settlement we felt it partly in giving your

Attention to the matter and partly to much pleasure to learn your

Please in the meantime

Yours very truly,
Feb. 2nd, 1903.

My dear Mr. Head:

I have read your letter and think it entirely satisfactory. I have written to Marshall Field & Co. on the basis of it and it will not be necessary for us to take up the matter again until I hear further from them.

Yours very truly,
If you'll let me:

I have read your letter and think it entirely satisfactory. I have written to the firm of Field & Co. on the point of taking a decision and if it and if will not be necessary for me to take up the matter again, write me immediately I am further from here. I remain yours very truly.
Dr. W. B. Harper,
President of the University of Chicago, City

Dear Sir:

We have in hand your letter of June 11th, requesting us personally not to press the Hospital School for Nervous Children for payment of our long outstanding account $314.15, and promising us that this account would be among the first to be met in the early fall. Now that the autumn term is about to commence, we see no reason why this bill should not be settled at once. A check for a part, at least, would help us to meet our increasing payrolls, and we could wait for the balance until some money was coming
in for the tuition of pupils.

Acting upon your request, we have waited patiently this long time for a final settlement, but now that we can afford to wait no longer, must ask that you take immediate measures to live up to your part of the agreement, thus avoiding the appointment of a receiver for the Hospital School, a proceeding advised by your attorney, but which we prefer not to take. Expecting an early settlement, we remain

yours very respectfully,

McKeown Bros.

P.C. Kennaught
Mr. Mease

McKeown Brothers
Carpenters and Builders
494-496 E. Forty-Seventh Street
RTG. Langley and Champlain Aves.
4710 Cottage Grove Ave.
Phone Drexel 1291.

Chicago, Aug. 25, 1903

Mr. William R. Harper
President of the University of Chicago, City

Dear Sir:

In accordance with your personal request of the date June 11, 1903, we have not pressed the Chicago Hospital School for the payment of our long overdue account of $3,145. Now that the autumn term is to commence soon, we think it fair, after patiently waiting this long time, to request that you take a personal interest in this matter with an end in view of having this account settled at the earliest possible moment.

Hoping that no further action need be taken for the collection of this bill, we remain,

Yours very truly,

McKeown Bros
Professor George H. Mead,

President of the Chicago Hospital School, Chicago, Illinois.

My dear Professor Mead:

I hereby present my resignation as trustee of the Chicago Hospital School, to take effect November first.

Yours very truly,
Professor George H. Mead,

President of the Chicago Medical School, Chicago, Illinois:

My dear Professor Mead:

I hereby present my resignation as

Professor of the Chicago Medical School, to take effect November first.

Yours very truly,

[Signature]
Sept. 24th, 1902.

Miss Mary R. Campbell,
Chicago.

My dear Miss Campbell:—

I am writing on behalf of Mr. Mead and Mr. Donaldson, to say that we will continue members on the Board, reorganize the Board and assume the full responsibility for the conduct of the school, provided (1) that you will give us a receipt for all services up to October first, 1902, (2) provided that you will consent to serve as principal for a period of two years from October last, at a salary to be nominal until the debts of the school have been paid and the school is on a good financial basis; and (3) that you agree to make only such expenditures as you are empowered to make by the Board; and (4) with the understanding that the Board shall assume such control of the school as is customarily assumed by Boards of Trustees.

I am hoping that you will see your way to accept this suggestion. If you do not, I see no other plan for us to adopt but for us to give up the whole matter, pay the debts of the school, and close it out.

Yours very truly,

W. R. Harper
My dear Mr. Carpenter,

I am writing on behalf of the Board.

The Board has to say that it will continue to support the Board.

We regret to say that we will not be able to support the Board.

I hope you will give us a receipt.

I will announce on October 15th, 1903, that you will receive a letter from the Board.

I want to say that the Board will announce to the press that the Board have made a decision to continue the Board.

I hope you will make any such explanation as you see necessary to the Board.

I hope you will not make any such statement as you see necessary to the Board.

I am writing this to say that you will receive a copy of the Board.

If you do not, I am afraid that you will not give us any notice.

Yours very truly,

W. R. Hedges
Chicago. September 6' 02.

My dear Dr. Harper:-

Miss Campbell has decided to throw the school up evidently upon the advice of Mr. Errant. Whether she will keep this determination or not I am sure I don't know. I told her that in any case we were going to resign and asked her to call a meeting of the board for Friday afternoon, giving your office and the hour of five in the afternoon. If this is not convenient will you please have her informed suggesting such time and place as you wish. I have to spend a few days in Oberlin this month and think I had better go now. I shall return Friday morning and will try to see you at your office hour on that day.

I suppose that in case the school is dropped there is nothing to do but to put the accounts in the hands of a lawyer and let him make the most favorable settlement possible.

Most sincerely yours,

[Signature]
My dear [Name],

The Company have decided to promote the 

facet of your service with a view to your future in the firm. I have informed you of this change of position as I am sure I may know that you will find this promotion to be of the greatest importance. I am current that in any case we are going to reward you handsomely.

I also feel that in any one of our meetings or letters, you have not conveyed with you the point of view in the afternoon. I am sure that your advice may be of great importance and that you will be able to provide a fair view of the matter. I think I may better to have I shall not to do in the morning and I will try to see you at your earliest convenience on that day.

I understand that in one of the accounts the latter has been to put in the accounts in the name of a lawyer and you him to make the more favorable settlement possible.

Yours sincerely,

[Signature]
The Chicago Hospital School
for Nervous and Delicate Children
(Incorporated 1890)

In affiliation with Rush Medical College
AND
Supervised by the Departments of Philosophy and Neurology
University of Chicago

University Advisors
GEORGE H. MEAD       HENRY H. DONALDSON

5201 Drexel Avenue
Telephone Drexel 1504

Chicago, May 14, 1902

My dear Dr. Harper:-

I beg to suggest that hereafter all creditors presenting bills to you be referred direct back to me for the adjustment of accounts. This will not only save you and Dr. Donaldson the annoyance of explaining matters and holding interviews, but will also expedite the adjustment of matters.

As some of the creditors have an idea that the school is permanently instead of temporarily closed, it might be wise to say that the school will begin to adjust such business matters just as soon as it is able to resume work and the tuitions begin to come in.

Not knowing that work was to be resumed, the Franklin McVeigh people sent our bill to Mr. Bartlett for advice. If you have the opportunity, it would be a good plan to say that the school can do nothing until its re-opening.

Very truly yours,

Mary R. Campbell
My dear Mr. Harker:

I beg to suggest that perhaps the above

precautionary steps to your be referred right back to me for the so

increase of security. This will not only save you and Dr. Doherty

your annoyance of explaining matters and solving interviews,

but will also expedite the handling of matters.

As some of the authorities have never heard the school to the

momentaneous transfer of personnel, they might be wise to see

that the school will begin to have more personnel matters that

soon as if it be able to resume work and the tuition begin to come

as soon as possible.

It is not known if the work will be resumed, the preliminary reports

people not our at all to the detriment of the school. If you have the

opportunity, it would be good time to say that the school can go

noting until the re-opener.

