July 8, 1895

Dear Dr. Cooper:

In accordance with your request, yesterday I prepared an amendment to the Statutes relative to the

22 - Any Professor, Associate Professor or Assistant Professor in the University having been engaged for twenty years in
collegial teaching, fifty years in which shall have been in the University, shall be entitled to retire from teaching on a pension of $1000 per year for life. On the death of any Professor, said pension or some part thereof may be continued for the benifice-
of the family of Dr. Price for such time and on such apportionment as the Trustees may by resolution in each case provide.

I think that it is important that some provision for the family of the Professor should be made. Overtures will and have been made. Such provisions may be made in the Statute.

It will be nine years before the Statute as suggested will go into operation. But in an important sense it would go into operation from its passage. But it

would give to our Professor an allowance that they and their families, would be reasonable care for by the University to which they give the best of their lives.

Yours faithfully,

[Signature]
July 19th, 1900.

My dear Professor Hale:

I enclose a "New York Tribune" editorial on the subject of pensions, which it seems to me somebody ought to answer. I am wondering who would be a good person to prepare that answer. Can you make a suggestion? This editorial has already had a bad effect upon some of our friends in New York City.

Very truly yours,

W. R. Harper

Prof. W. C. Hale.
Try me. What's on the subject of Penetone, which I seem to me somewhat ought to answer. I mean something who would be a good person to prescribe this affair. What can you make a suggestion? Any other? Try me, perhaps, and lay the letter down on one of the men in New York City.

Very truly yours,

[Signature]
The University of Chicago

December 5, 1902.

My dear Mr. Hale:

I have been planning to give a paragraph in the next Convocation Statement on the subject of pensions, and I have been wondering whether you would not be willing to prepare the basis for such a statement,—in other words, the considerations in favor. Perhaps you will be interested in the second paragraph of the enclosed. President Whitelaw might, if you could do it, I should be glad to have it by Wednesday or Thursday or next week.

Yours very truly,

[Signature]

Professor W. C. Hale.
December 5, 1926

I have been planning to give a parallel in the next Congress on the subject of... and I have been wondering if you would be willing to prepare a paper for such a statement, in order more clearly to illustrate the proposal for next.

If you could go to the proposal to have it prepared

W. R. Hocke

Professor W. R. Hocke

Eduador Compares Conditions in University With Those in Industrial World.

CAMBRIDGE, Mass., Nov. 29.—In an address at a private meeting of the Colonial Club of this city President Eliot of Harvard made a comprehensive statement of his views on labor questions. He said that the work of the labor unions must be counted among the efforts to make the lot of mankind happier, and that those engaged in them are in their belief in this work as their mission. He then enumerated the conditions which he designated as essential to the continuance of those to those laboring men might fairly angered.

First he alluded to a rising wage based on increased experience, attainments and age; second, the necessity of avoiding degradation by seeking advisable employment; third, the opportunity for the workingman to establish a home; fourth, conditions which enable him to give his employing unskilled labor, where the terms of service were often those of "inexcusable discriminations.

Another serious difficulty with American employers was their unwillingness to employ unskilled people on the day. Complainants from employees were often made the grievance to be compensated.

The present antagonism of employers and the workers, Mr. Eliot thought, was the fault of both sides. The employer's former were more to blame because their situation was made for these conditions superior. The industrial community was under many obligations to unions for the evils they helped to overcome; for their aid in labor and company stores.

The monopoly of capital had combined effect and the corresponding combination of labor, which took the form of that oligarchy. There was no question that the laborer had to work. On the other hand, his cause was injured by certain evils which were the results of fundamental American doctrines of liberty.

One of the most serious and lately placed on the number of apprentices, whereas in the labor professions every encouragement was given to the training of novices.

EVILS OF UNIONS.

Another evil was the limitation of output, which destroyed the value of the efficient worker, and the uniform wage, which has a crude reaction on the less capable worker, because with a uniform wage he loses his job or every slack in business, whereas if he was paid according to his earnings he could afford to keep him the year around.