Very truly yours,

[Signature]
April 18th, 1902.

My dear Dr. Donaldson:

I have your letter of the fifteenth instant in reference to the note taken out at the Hyde Park Bank.

Very truly yours,

W. R. Harper
April 16th, 1908

My dear Mr. Donington:

I have your letter of the 11th.

I should like to refer to the note spoken out at the Hyde Park Hotel.

Very truly yours,

W.R. Hubble
Dear President Harper,

Yesterday I took out a personal note at the Hyde Park Bank for $500.00 to meet any financial difficulties in connection with the Hospital School, and thus breach the interval until we could have a Board Meeting. As they were willing to take my note for the amount I did not trouble you in the matter.

It is possible that the financial affairs may take a favorable turn within the next few days, but nothing definite can be said.

Yours very truly,

Chicago, April 15th, 1903.

Henry H. Donaldson
As but one of the affiliation scholarships we asked for some time since has been used, I thought possibly you would be willing to help us out in this matter. We are very anxious to do what we can for this boy, as there are some other invalid children in his home (Omaha, Nebraska) whom we wish to secure for our institution, and by making a record with this patient we may secure the others. The school cannot afford just at present any additional outlay, nor can we tax the parent for more tuition, as we are under contract to provide for this child's needs at a specified amount.

Very truly yours,

Mary R. Campbell
To the one at the address to whom this letter will be forwarded:

Enclosed herewith is a copy of the medical report of your son John Smith, who is currently under our care at the Chicago Hospital for Children. The report contains detailed information regarding his medical condition and the treatments he has undergone.

I have been in touch with your son's doctors and have discussed his progress with them. They have advised me to keep you updated on his condition and treatment.

If you have any questions or concerns, please feel free to contact me. I am available to discuss any further details.

Sincerely,

[Your Name]

[Signature]
Miss Mary R. Campbell,
5201 Drexel Avenue, Chicago.

My dear Miss Campbell:

The prices charged for gas used by the School are the prices paid everywhere. There is, therefore, no extortionate price. The question is as to the amount used. The company has one charge for all persons. It would hardly be proper for me to make such a request as you suggest. I think it could better come from Mr. Donaldson, if it is made at all. I doubt myself, however, the wisdom of making it.

Very truly yours,

W. R. Harper
By order, Mr. Campbell.

W.R. Hedges.
President W.R. Harper

University of Chicago

My dear Dr. Harper:

Will you use your interest with the People's Gas-Light and Coke Company, to see if we cannot get at least a 50 or 75 per cent. discount on our gas-bill, as a donation? It was suggested the other day that if this request should be made through you to the president of the company, there would be no doubt that we could get a very large discount, if not a donation of the entire amount. During the month of December our gas-bill was something like $85.00, although owing to illness, which necessitated closing the school for two weeks, hardly any gas was used. The company seems to think, because this is a hospital, that it is an endowed institution, and that they can charge us not only exorbitant but extortionate prices. I think possibly if you could use your influence, the gas company would be content with more reasonable charges, if not making it entirely a donation. I understand that such a concession has been made to a number of other institutions. The name of the president of the company is Mr. George O. Knapp. If you can use your influence with Mr. Knapp, we shall be grateful.

Very truly yours,

Mary Campbell
President W.R. Harper

The University of Chicago
Chicago

My dear President Harper:

The number and the nature of the applications which the Hospital-School has been receiving during the past two years make evident the necessity of broadening out our work at once. I think the conditions should be presented to the Board of Trustees at the next meeting, and that an auxiliary board should be elected whose duty it shall be to attend to the general finances, and to devise ways and means of providing a building. This building should combine the facilities of a good hospital with those of a school, and should accommodate not less than one hundred pupil-patients.

The nature of the cases we wish to handle would necessitate the following features, in addition to the ordinary living and school rooms:

Two gymnasiums - one a general, and the other a special gymnasium for orthopedic cases, equipped similarly to Dr. Willard's department of the medical school of the University of Pennsylvania. In connection with this orthopedic gymnasium there should be small private rooms for massaging.
The University of Oxford

Oxford

In your previous letter:

The problem was the design of the system, the

collaborators with the University of Oxford have been very helpful and the

point was made that the system should be designed to promote an

understanding of the way in which the system can be flexibly

implemented. The purpose of this is to provide a means of exploring a

patient's condition in a controlled environment. The system should be

flexible enough to accommodate a variety of clinical problems and

should be capable of being extended to include other functions.

In conclusion, the system is designed to provide a comprehensive

framework for the investigation of clinical problems and should be

capable of being extended to meet the needs of the medical

profession.
A swimming tank, in connection with the general gymnasium.
A room for special treatments in hydro-therapeutics, similar to the one in the S. Weir Mitchell Hospital, in Philadelphia.
A pathological laboratory.
A psychological laboratory.
Private consultation rooms for the different specialists.
(I think some of the members of our own consulting staff will gladly furnish their own rooms.)

Two diet kitchens, one for the general preparation of food for the sick, the other to be used as a food laboratory.
A very necessary feature is an operating room, so that minor operations can be performed in our own building. Hitherto we have had to send our children requiring operations to the Presbyterian, St. Luke's and St. Joseph's hospitals.

The family rooms should include a children's library, equipped with modern juvenile literature, and a library for teachers and nurses, provided with the literature peculiar to our work.

The living rooms should be so arranged that the children can be grouped into small families not exceeding ten to twelve, graded according to their mental calibre.

We have nineteen desirable cases waiting to come to the
A Matthew fait, in Oonction with the present occasion.

For your Lordship's information in your, respect, and for the Lord High Constable, a

Letter to the one in the Charter House, and for the

PREFATORY LEAFLET,

A PREFATORY LEAFLET

PREFATORY LEAFLET

Permit consultation to the different departments.

I think some of the names of the old and consultative acts with the

I must say, that can scarce, for the present, the preparation of

The other Pena. The other, as the general, to be called a local preparation.

Your Honours, and of the several preparations, for that

A town, in Townley's waste to be prepared for the

From the Honourable and to have your information, and for the

You will have to have our information about the preparations, in the act.

Your liege, and of the several, and for the

The names of the various, and to have your information about the

It may be, that the names may be so arranged that the act, and

The names of the various, and to have your information about the

You may also, that the names may be so arranged that the act, and
school, providing we can make our tuitions suit the means of the parents; but with our inadequate facilities, it is impossible to provide more sleeping accommodations, as we have now four more children than we can nicely care for. Some of our teaching has to be done in bedrooms, as we have not enough recitation rooms.

Among our recent inquiries are three from very wealthy persons, whose children would be entered here if we were in a position to give them anything like the surroundings they have at home. In order to enable the school to secure such cases, the new building, if we are fortunate enough to secure one, should be so equipped as to make possible a home life so inviting and pleasing to fastidious and to wealthy patrons that they will be willing to pay high rates of tuition. The school would thereby be enabled to take children of poorer parents at prices proportionate to their incomes. Some of our most interesting cases, scientifically speaking, are the children of parents who have to make great financial sacrifices in order to give their children the training afforded by our special teachers and nurses. We have just learned that last year one of our mothers sold her home so that she could have money to place her child with us for two years. Hearing of this sacrifice, we have decided to keep
The text on the page is not legible and cannot be transcribed accurately.
the child next year, if we can conveniently do so, without compensation.

Last year several of the patrons would have provided the furnishings for their children's rooms, could we have provided them with private rooms. We could still count upon them to do so in case we get our new building.

It is the consensus of opinion of our leading physicians in the city that a Hospital-school conducted on a much larger scale than our present institution, would meet with a liberal patronage. However, in order to secure this patronage, we must provide facilities superior to those of any children's hospital now existing in the city, so that the medical work can be conducted on a truly scientific basis.

I trust that you will be able to give this matter immediate consideration.

Very truly yours,

Mary R. Campbell
The Office next door. It is convenient to use it as a workroom.

Please note the new position of the reception area and the change in the arrangement of the furniture.

The modifications at the office's reception have been completed. Now we have a new area for customers. We can assist with queries there.

To be in close contact with our new premises.

If you have any questions or need further assistance.

To this office, we will be happy to assist you. We want to provide a better service.

However, to ensure that the receptionist's position is effective.

In this situation, if you need any assistance or have any queries.

I trust that you will be able to find the contact number.

Please refer to the following.
Consolidated Trial Balance Jan. 31, 1902.

| Current expense '01-2 | 6365 37 |
| " " '00-01 | 53 57 |
| Repairs, '01-2 | 2140 62 |
| Furnishings | 3670 24 |
| " suspense | 256 00 |
| " 801-02 | 230 05 |
| Profit and Loss | 628 09 |
| Accts. Receivable | 2222 53 |
| Cash | 173 74 |
| **Total** | **16252 71** |

| Donations | 450 00 |
| Tuition, Fees, etc. | 10 562 55 |
| H.H. Donaldson, Loan | 169 89 |
| Accts. Payable | 4737 75 |
| Bills Payable | 342 52 |
| **Total** | **16252 71** |

Assets and Liabilities Book

| Accts. Payable | 4737 75 |
| Bills " " | 342 52 |
| H.H. Donaldson | 169 89 |
| Nicholas Senn Fund | 250 00 |
| Doubtful Accts. | 638 72 |
| Excess Book Assets | 3885 03 |
| **Total** | **10023 93** |

| Equipment and Furn. " " 1902 | 3670 24 |
| " " Repairs " " 1902 | 2140 62 |
| Accts. Receivable | 2222 53 |
| Cash on Hand | 169 89 |
| **Total** | **10023 93** |
Assets and Liabilities Not Booked

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Lease of 5201 Drexel Ave. 3 yrs.</td>
<td>$620.00</td>
</tr>
<tr>
<td>and 4 mos. to run at $55.00 a</td>
<td></td>
</tr>
<tr>
<td>mo.</td>
<td></td>
</tr>
<tr>
<td>Lawyer of School, Mr. Goodspeed</td>
<td></td>
</tr>
<tr>
<td>states house worth $85.00 a mo.</td>
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</tr>
<tr>
<td>Difference for 40 mos. at $30.00</td>
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<tr>
<td>a mo.</td>
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</table>

Recapitulation

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<tr>
<td>Capital</td>
<td>$4659.06</td>
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<tr>
<td>Excess Book Assets</td>
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<td>Assets not Book</td>
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Accounts Receivable

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<td>&quot;</td>
<td>$2222.53</td>
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<tr>
<td>Doubtful</td>
<td>$658.72</td>
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<td>Good Accounts</td>
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<tr>
<td>Estimated Expense April</td>
<td>$1000.00</td>
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<tr>
<td>&quot;</td>
<td>$500.00</td>
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<tr>
<td>Capital to Date Accumulated</td>
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<tr>
<td>Less Estimated Expense to June 1st</td>
<td>$1500.00</td>
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<tr>
<td>Net Capital</td>
<td>$3159.06</td>
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*The School had no Capital to start with. Donations to date $450.00
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<thead>
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<td>Receipts from Fees and Tuition 1899-1900</td>
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<td>&quot; &quot; &quot; &quot; 1900-1901</td>
<td>12609 94</td>
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<tr>
<td>&quot; &quot; &quot; &quot; 1901-1902</td>
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<tr>
<td>to April 19 per Cash Book(6 mo. 19 dys)</td>
<td>9246 92</td>
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<tr>
<td>Current Expenses 1st year</td>
<td></td>
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<tr>
<td>&quot; &quot; 2nd &quot;</td>
<td>7017 14</td>
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<tr>
<td>&quot; &quot; 3rd &quot; to April 19, per Journal</td>
<td>11790 23</td>
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<tr>
<td>&quot; &quot; per Journal</td>
<td>6921 44</td>
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<tr>
<td>Excess Receipts over Current Expenses</td>
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<tr>
<td>Equipment Expense 1st year, Furniture</td>
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<tr>
<td>&quot; &quot; &quot; &quot; Repairs</td>
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<tr>
<td>Total 1st year</td>
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<tr>
<td>Equipment Expense 2nd year, Furniture</td>
<td>1574 86</td>
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<tr>
<td>&quot; &quot; &quot; &quot; Repairs</td>
<td>217 44</td>
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<tr>
<td>Total 2nd year</td>
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<tr>
<td>Equipment Expense 3rd year to date</td>
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<td>&quot; &quot; &quot; &quot; Furniture</td>
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<tr>
<td>&quot; &quot; &quot; &quot; Repairs</td>
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<tr>
<td>&quot; &quot; Suspense</td>
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<td>Total 3rd year to date</td>
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<td>Less Excess Receipts over Current Expenses</td>
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<tr>
<td>Total Equipment to date for the current year</td>
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<tr>
<td></td>
<td>7887 57</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3258 05</td>
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<td>4629 52</td>
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</table>
Total Receipts and Expenditures Acct. Current Expense.

<p>| | |</p>
<table>
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<tr>
<td>Capital to start with</td>
<td>none</td>
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<tr>
<td>Receipts to Date</td>
<td>28936 86</td>
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<tr>
<td>Current Expense to Date</td>
<td>25728 81</td>
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<tr>
<td>Capital accumulated to Date from operation per cash book.</td>
<td>3253 05</td>
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<td>Does not include ledger accts.</td>
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Receipts per Cash Book for 1901-02

<p>| | |</p>
<table>
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<tr>
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<tr>
<td>October 1901</td>
<td>3016 38</td>
</tr>
<tr>
<td>November 1901</td>
<td></td>
</tr>
<tr>
<td>December 1901</td>
<td></td>
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</tbody>
</table>
Mond. 12th. 4 P.M.
Mrs. Hitchcock

Jno McGire 4916 S. Drk.

The last college year

country toward the arts-

cap.

Law Rep. 1905
President W.R. Harper

The University of Chicago

Chicago

My dear Dr. Harper:

I send you herewith copies of my financial statistics prepared for the next board meeting. You will see among them a comparison of the estimated expenses for the year October 1st, 1901 to June 1st, 1902, as per budget submitted at the last board meeting, with a revised estimate of the expenses for the same period, using the expenses for the first month of this year as a basis of computation.