A fourth evil was the intimidation, which was an inevitable feature of every strike in industries employing unskilled labor. The unskilled laborers on strike had no other weapon except violence, which was a cruel, cowardly interference with the rights of another man.

President Eliot declared that he saw ground for the complaint that the relations of capital and labor would be improved, in spite of their present unintelligent antagonism, partly by frank public discussion and abuses, partly by pre-arranged agreements for cooperation or arbitration, and partly by the service which labor unions would render to capital through their constant command of the labor resources of which capital comes in need.
TOD SLOAN, the noted American jockey, left New York for the West Indies last week, having been engaged by Fred Stone, owner of the Ballymore Club at Bar Harbor, Maine, to ride Mrs. W. H. Blyth's thoroughbred, Tonka, in the $25,000 International Handicap, which is held there next month. Sloan has ridden in the past at the Caliente, Augusta, and Longacres, and has won his races at both Santa Anita and Hollywood, and it is expected that he will do well in the West.
Nov. 29, 1902.

My dear President:-

Perhaps you will be interested in the second and third paragraphs of the enclosed. President Eliot is right in saying that the pension system gives throughout the life relief from one great anxiety.

Faithfully yours,

[Signature]
The University of Chicago

Nov. 16, 1905

Dear President:

Several books will be forwarded in the next

meeting of the American.

Please note that I have been given permission to take

letter.

Yours truly,

[Signature]
Mr. A. C. Bartlett,

C/o Hibbard, Spencer, Bartlett & Co., Chicago.

My dear Mr. Bartlett:

I am hoping that during the next month you will think it wise and proper to take up the pension subject. To put the matter into a definite shape I should like to propose that we adopt bodily the Harvard system. I am securing information from Harvard and Yale bearing upon the very important point of how many officers at one time are likely to avail themselves of the system, and what adjustment would be made to meet this case if there were no special fund provided for the proposed pension system. This after all is the vital question.

Hoping to see more of you the next sixty days than the last,

I remain

Yours very truly,

W. R. Harper
My dear Mr. Basefield:

I am writing this letter to inform you of the recent events that have taken place at the hospital. As you may know, I have been conducting an investigation into the hospital's operations, and I have some concerning information to share.

The hospital has been facing financial difficulties, and I have gathered evidence to suggest that funds have been mismanaged. I have also received reports of inadequate medical care and poor staff morale.

I am writing to you to request your assistance in addressing these issues. I believe that your expertise and influence could help in ensuring the hospital's operations are aligned with its mission and values.

I look forward to hearing from you soon.

Yours sincerely,

[Signature]
November 14th, 1904.

President Charles Eliot,
Cambridge, Mass.

My dear President Eliot:-

I am writing to make an inquiry which perhaps you will be good enough to answer unless it may seem to you to be one which you do not think it wise to answer. The question is this: In the administration of your pension system with professors, how many officers at one time avail themselves of the system? In other words, someone has told me unofficially that never more than three or four professors were on the pension list at a single time. I have wondered whether this statement is true. I shall be very grateful to you for the information if you think best to furnish it.

Yours very cordially,

W. R. Harper
I am writing to make an inquiry which perhaps you will feel none too happy if you receive it, as it may seem to you to be one which you do not think it wise to answer. The decision to place the administration of your pension scheme with the government, as everyone now knows, was not made without previous discussion. I have wondered whether the statement is true that I shall be able to return to my work after qualifying. If the information is false, I may have to go on taking a pension.

Yours very faithfully,

Mr. Hedges
April 21st, 1905.

Mr. Andrew Carnegie,
2 East 61st Street, New York City.

My dear Sir:-

I telegraphed my answer to your very interesting and excellent proposition of April 14th. I believe that this is one of the most brilliant things that has been conceived in the history of American education, and it will give me the greatest possible pleasure to render any service in its behalf. I am looking forward with interest for further information on the subject, and congratulate you upon the splendid character of the plan proposed.