I wish to go over these papers with you, also to discuss some other matters of importance, and will appreciate an early interview. If it is impossible for you to let me have an afternoon appointment during this week, will you arrange for one during your regular office hour?

Very truly yours,

Mary R. Campbell
President F. J. Harper
The University of Chicago
Chicago

If you are interested in the textbooks and the latest developments in your field of study, you will find the University of Chicago Press a valuable resource. The press has a long tradition of publishing high-quality academic works, and its list includes many titles that are essential for students and researchers.

I would like to introduce you to some of our latest publications. These include "The History of Modern Science" and "The Social Impact of Technology." Both books are available for immediate purchase. If you are interested, you can order them online at [insert website].

Sincerely,
[Your Name]
STATEMENT OF ALL EXPENDITURES
Including General Expense and Extraordinary Expense.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>General Expense to Sept. 30, 1900</td>
<td>$7,017.09</td>
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<tr>
<td>Extraordinary Expense to Sept. 30, 1900</td>
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<tr>
<td>House Repairs first year</td>
<td>1,353.22</td>
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<tr>
<td>Furniture and Equipment first year</td>
<td>2,095.38</td>
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<tr>
<td>General Expenses from Sept. 30, 1900 to Sept. 30, 1901</td>
<td>11,790.23</td>
</tr>
<tr>
<td>Extraordinary Expenses Sept. 30, 1900 to Sept. 30, 1901</td>
<td>217.44</td>
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<tr>
<td>House Repairs second year</td>
<td></td>
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<tr>
<td>Furniture and Equipment second year</td>
<td>1,574.84</td>
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<tr>
<td></td>
<td>$24,048.20</td>
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</table>

Receipts from Tuition from November 1st, 1899 to September 30, 1900 (eleven months) $7,130.00

Receipts from Tuition, September 30, 1900 to June 30, 1901 (twelve months) 12,609.94

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Deficit</td>
<td>4,308.26</td>
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<tr>
<td>Furniture</td>
<td>3,670.22</td>
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<tr>
<td></td>
<td>$638.04</td>
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STATEMENT OF A.I. EXPELDITION

Indicating General Expenditure and Extraordinary Expenditure.

<table>
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<th>Description</th>
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<tr>
<td>General Expenditure to Sep, 1960</td>
<td>$9,101</td>
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<td>Extraordinary Expenditure to Sep, 1960</td>
<td>$400</td>
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<tr>
<td>Home Repairs First Year</td>
<td>$800</td>
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<tr>
<td>Furniture and Equipment First Year</td>
<td>$45</td>
</tr>
<tr>
<td>Total</td>
<td>$10,546</td>
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</table>

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>General Expenditure from Sep, 1960 to Feb, 1961</td>
<td>$5,276</td>
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<td>Extraordinary Expenditure from Sep, 1960 to Feb, 1961</td>
<td>$300</td>
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<td>Home Repairs Second Year</td>
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<td>Furniture and Equipment Second Year</td>
<td>$25</td>
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<tr>
<td>Total</td>
<td>$8,801</td>
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Receipts from Tuition from February 1st, 1962

<table>
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<th>Description</th>
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<tbody>
<tr>
<td>Receipts from Tuition from October 30th, 1962</td>
<td>$19,150</td>
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<tr>
<td>Receipts from Tuition, September 30th, 1961 (seven months)</td>
<td>$18,900</td>
</tr>
<tr>
<td>Total</td>
<td>$38,050</td>
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</table>

Detail

P. Y. H.
<table>
<thead>
<tr>
<th>Category</th>
<th>October 1, 1901 - June 1, 1902</th>
<th>October 1, 1901 - June 1, 1902</th>
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</thead>
<tbody>
<tr>
<td><strong>Furnishings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bed Room Furniture</td>
<td>1.60 200.00</td>
<td>.24 24.45</td>
</tr>
<tr>
<td>Bath &quot;</td>
<td>1.60 200.00</td>
<td></td>
</tr>
<tr>
<td>Hall &quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining Room</td>
<td>1.20 150.00</td>
<td>1.28 129.41</td>
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<tr>
<td>Music</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kitchen</td>
<td>.80 100.00</td>
<td>.14 15.00</td>
</tr>
<tr>
<td>Class Room</td>
<td>.40 50.00</td>
<td>.48 50.00</td>
</tr>
<tr>
<td>Library</td>
<td>.80 100.00</td>
<td>.97 100.00</td>
</tr>
<tr>
<td>Office</td>
<td>.40 50.00</td>
<td>.74 75.00</td>
</tr>
<tr>
<td>Gymnasium</td>
<td></td>
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</tr>
<tr>
<td>Laboratory Furniture</td>
<td>1.00 125.00</td>
<td>.24 25.00</td>
</tr>
<tr>
<td>School Appliances</td>
<td>.20 25.00</td>
<td>.09 10.00</td>
</tr>
<tr>
<td><strong>Total Furnishings</strong></td>
<td>8.00 1000.00</td>
<td>4.15 423.86</td>
</tr>
<tr>
<td><strong>House Repairs</strong></td>
<td>9.60 1200.00</td>
<td>16.41 1696.44</td>
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<tr>
<td><strong>Housekeeping Expense</strong></td>
<td></td>
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<tr>
<td>House rent</td>
<td>3.96 495.00</td>
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<td>Bed Room Expense</td>
<td>.12 15.00</td>
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<td>Ill. Gas</td>
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<td>1.45 150.00</td>
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<tr>
<td>Fuel &quot;</td>
<td>1.20 150.00</td>
<td>1.45 150.00</td>
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<td>Nursery Supplies</td>
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<td>.09 10.00</td>
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<tr>
<td>Laundry</td>
<td>2.20 275.00</td>
<td>2.67 275.00</td>
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<td>Groceries</td>
<td>8.80 1100.00</td>
<td>11.60 1200.00</td>
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<tr>
<td>Servants' Wages</td>
<td>7.20 900.00</td>
<td>5.80 600.00</td>
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<td>Milk</td>
<td>1.20 150.00</td>
<td>1.45 150.00</td>
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<td>Coal</td>
<td>1.92 240.00</td>
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<td>Ice</td>
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<td>.19 20.00</td>
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<td>General Expense</td>
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<td><strong>Total Housekeeping Expense</strong></td>
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<td><strong>Teaching Expense</strong></td>
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<td>School Supplies</td>
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<td>.09 10.00</td>
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<td>Laboratory &quot;</td>
<td>.08 10.00</td>
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<tr>
<td>Sloyd &quot;</td>
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<td>.14 15.00</td>
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</tr>
<tr>
<td>General Exp. 1/4</td>
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<tr>
<td>Teachers' Salaries</td>
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<td>23.03 2380.00</td>
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<td><strong>Total Teaching Expense</strong></td>
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<td><strong>Forward</strong></td>
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<td><strong>Total</strong></td>
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<td>Actual Working Expenses</td>
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BALANCE SHEET
For period of three months, ending
September 30, 1901.

Dr.                                Cr.
Furniture acct. to                 Deposit 1901-02  $  310.
  June 30, 1901  $3,508.65          Equipment 1901-02  40.
Furniture bought since             Tuition 1900-01   906.66
  June 30, 1901   162.84            "  1901-02   4,250.00
Current Expense to Sept. 30        Laundry 1901-02  325.
  3,414.23
Accts. Receivable                  Special Nurse 1901-02  90.
  4,773.84

__                                __
$11,859.56                       $11,859.56

Condensed Balance Sheet, October 1st, 1901:

Furniture Acct.  $ 3,671.49
Tuition Bills due  4,773.84

__                                __
$ 8,445.33                       $8,445.33
PAID IN FULL

For period of three months ending
September 30, 1940

$8,468.80

Deposits 1940-06 $2,989.88

Rent Due 1940-06 $3,093.88

Due 1940-07 $5,485.12

Recapitalized 1940-07 $5,485.12

Rent Due 1940-08 $5,439.94

Due Oct. 30, 1940 $1,193.52

Due Oct. 31, 1940

Overdraft

Total

$11,889.69

Congress told us she felt October 1st, 1940:

$5,700.00

$8,568.00

$8,686.16

Walter

$888.88

Overdraft

984.22
# BALANCE SHEET

For period of three months, ending
September 30, 1901.

<table>
<thead>
<tr>
<th>Dr.</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture acct. to June 30, 1901</td>
<td>Deposit 1901-02</td>
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<tr>
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<td>$3,508.65</td>
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<tr>
<td>Furniture bought since June 30, 1901</td>
<td>Equipment 1901-02</td>
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<td>162.84</td>
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<tr>
<td>Current Expense to Sept. 30</td>
<td>Tuition 1900-01</td>
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<td>3,414.23</td>
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<tr>
<td>Accts. Receivable</td>
<td>&quot; 1901-02</td>
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<td>4,773.84</td>
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<td>Laundry 1901-02</td>
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<td>1,837.98</td>
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<td>Accts. Payable</td>
<td>Profit &amp; Loss</td>
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<td>3,693.16</td>
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<td>Overdraft</td>
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</table>

$11,859.56                                    $11,859.56

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Condensed Balance Sheet, October 1st, 1901:

<table>
<thead>
<tr>
<th>Dr.</th>
<th>Cr.</th>
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<tbody>
<tr>
<td>Furniture Acct.</td>
<td>Profit &amp; Loss</td>
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<td>$3,671.49</td>
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<td>Tuition Bills due</td>
<td>Tuition 1901-02</td>
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<td>4,773.84</td>
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<tr>
<td>Accts. Payable</td>
<td>Accts. Payable</td>
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<td>3,493.16</td>
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<td>Bills &quot;</td>
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$8,445.33                                                 $8,445.33
### Halixam Sheet

For period of three months ending September 30, 19##

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Deposit 1901-08</td>
<td>$1,200</td>
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<tr>
<td>Rent 1901-08</td>
<td>$2,500</td>
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<tr>
<td>Tuition 1900-01</td>
<td>$1,000</td>
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<tr>
<td>Rent 1901-02</td>
<td>$2,500</td>
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<td>$1,500</td>
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<td>Rent 1901-05</td>
<td>$2,500</td>
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### Accounts Receivable

<table>
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<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Furniture rent to date 01 $1,080.00</td>
<td>$1,080.00</td>
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<tr>
<td>Current rent 05/30 $100.00</td>
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<td>Tuition rent 05/30 $200.00</td>
<td>$200.00</td>
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<tr>
<td>Furniture rent 06/30 $150.00</td>
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### General Expenses

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<tr>
<td>Office rent</td>
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<td>Office supplies</td>
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<td>Postage &amp; Local</td>
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<tr>
<td>Office supplies</td>
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**Total** $2,939.22

### Payroll Sheet

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<td>Payroll 05/30</td>
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<tr>
<td>Payroll 06/30</td>
<td>$1,200</td>
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<tr>
<td>Payroll 07/30</td>
<td>$1,500</td>
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</table>

**Total** $3,700.00
CURRENT EXPENSE ACCOUNT
July 1 - Sept. 30, 1901.

Furnishings $82.35   Tuitions Summer $906.66
House Repairs 49.15 *Necessary to Balance 1,812.56
Housekeeping Expense 1,571.84
Teaching " 348.69
Medical " 255.34
Business " 348.60
Miscellaneous " 63.25

$2,719.22

$2,719.22

* Loss on Summer Session.

ASSETS AND LIABILITIES.

Personal Accts.Payable 1901-2 $3,698.16   Furniture $3,671.49
Tuition, etc. 5,060. Personal Accts.Rec. 4,773.84
Overdraft 361.76 *Necessary to Balance 674.59

$9,119.92

$9,119.92

* Necessary to Balance. This item is caused by the charging of $5,060. tuition, etc., which is an indebtedness of the school under its tuition contracts for 1901-02. The actual assets represented by Furniture and Bills Receivable exceed the Bills Payable by $4,375.41.
CURRINT ESTATE ACCOUNT
July 1 - Sept. 30, 1931

$  6.25
Total Income

$  75.32
Less necessary to balance

$  79.00

Remittance

Housekeeping Expense

Teaching

Medical

Incurrence

Miscellaneous

$  6.25

$  79.00

$  79.00

Note on Summer Session.

ASSETS AND LIABILITIES

$  6,891.46
Personel Account, Balance

$  56.15
Personel Account, Expense

$  700.00
Personel Account, Reserve

$  7.42
Necessary to defense

$  74.38

$  6,983.39


This item is shown on the account at $6,980.

The social security payments are shown on the account for the period from July 1 to Sept 30, 1931. The total amount of these payments is $73.95.
COMPARISON OF RECEIPTS AND EXPENDITURES.

School Year Nov. 1899-Oct. 1900 (11 months) with School Year Oct. 1900-Oct. 1901 (12 months).

Receipts from Tuitions & Fees, 1899-1900 $7,130.
Ordinary running expenses, including Rent $495. 7,017.14
Credit Balance first year 112.86

Receipts from Tuitions & other fees 1900-1901 12,609.94
Ordinary Running Expenses including $660. rent 11,790.23
Credit Balance second year 819.71

Extraordinary Expenses:

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<th>Amount</th>
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<tr>
<td>Repairs 1st year</td>
<td>$1,353.22</td>
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<tr>
<td>Furniture and Equipment</td>
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<td>$3,448.60</td>
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<td>Repairs 2nd year</td>
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<td>Furniture &amp; Equipment</td>
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<td>$1,792.30</td>
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Extraordinary Expenses 1st yr. $3,448.60
Credit Balance 112.86
Deficit 1st year 3,335.74 $3,335.74

Extraordinary Expense 2nd year 1,792.30
Credit Balance 2nd 819.71
Deficit 2nd year 972.59 972.59

Deficit to Date $4,308.34

Deficit 1st year 3,335.74
2nd " 972.59
Difference $2,363.15

The Difference ($2,363.15) represents the advance made by the school during its second year toward complete independence financially, as regards both running expenses and equipment expenditure during the year 1900-01 over the previous school year.
Comparison of Revenues and Expenditures