Yours very truly,

H. P. Stimson

W. R. Harper
April 8th, 1909

Mr. Andrew Caroe,
2 East 97th Street, New York City.

My dear Sir,

I am deeply interested in the proposition of April 14th. I believe that the policy of the Institute of American Architects, and it will give the greatest interest to the architectural profession to render my service in the capacity I have been pleased to render with interest for further information on the subject.

Yours very truly,

[Signature]

W. H. Herber
New York: April 14th, 1905

Confidential

Pres. Wm. R. Harper,
University of Chicago,
Chicago, Ill.

Dear Sir,

I propose handing over $10,000,000 in 5% Bonds to a commission, as I did to the Research Commission in Washington, and to the Commission for Scotch Universities, the revenue to provide retiring pensions for the teaching staff of universities, colleges, and technical schools under such conditions as the Trustees may from time to time adopt. I am able now to say expert calculation proves that the revenue will be sufficient for the purpose.

I hope you will do me the favor to act as one of the first trustees, who will be (with few exceptions) like yourself, the Presidents of educational institutions. A prompt reply by wire or mail will greatly oblige.

Very truly yours,

[Signature]
April 16th, 1926

Dear Sir,

I propose handing over $10,000,000 in 200 bonds to
a commission, as I did to the Research Commission in Washington
for, and to the Commission for Social Unrest at the re-
sults of your (or the) Commission for Social Unrest for the recompense of
the university college and technical college under your con-
truction as the Trustees may from time to time decide.
I am, of course, in the hands of an expert committee to know that the revenue
will be efficient for the purpose.
I hope you will do me the favor to see one of
the first trustees, who will be (with few exceptions) like
you, and the President of Educational Institutions.

Yours truly,

[Signature]
May 5th, 1906.

My dear Dr. Johnson:—

I was in New York Monday and had an interview with President Pritchett of the Carnegie Foundation. They definitely do not include divinity professors in the scope of the fund.

Regretting that that is the case, I am

Very truly yours,

F. Judson
May 3rd, 1926

Mr. George Johnson:

I was in New York recently and had an interview with President Prout of the Carnegie Corporation. They are interested in the scope of my work in the Philippines. I regret that I am not able to visit you at your home.

Very truly yours,

[Signature]
May 3, 1906.

May dear President Judd,

Have your assistants

yet whether the people in

charge of the Carnegie

Foundation include

Divinity Professors or

the people of their finding

I should be glad to

know their decision

if they have reached

one.

Sincerely yours,

Franklin Johnson
Dec. 16th, 1907.

My dear Mr. Hall:—

Thank you for your favor of the 14th inst. What I had in mind was the question of retiring allowances. As you know we are preparing a system which sooner or later we shall wish to put in operation. This will apply particularly to members of the permanent staff. Of course we can provide for a voluntary retirement at a certain age. The question is as to the power of the Board to require members of the faculty to retire with a stipend at a certain age. This stipend of course will be considerably smaller than the salary of the position.

Very truly yours,

P. Judson
My dear Mr. Hall:

Thank you for your letter of the 10th.

I agree that what I had in mind was the discussion of retiring allowances. As you know, we are preparing a system with your council to suffer us to put in operation. This will apply particularly to members of the permanent staff. Of course, we can provide for a voluntary retirement at a certain age. The discussion as to the power of the House to reduce members to the tenancy to retire with a stipend at a certain age. This stipend of course will be considerably greater than the salary of the position.

Very truly yours,

[Signature]
Dear Mr. Judson:

Your inquiry of Dec. 11th as to the probable meaning of an appointment made upon an "indefinite" or "permanent" basis is received. It is impossible to answer this very intelligently unless one knows all of the facts of the particular case. These words, like most others, have no rigid legal meaning, but are to be interpreted reasonably in view of all the surrounding circumstances. There are several cases holding that "permanent" may mean only at the will of either party, as where a minister was asked to accept the rectorship of a church "permanently"; or where one person agreed to give another "permanent" employment in industrial occupation. On the other hand, where the tenure of service is one like that in an endowed academy where professors are customarily removed for cause only, it has been held that a removal is not justifiable unless for a reasonable cause.