School Year No. 1899-1900 (12 months) with School Year Oct. 1900-Oct. 1901 (12 months)

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<th>Description</th>
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<td>Revenues from Tuition &amp; Fees, 1899-1900</td>
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<td>Administrative, teaching expenses, maintaining faculty 1900</td>
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<td>Current Rate First Year</td>
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<tr>
<td>Revenues from Tuition &amp; Fees, other fees 1900-1901</td>
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<td>Operating Student Expense (excluding $600.00)</td>
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<td>Current Rate Second Year</td>
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Expenditures:

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<td>Temporary and Planting</td>
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<td>$9,945.10</td>
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<td>Expenditure &amp; Equipment</td>
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<td>for Year</td>
<td>$1,414.50</td>
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<tr>
<td>$1,415.00</td>
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<tr>
<td>Extravagant Expenses (Excerpts)</td>
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<td></td>
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<tr>
<td>Current Rate First Year</td>
<td>$2,944.60</td>
<td></td>
</tr>
<tr>
<td>Total Current Rate</td>
<td>$2,944.60</td>
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<tr>
<td>Extravagant Expenses and Year (including $7,932.78)</td>
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<tr>
<td>Current Rate First Year</td>
<td>$1,688.22</td>
<td></td>
</tr>
<tr>
<td>Total Current Rate</td>
<td>$1,688.22</td>
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<tr>
<td>Difference</td>
<td>$2,466.42</td>
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The difference $(2,466.42)$ represents the decrease in revenues over the previous year.
<table>
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<tr>
<th></th>
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<th>Amount</th>
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<tr>
<td>1</td>
<td>W.K. James</td>
<td>$1,050.</td>
</tr>
<tr>
<td>2</td>
<td>Loewenthal</td>
<td>950.</td>
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<tr>
<td>3</td>
<td>Hartzfeldt</td>
<td>1,000. + 50.</td>
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<tr>
<td>4</td>
<td>Kimbark</td>
<td>1,050.</td>
</tr>
<tr>
<td>5</td>
<td>Merrill</td>
<td>1,050.</td>
</tr>
<tr>
<td>6</td>
<td>Stonehill</td>
<td>650.</td>
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<tr>
<td>7</td>
<td>Lewis</td>
<td>650.</td>
</tr>
<tr>
<td>8</td>
<td>Kirschbraun</td>
<td>650.</td>
</tr>
<tr>
<td>9</td>
<td>Gantz</td>
<td>550.</td>
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<tr>
<td>10</td>
<td>Neff</td>
<td>550.</td>
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<tr>
<td>11</td>
<td>Howe</td>
<td>650.</td>
</tr>
<tr>
<td>12</td>
<td>Lardgraf</td>
<td>650.</td>
</tr>
<tr>
<td>13</td>
<td>Schusler</td>
<td>250.</td>
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<tr>
<td>14</td>
<td>Fisher</td>
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Total: $10,125.

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<tr>
<td>Misc. Receipts</td>
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<td>Special Nurses</td>
<td>90.</td>
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<td>Dr. Senn</td>
<td>250.</td>
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Total: $10,467.

<table>
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</thead>
<tbody>
<tr>
<td>Mrs. Campbell</td>
<td>100.</td>
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</table>

(To be applied on special tuition for deaf child.)

Total: $10,567.00
Miss Mary R. Campbell,
5201 Drexel Ave., Chicago.

My dear Miss Campbell:

Your letter of Oct. 1st has been received. If you will send me a letter with the $200. asking that it be made a scholarship in the University of Chicago, and that Mr. Horton be appointed to the scholarship, the conclusion will be arranged. This will carry with it free tuition for Mr. Horton.

I have sent word to Dr. Ingals that Mr. E. Green is to receive free tuition at Rush Medical.

Yours very truly,

W. R. Harper
My dear Miss Campbell:

Your letter of Oct. 1st has been received. If you will send me a letter with the $5000
request that it be made a contribution to the University of Chicago and that Mr. Horton be appointed to the
secretership. The contribution will be straneged. This will
entitl with it the election for Mr. Horton.

I have sent word to Dr. Intzea that Mr. E. Green is
to receive the position at Rush Medical.

Yours very truly,

W.R. Harper
Dr. W. R. Harper

The University of Chicago

Chicago

My dear Dr. Harper:

You will recall at our last Board meeting, we decided to pay Mr. Frank Horton, who has charge of the gymnasium work, $200.00 a year and to put this as a scholarship. How shall we arrange for the payment of the scholarship? Through the channels of the University of Chicago or through the Rush Medical College?

We wish to secure free tuition for Mr. Horton. If the scholarship is arranged through the University, will Mr. Horton apply to the University for tuition?

Mr. Herman Wolf, who received free tuition last year, by virtue of his instruction here in chemistry and physics, will not be with us the coming year and in his place we recommend Mr. Ernest Green, one of our instructors, to receive a free tuition at Rush Medical College.

Will you advise me how to proceed to adjust this matter?

Very truly yours,

Mary R. Campbell
Oct. 2d, 1901.

Miss Mary R. Campbell,
5201 Drexel Ave., Chicago.

My dear Miss Campbell:—

I am in receipt of your letter of Sept. 24th containing the announcement for the Chicago Hospital School. I am glad to know that everything is in such excellent shape, and I hope that the year will be a most successful one. I am hoping within a short time to have the pleasure of visiting you.

Yours very truly,

W. R. Harper
My dear Mr. Campbell:

I am in receipt of your letter and am pleased to announce that the Board of Directors of the Chicago School of Music has elected me to the Board of Directors of the School. I am thrilled to know that everyone at the school is pleased to have me on a such excellent staff, and I hope that the year will prove successful in every way.

Yours very truly,

W.R. Huber
President W. R. Harper

The University of Chicago

Chicago

My dear President Harper:

The Board of Trustees of the Chicago Hospital-School for Nervous, Delicate and Invalid Children, begs to inform you that the school will open Tuesday, October 1st, 1901.

After this date, in addition to the present course of study, the school will be prepared to furnish instruction either by classes at the Hospital-School or private instruction by the hour, in the correction of speech defects and speech inaccuracies.

This phase of work will cover cases of stammering, stuttering, major and minor speech inaccuracies—enunciation, pronunciation, cases of retarded speech development, and lip-reading whereby those having lost hearing may be taught to read lips of others.

Instruction will also be given to young deaf children, and children of slightly imperfect hearing.

For this department we have provided three teachers:

Miss Gwendolyn Williams has studied under William Shakspere of London, Prof. William Tomlins of Chicago, and at the Curry School of Expression, Boston, Mass. She has taken special work in the cor-
The Chairman of the Committee

To the President, Haverford College

I have the honor to submit the following report of the Committee of the Board of Trustees and Oral Committee, having been appointed to make an investigation of the Hospital School of Nursing. The committee met at the Hospital School of Nursing on the 10th day of October, 1900.