In any case the decision might depend upon the statutory authority of the person making the appointment if it was a public one, the customary tenure in such an occupation, and any special circumstances whatever that might reasonably show the parties to the agreement to have had some particular meaning in mind.

The same circumstances would control the question of a reduction of salary. If the service could be terminated at the will of either party it would seem that the salary could be
I can only conjecture in opinion of the character, not search upon an exact knowledge of all the facts, much less so, especially, you ought not to take any action in reference above it.

Very sincerely yours,

[Signature]
reduced after notice, such reduction to begin at the next customary period at which contracts of that sort ordinarily begin to run. What I had in mind was the question of the present moment. It is important to apprise you of this very important matter. I am preparing a statement which can be put in the permanent staff. Of course we can provide for a voluntary retirement at certain age. The question is whether it is Legal and morally justifiable, as it is the power of the Board to require an unwilled retirement. The Church faculty to retire with a stipend at a certain age. This stipend of course will be considerably smaller than the present annual income in industrial occupation. On the other hand, the salary of the position would be.

Very truly yours,

J. B. W. Smith

E. Judson

In any case the decision might depend upon the statutory authority of the person making the appointment. If it was a public one, the customary tenure in such an occupation, and any special circumstances whatever that might reasonably show the parties to the agreement to have had some particular meaning in mind.

The same circumstances would control the question of a reduction of salary. If the service would be terminated at the will of either party it would seem that the salary would be...
February 13th, 1908.

My dear President Butler:—

I am making a study in the interest of the University of Chicago, of the different plans with reference to retiring allowances for university professors. Being informed that you have a system of your own aside from that of the Carnegie Foundation, I am writing to ask if you can give me any special information. I am particularly interested in the age fixed for retiring, in the question whether at any particular age retiring is automatic or is at the discretion either of the university authorities or of the professor, as to the percentage of the salary allotted to the pension, and as to whether any allowance and if so what is made to the widow or orphan. If it is not trespassing too much on your time I shall esteem it a favor to be informed on any of these points.

With sincere regards, I am

Very truly yours,

E. P. Judson

President Nicholas Murray Butler,

Columbia University, New York.
Dear [Name],

I hope this letter finds you well. I recently received your letter dated [Date].

I am glad to hear that you are feeling better. It is always pleasing to receive good news from you.

Please let me know if there is anything else you would like me to do or if there are any concerns you may have. I am always here to assist you.

Best regards,

[Your Name]
February 16, 1910

Dear Sir:

Your favor of the 15th inst. is at hand. We have not adopted a final system of retiring allowances; it is our intention, however, to adopt such a system, and we hope to have it in operation shortly. From time to time we have retired members of the faculty, however, by special action of the Board. This applies to gentlemen who have reached the age of seventy, and who have been with us not less than fifteen years.

Very truly yours,

H. P. J.

H. F. Judson

Mr. Frederic B. Pratt,
Pratt Institute,
Brooklyn, New York.
Dear Sirs:

Your favor of the 15th inst. is at hand. We have not

sought an item of reparation, as it is our intention

patent to make every sacrifice and hope to prove its operation

profitable. From time to time we receive members of the faculty

professor or special section of the board. The efforts to implement

who have assumed the age of manhood and who have been with us not

been given to this letter.

Very truly yours,

H. D. Johnson

H. E. Judson

Mr. President & Board

Hotel Palisades

New York.
Dr. Harry Pratt Judson,
Chicago University, Chicago, Ills.

My dear Dr. Judson:

The Trustees of Pratt Institute have requested me to secure information regarding the Chicago system of pensions for professors and instructors.

If you have any published report giving the principles upon which your plan is based and the methods according to which it is operated, I will be very glad to have you send it to me.