After full note to the details of the physical, moral, and spiritual conditions of the student, and a thorough examination of the school, the committee will make a report to the President of the Board of Trustees of the Hospital School of Nursing.

The committee has the honor to submit the following report:

1. The school is in good condition, with a competent and qualified staff.
2. The physical plant and equipment are adequate.
3. The curriculum is well planned and offers a good opportunity for practical experience.
4. The extracurricular activities are well organized.

The committee recommends that the school be maintained in its present form and that additional funds be secured for its support.

I am, etc.,

[Signature]

Chairman of the Committee.
resection of speech defect under Mrs. Monroe, member of the faculty of the Horace Mann School for the Deaf and of the faculty of the Curry School of Expression, Boston, Mass.

Miss Laura Robie, for Non-development of Speech, Lip reading for adults and juveniles, and for instruction of young deaf, and partially deaf children. Miss Robie is a graduate of the Wisconsin Phonological Training School for Teachers, 1899-1900 and was head of the Educational Department for Deaf Children at Muskegon, Mich. 1900-1901.

Miss Catherine Dewey for Music- Vocal and Instrumental- Voice development and Musical phonetics, has studied under Prof. William Tomlins of Chicago, and Mrs. Kern in charge of the Department of Music at the John Dewey School and of the Chicago Institute of the University of Chicago.
March 6, 1901.

Miss Mary R. Campbell,
Chicago Physiological School, 5201 Drexel Avenue.

My Dear Miss Campbell:

I return the papers you were kind enough to send me. I have examined them with much interest. I am sorry to see so large a state of unpaid accounts. These, I am afraid, will get us into trouble unless we take hold of them pretty soon.

Very truly yours,

W. R. Harper
October 5th

Miss Martha Carney

Chicago Public Schools
School No. 301

Dear Miss Carney,

I received the package you were kind enough to send. I am examining them with much interest.

I am sorry to see the amount of work I have to do to see if they meet our requirements. I am afraid I will not be able to complete them soon. I take note of them but cannot use them.

Very truly yours,

W.R. Hopper
My Dear Miss Campbell:

Yours of October 24th has been received. I am much obliged for the details. The statements are certainly very satisfactory and I am glad to know that everything is moving on very well. It seems to me that your position in reference to the University bill for printing should be somewhat modified in view of the fact that not the University but the Physiological School is responsible for the delay in putting the printed material in present form. I understand that this will be still further delayed until after the ar meeting in view of this fact it would seem to me that a payment on the bill of the Press would be proper.

Yours very truly,

W. R. Harper
My dear Miss Campbell:

You of October 28th have been received. I am much obliged for the letter. The statements are certainly very satisfactory and I am glad to know that everything is working on very well. It seems to me that your position in relation to the University will not prevent you from being of service to the University but the physiological report is responsible for the help in putting the print in present form. I understand that this will be still further gathered until after the meeting in view of the fact that it would seem to me that a payement on the part of the press would be proper.

Yours very truly,

W.R. Harper
Dr. W.R. Harper,

University of Chicago,

City.

My dear Dr. Harper:

Your letter of October 22nd at hand and contents noted.

Regarding your inquiries: The house is full and we have a list of waiting applicants besides, to be tested as soon as we are able to provide accommodations either in an annex or when we can get our third floor finished off for a dormitory.

The financial prospects are apparently good. We have our indebtedness of last year to cancel, however, which will reduce our bank account considerably.

With the increase in number we have had to provide more equipment - hospital beds, and such paraphernalia, in addition to providing nurses and extra servants. We have been able however, even at this early date, to cancel some of our last year's bills.

One of the university students, at our expense, is now at work on the school accounts, and by Wednesday of next week, Dr. Donaldson and Prof. Mead at my request will audit the financial report for the year.

After the books are closed for the year, I will mail to you, if you wish, the report of the executive committee on the financial condi-
Dear M.R. Harper,

I am writing to express my concern regarding your application for the position of "Assistant to the President". As we are aware, we are unable to offer you the position due to our current financial constraints.

I have been informed that you have been employed elsewhere, and I understand that you have a good record of successful management. However, we must consider the financial implications of any new hire.

As you know, we are currently under significant pressure to reduce our expenses. We have been forced to cutback on all non-essential expenses, and we must continue to do so in order to maintain our financial stability.

I regret to inform you that your application cannot be considered at this time. I wish you the best of luck in your future endeavors.

Sincerely,

[Signature]
tion of the school. We are still looking forward with great pleasure to a visit from you at your earliest convenience.

I am,

Very truly yours,

Mary R. Campbell

With writing the above you communic-

ation regarding a board's meeting has
come in. I call an early meeting
will succeed that double work in my part,
which been not you able to do, as I come from the hospital last Saturday, and,

the book-keeper can give me here a
with him each day. There is no necessity
of calling a meeting until our annual
financial report is in hand.

Very truly yours,

Mary R. Campbell.
Stop at the school.

We are still looking forward with great pleasure to a visit from you at your earliest convenience.

I am

Very truly yours,
October 11, 1906.

My dear Professor Mead:-

The Board of Affiliations have voted to recommend the Chicago Physiological School as under the supervision of the University provided the departments of Philosophy and Neurology will assume the responsibility. Will you kindly consult with Mr. Donaldson and report about this matter.

Yours very truly,
October 15, 1969

My dear Professor Reed:

The Board of Admissions have voted to recommend the

College Philosophy to the Georgia State University Board of Philosophia and

the University Board to the Georgia State University Board. Will you

kindly communicate with Mr. Donaldson and report same? I

Yours very truly,

[Signature]
Dr. N. R. Harper,

University of Chicago,

My dear Dr. Harper:

My letter of Monday 2:42 this mail:

Attaching in refusal

I arranged at Smith, to

Finally, before coming to the hospital, I called Miss Charleston, might not be appointed about starting

...
as the time Immers. This is, as I'm see, one necessity for doing any thing full. Thank you for your kind intentions. I am very, very much, much. Mary A. Campbell.
September 24th, 1900.

Miss Mary R. Campbell,
5201 Drexel Avenue, Chicago.

My dear Miss Campbell:

I return the material in connection with the note. It did not reach me until this, Monday, morning, at ten o'clock. I am inclined to think it would be better not to make obligations in the bank; but I suppose that as the immediate necessity has now passed we can consider this.

Very truly yours,

W. R. Harper
September 24th, 1900.

Miss Mary R. Campbell,

3207 Drexel Avenue, Chicago.

My dear Miss Campbell,

I return the material in connection with the note. It did not reach me until late Monday morning at ten o'clock. I am inclined to think it would be better not to make application in the bank; but I suppose that as the immediate necessity for now breeding will soon counter the fee.

Very truly yours,

W. F. Harper.
Miss Mary R. Campbell,
5201 Drexel Avenue, Chicago.

My dear Miss Campbell:

I return the agreement which you were kind enough to leave with me. I do not think I can indicate in writing the points of the agreement which, from my point of view, do not seem to be correct. I should like very much to have you come in to see me some time soon and I will then try to explain it. Perhaps I might put the matter in this form:

First, I understand that the Board of Trustees would appoint you principal and superintendent of the school; but this appointment ought to be upon the same basis as an appointment in the University. It may be a permanent appointment, or an indefinite appointment, but it is one which the Board of Trustees may revoke at its pleasure.