Cordially yours,

[Signature]
Chicago, February 14, 1912

Mr. J. S. Dickerson,
700 E. 40th St., Chicago.

My dear Mr. Dickerson:

Your favor of the 12th inst. I find this morning. The Board took final action yesterday on the matter to which you refer. I don't quite see the way to your suggestion. If we should substitute nine for ten the same question exactly would arise for one who had been eight years in the relation indicated, and so with any other year. We must draw the line somewhere, and on the whole the Board thought that ten years was about right. The fact is, I think ten years is a minimum. We are not trying to provide for making beneficiaries of the fund "good investments" matrimoially speaking. As you are aware, old soldiers in the enjoyment of a pension are just that, and that is one thing that loads down the national pension system. I have personally known myself of an old soldier nearly ninety years of age who was married to a young woman of eighteen, and naturally did not survive long, leaving the widow on the pension rolls. We are not aiming at that kind of exploitation.

Very truly yours,

[Signature]

P. Judson
Dear Mr. President,

I have just received your letter dated August 3rd, 1917. I am writing to express my concern regarding the current affairs.

It is evident that the situation has evolved significantly since our last correspondence. The recent events have caused a marked shift in public opinion, and I believe it is imperative that we address these changes head-on.

I am aware of the challenges we face, especially in light of the recent developments in Europe. It is imperative that we take action to ensure the safety and well-being of our citizens.

I am committed to working with you to find solutions that will benefit our country. I am confident that together, we can overcome these challenges.

Please let me know if there is anything else you require from me.

Sincerely,
[Signature]

Very sincerely yours,

P. Hammond
On Train

My dear Dr. Judson: I am sorry not to be able to be at the board meeting this week as the matters discussed are exceptionally important.

In the matter of retiring allowances there is one point. I wish you would refer to in the discussion, if you will be so kind. In article 2 ("had been his wife for not less than ten years before his death") it seems to me there is a possibility of our not doing what we really want to do. A widow of some years who had been his wife for not less than nine years, might be left without for instance, might be left without someone and with several little children to support. Such a widow would really be more helpless than...
an older woman. I am well aware that provision cannot be made in advance for every contingency. But, at least, this clause ought to be considered.

Success to the Stadium!

Sincerely,

[Signature]

Dickinson
February 11, 1908.
February 15th, 1908.

Dear President Judson:

In reply to your letter of January 5 I write to say that in the First Annual Report of your Carnegie Foundation, you will find a statement very much obliged for your kind words as an answer to my inquiries. Carnegie Foundation began. The opinions of your comments shall be glad to see the bulletin to which you refer. Amherst College had just begun such a system, but it had in mind.

With sincere regards,

Yours,

The experience of two years, which we have thus far seen to show pretty clearly that our retiring allowance is a fair and reasonable one. The only criticism which has been made is that the retiring allowance based on service gives an advantage to the man who retired 576 Fifth Avenue, Chicago, only way in which a man of mature life may be drawn into the teaching profession from the outside. That feature of our retiring system which confers a pension on the surviving widow of a professor has proved to be one of the most important and one which I think necessary for any such system of retiring allowances. It is this which makes the German pension system strong; only they extend it quite beyond our limit and take care of the orphan children as well.
My dear President Pitts:

Your letter of the 17th inst.

is received. I am very much obliged for your kind words

eminent to my inducements. I am especially interested in

your commences I shall be glad to see the bulletin to

which you refer.

With sincere regards,

Yours,

President H. S. Pitts.

The Milton Ave. College
February 11, 1908.

Dear President Judson:

In reply to your enquiry of February 5 I write to say that in the First Annual Report of the Carnegie Foundation you will find a statement of such retiring allowance systems as were in vogue before the Carnegie Foundation began. The only ones of a systematic sort were those at Harvard, Cornell, and Columbia. Williams College had just begun such a system, but it had not gone into operation.

The experience of two years which we have had seems to show pretty clearly that our retiring allowance is a fair and reasonable one. The only criticism which has been made is that the retiring allowance based on service gives an advantage to the man who retires on the ground of age over the one who retires on the ground of service, but this is the only way in which a man of mature life may be drawn into the teaching profession from the outside. That feature of our retiring system which confers a pension on the surviving widow of a professor has proved to be one of the most important and one which I think necessary for any such system of retiring allowances. It is this which makes the German pension system strong; only they extend it quite beyond our limit and take care of the orphan children as well.
Dear President Adams:

In reply to your courtesy of February 8 I write to say

I am writing at the request of the Carnegie Foundation

that in the first annual report of the Carnegie Foundation

you will find a statement of some importance relative to

an idea in which I believe the Carnegie Foundation is

interested. In case of a referendum vote were passed or conducted,

and commitments to Allegheny College and that pertain to such a scheme,

fire and insurance. What does this mean in the end, in which a view of

the course of service may be given into the general operation from the

perspective that I conceive of as the general operation which concerns a

promise on the part of the Baltimore group of Baltimore was given to me

one of the most important any one. When I think necessary to

and each phase of educational efficiency. It is this same career

of the German Pension system extended only their attention to those pe-

sent our object and take care of the ablest ability as well.
We have in preparation a bulletin on the financial status of the American and foreign professor which will shortly be issued and which gives information of an interesting sort concerning the questions you ask. I believe, however, some system along the general plan which we are using, which gives a retiring allowance both on the ground of service and at a fixed age, is the right thing.

Yours very sincerely,

President Harry Pratt Judson,
The University of Chicago,
Chicago, Illinois.
We have in preparation a publication on the financial aspects of the American and foreign progress which will shortly be in print. Such any amount of information as to the financial aspects of the commencement and the development of the University is most interesting.

I am the recipient of your letter, which I have read and which I shall reply to at the earliest opportunity.

Yours very faithfully,

[Signature]

President Henry Horace Jones

The University of Chicago

Chicago, Illinois.
Dr. Judson,
Pres't Chicago University,
Chicago, Ill.

My dear Dr. Judson:

I should have replied earlier to your letter of last in answer to mine in re the danger to Civil Service reform through the adoption of the five-year "rider" by the House of Representatives. In your letter you say that the Executive Departments, you are informed, are loaded (which, however, you, commenting, think probably too strong a word) with incompetent employees. As you do not state the source of your information, I can only guess, from similarity to what I am receiving from the House end of the Capitol, that it may have emanated from that source. And here it may be either wilful exaggeration and misstatement, or it may be ignorance of the real conditions. I believed, for example, that it was the former, when my Representative wrote me the same thing. But I see by his letter of yesterday, that it was, in all likelihood, lack of familiarity with the conditions, due to his being a new member (elected 1910). Yesterday he wrote: I must say that your letter of June 18th, is very convincing, and that if the Civil Service law can be so arranged that incompetent employees can be demoted, I am ready to take my stand with you. I am replying by this mail, that under the Civil Service law, the Head of Department can demote WITHOUT RESTRICTION, except that he cannot demote an employee ABOVE the Classified Service, down into that Service.

What I pointed out to Mr. Ayres in my letter of the 18th, was that under provisions of existing law, Heads of Departments had FULL power to secure efficiency, as they can demote without restriction (this he overlooked), and can remove without other restriction than that imposed by recent Presidential order, requiring that a hearing shall be given, if demanded. Further, that IF there is inefficiency in the Departments, it is due to the accumulation of aged clerks, an incidence of a permanent service; and that THOSE cases should be met, in justice, by compulsory retirement on a service pension. And, further, that after they are substracted, I know from ten years service in several Departments, from having had


Dr. Andrew

123 Main Street

New York City

April 15, 1963

Dear Dr. Andrew,

I am writing to express my concern regarding the current political climate and the potential impact it may have on our country. As a scientist, I understand the importance of remaining objective and detached from political issues, but I believe it is important to address the growing tension and the need for a balanced perspective.