Second, the superintendent could not be authorized by the Board of Trustees to employ assistants and to fix the salaries of such assistants, without making the Trustees responsible financially for ev-
erything, without any recourse on their part. It is necessary that all salaries, that of the superintendent and of all assistants, be submitted to the Board of Trustees and acted upon by the Board of Trustees.

Third: The Board of Trustees cannot agree to pay a salary of twenty-five hundred dollars unconditionally. If the school does not make this amount of money net, the Trustees have no money with which to meet this proposition. The contract which you propose is wholly one-sided. It puts all the responsibility for spending money in your hands, and yet places upon the Board of Trustees the responsibility of providing the money which you are to spend. It would be impossible for any body of business men to consent to an arrangement of this kind, as I am sure you will see.

However, I should be glad to talk the matter over with you and see whether we cannot arrange something which will protect the interests which I think ought to be protected.

Very truly yours,

W. R. Harper
The purpose of this note is to correct an error in a reference made in a previous document. The error pertains to the calculation of the total area of a specific region. The correct value should be 120 square meters, not 100 as previously stated.

I would appreciate it if you could update your records accordingly. This will ensure the accuracy of our future calculations and reports.
August 20th, 1900.

Miss Mary R. Campbell,
5201 Drexel Avenue, Chicago.

My dear Miss Campbell:

Your letter of the eighteenth instant has been received. I will take up the suggestion at once. Meanwhile, I write to ask whether you will not send me a statement from the minutes of the last meeting of the Trustees as to the committees upon which I am to serve. Have you notified all of the committees of the work assigned to them by the Trustees?

Very truly yours,

W. R. Harper
My dear Dr. Harper,

Be kind enough to consider the enclosed request. You must and should fill in any suggested changes. If you will do so, I can see you at your earliest convenience. I will appreciate your attention.

Very truly yours,

Mary A. Campbell.

Saturday,
Aug. 16, 1913
521 Broadway
Chicago.
My dear Dr. Harper:

Till you look over the by-laws and if you have any suggestions or objections to make, please do.

Sincerely yours,

Mary R. Campbell

Monday Oct. 23, 99

Has a fine new case — scientifically speaking. A little lad about four and a half years. There is a peculiar lack of co-ordination in neck from accoount of at process is perfect. The physician thinks he will make a very interesting subject.
Dr. W. R. Harper

Personal
Dr. William R. Harper,
President University of Chicago,
City.

My dear Doctor Harper:

I wish to open an account with Marshall Field for a short time. Will you give me a letter of introduction to the firm? It is not so much the time accommodation that I wish as it is the matter of convenience in equipping the house at 5201 Drexel Avenue. I wish to leave the furnishing of the house in the hands of the matron, and prefer to pay the bills for the same in one payment, rather than in small disbursements. This letter of introduction will not mean that you are to go security for me, but is simply for the purpose of introduction.

Very truly yours,

Mary R. Campbell.
My dear Dr. Harper:

I have just Mr. Davis send on a few general statements as to the specific purpose of the Chicago University School. Our task has always been in business matters to sustain the school and this has been little chance to get into details. In addition to the statements than had outlines and programme. These outlines show the general scheme upon which we will base our observations and data collecting. Dr. Simms felt

January 7 Pennsylvania was a great aid in helping out my outlines. As you desire I keep informed of our own needs. I thought their outlines...
The University of Chicago

would give a clear idea of our research work and also be of service in answering inquiries that may come to you.

To love these cases from Missouri, Fort from Iowa, one from Wisconsin, one from Colorado, three from Chicago, and two new coming this week.

Hope to see us on an organized trip and come and see our little family.

Very truly yours,

Mary A. Campbell

Mr. 7th, 1899

1281 Drexel Avenue

Chicago
The purpose of the School is to provide education for:

Those children who through sickness or physical infirmity are unable to cope with normal children; namely:

1. Those children possessing minor physical and mental deficiencies, such as slight defects of sight, hearing and speech.
2. Those children whose power of attention and memory requires individual care.
3. Children who are so extremely nervous that school work as given in ordinary schools tends to aggravate the trouble.
4. Children who are backward in one or more branches of study.

It is our purpose:

1. To study carefully and treat such cases.
2. To test the value with these children of the pedagogical methods that experience has proved to be most successful with normal children.
3. To make a scientific study of the psychology of defective minds.

By working co-operatively with the medical neurologists, with the pathological and practical psychologists and psychiatrists, we hope to advance work with this class of defectives beyond the experimental stage.

By our home and school education we purpose making these children natural in behavior; we hope to train them to observe, think and act for themselves.

As a majority of these children cannot go out into general society we aim to fit them for their own home circles, so that they may live useful and industrious, therefore happy, lives. We purpose making them useful members of society in their own little communities - the family life.
The purpose of the report is to present information and conclusions regarding the development of children's cognitive abilities.

It is observed that children's cognitive abilities can be influenced by various factors, including educational and environmental conditions. The report focuses on the development of children's cognitive abilities and the impact of educational practices on their cognitive development.

The report concludes by highlighting the importance of educational practices in fostering children's cognitive abilities. It emphasizes the need for continued research and development of effective educational strategies.
The University of Chicago

1. ADVISORY BOARD.

Resident members:

1. Dr. Wm. R. Harper, Chicago.
2. Mrs. C.E. Crane, (suggested by Prof. Mead.)

3. A.C. Bartlett, " " " "
5. Dr. Nicholas Senn.

(Name of more value than time or money he might give us.)
7. Horace A. Taylor,

8. Roswell Miller,

Pres. C., M.A. St. P.Ry. Co.
9. A.J. Earling,

V.P. " " " "
10. Mr. Blatchford,
11. Mrs. Scammon.

Nonresident, or Honorary members:

Wisconsin.

13. Capt. Pabst (Milwaukee brewer) (millerins)
14. Miss Elizabeth Plankington, (very wealthy)
15. Mrs. Emily Schauden (widow of millerins)
16. Mrs. H.H. Button, (money and influence.)
The University of Chicago

CONSULTING STAFF OF NEUROLOGISTS.

Resident:

1. Dr. H.M. Lyman,
2. Dr. Archibald Church, regular consultants.
3. Dr. Hugh Patrick,
4. Dr. D.F. 
5. Dr. Frank Billings,

Non-resident:

7. Dr. Walter Kempster, Milwaukee,
8. Dr. Wm. Becker, 

Eye and ear, Dr. Jos. Schwarzer, Milwaukee. very wealthy, wife worth nearly a million dollars.
The University of Chicago

17 Judge T.J. Pireles, Milwaukee, (has a defective son) Pres. of school board for a no. of yrs. (quite wealthy)


20 E.J. Lindsay, very wealthy.

21 Mrs. Uihlone, " "

22 Judge W.P. Lyon, Madison (Pres. Wis. State Board Central)

23 Gov. Edward Scofield, Madison


very and influential in philanthropic circles