In recent years, there has been a significant increase in polarization, with many individuals feeling more entrenched in their political beliefs. This can lead to a lack of compromise and a decline in the quality of democratic discourse. I believe it is crucial for all of us to work towards understanding and respecting each other's perspectives.

Furthermore, I am concerned about the potential for violence and unrest that may arise from these divisions. It is essential for leaders and institutions to play a role in fostering a sense of community and promoting dialogue.

I encourage you to consider these issues and to use your platform to contribute to a more constructive dialogue. Your voice is influential, and I believe it can make a significant difference in shaping the future of our country.

Sincerely,

John Doe

Ph.D., Political Science

University of Chicago

Chair of the Political Science Department

[Signature]
Judson

A half dozen relatives and connections in a half dozen Bureaus, and from acquaintance with a score of employees in almost every Bureau, that there ARE NO ineffectives, such as are described, UNLESS the POLITICAL FAVORITE still lurks, in spots. In past years, this class was well known; and he was above the law. But since the Civil Service law has gone into force, he is much less in evidence, and generally only appears when he is to get some other man's deserved PROMOTION (it is notorious that the weakest part of our Civil Service system to-day, is the fact that PRACTICALLY promotion is little affected by its principles).

Besides these two classes, there is only an INDIVIDUAL incompetent, here and there. And the Head of Department has no inducement to hold his hand against him.

Moreover, it is fact to-day, that the Civil Service Commission is having to urge good men to take its examinations. How then will they be induced, if there is, in addition to present non-inducements, added that of "getting through" at the end of five years of wasted life?

Indeed, as I have pointed out to Mr. Ayres (Representative from this District), without mincing English, this matter has been thrashed out time and again, by the great private corporations, and all that is necessary for the Government to do, it of follow their experience. BUT THIS IS JUST WHAT CONGRESS WILL NOT DO. An amendment to this very bill was voted down, which provided that no Member of Congress should interfere in the matter of reappointments! Which MEANS: The applicant for reappointment (only some 6000 nearly, every year) must "see" his Congressman,--and what would then pass, from men and women, is uncertain (if not certain).

If I have succeeded, Dr. Judson, in trying to correct what I from personal experience am compelled to say is a wrong impression conveyed by some one, I am satisfied. The average Government employee is a reasonably hard-working man. And the faults of the system are due to LACK OF PERMANENCE OF THE HEADS, lack of promotion to be heads, of the best of the subordinates,—compare your University, for instance: Suppose every four years the President changed, and with him, all Heads of Departments, and the top underlings, what sort of a University would Chicago be?

Finally, I will quote the following from a letter of Senator Martine of New Jersey: The proposed changes in the Civil Service have aroused a great deal of discussion, and I can assure you that they do not meet with my approval. I do not feel that it would be a good thing to open the doors to changes in this Service. There may be defects, and I am inclined to believe there are some, but I have felt for some time past, that the service has been improving. I shall look with disfavor on any contemplated changes along the lines proposed. Also the following from Hon. William Sulzer, a veteran New York City Representative: I concur in all you say and have been doing all in my power along the lines of your suggestion.
Judson

In conclusion, I must state my perspective on a recent general movement and the subsequent significance of the event. While I appreciate the necessity of such gatherings for the advancement of our cause, I believe that the focus should be on practical, effective strategies rather than mere speeches or demonstrations. I have observed that many of these events have a tendency to become self-serving and do not truly address the underlying issues.

We must consider the long-term implications of our actions and ensure that they are grounded in genuine concern for the welfare of the community. The recent response to the incident has shown that there is a need for更为积极和建设性的措施.

I am encouraged by the support we have received from our allies and believe that we can make a positive difference. In conclusion, I urge all of us to remain vigilant and remain committed to our cause.

Yours sincerely,
Judson
Judson -- 3.

However, I am only one member and cannot accomplish everything I desire to accomplish. You are quite right and I hope you will keep up the fight.

Pray do not take the trouble to acknowledge this. I have written it only because I think it of the utmost importance that misrepresentation should not alienate friends of Civil Service reform.

Thanking you for your letter, I am

Yours very truly,

A.R. Gurley M.D.
I wonder if I am only one member and common economic organization I have ever have the right and I hope you will keep up the fight.

Now go not make the expense to employment status I have written or only because I think of the worst importance since I am aware that no matter what grade of sport weapon is of course the only advantage you have over me in the war because... I am not your favorite.

Yours very faithfully,

[Signature]
Chicago, July 3, 1912

Dear Sir:—

Thanks for your favor of the 21st of June. The information I received on the subject of the departments did not come from members of Congress, and is in my opinion entirely reliable. The heads of departments will not turn out those who on account of age or for other reasons are not really competent to do their work. I suppose the present system will drive us to a civil pension sooner or later. We have fortunately been able to be free from that thus far. I must say that in the light of our military pension system I look forward with apprehension to a civil pension system. It will have to come however.

Very truly yours,

H.P.S. = L.

R. R. R. Gurley,
1829 Washington Ave., New York.
Dear Mr. X,

Thank you for your letter of the 3rd of June. I have been considering the matter of the agreement and have come to the conclusion that it is not feasible to continue with the proposed scheme without some modification in the terms. I believe that an agreement can be reached on the basis of a mutual understanding and that it would be in the best interest of both parties.

I appreciate your patience during this process and look forward to hearing your thoughts on the matter.

Yours sincerely,

[Signature]

40 East 42nd Street, New York.
July 8, 1912.

Dr. Harry Pratt Judson,
Pres. Chicago University,
Chicago, Ill.

Dear Dr. Judson:

With reference to the matter of my Father's death we had understood that according to the recently passed regulations, my Mother was entitled to one-half the pension my Father was receiving.

Will you kindly advise if the matter has been taken up yet by the University, and if not, about how soon it will be reached.

My Mother's given name is Anne M. Belfield, and her present address is #4707 Vincennes Av., Chicago. Thanking you for your attention to the matter, I am

AMB=HJ.

Yours very truly,

A. Miller Belfield.
July 8, 1913

Mr. Harry Pratt Judson
President, University
Chicago, Ill.
Dear Mr. Judson:

With reference to the matter of my father's health, we have asked our doctor to come here for an examination. My mother was expecting to receive a letter from the doctor regarding this matter.

I will send you a copy of the letter as soon as I receive it.

My father's given name is John M. Bellfield, and

Thank you for your attention to the matter.

Yours very truly,

[Signature]
Chicago, July 9, 1912

Dear Sir:-

Your favor of the 8th inst. received. I had the impression that word had already been sent to you by me with regard to the widow's allowance for your mother. Action was taken by the Board of Trustees at its meeting on the 26th of June on my recommendation to the following effect: "That one-half the retiring allowance of Henry Holmes Belfield, deceased, be paid to his widow under the conditions of the University plan for the widow's allowances after July 1, 1912." Payments on this basis will begin, I suppose, August 1st next. No doubt formal notice will be sent to your mother at her address, which I am glad to receive from you.

Very truly yours,

H.P.J. - L.

Mr. A. Miller Belfield,
1362 Monadnock Bldg., Chicago.
Your letter of the 8th June, reached. I have the

information that you had strongly pressed to know what was going on with regard to the whistle's allowance for your mother. Action was taken by the Board of Directors at the meeting on the 2nd of June of your recommendation.

Affe to the following effect: "set one-half the existing allowance of Henry's mother's pension, as having been paid to the widow under the constitutions of the company's pension fund, as having been paid to the widow under the constitutions of the company's pension fund, as having been paid to the widow under the constitutions of the company's pension fund.


The next the you will have notice will be sent to your mother at her address, which I am glad to receive from you.

Very truly yours,

H. L. T.
Dr. Harry Pratt Judson,
Pres., University of Chicago,
Chicago, Ill.

Dear Doctor Judson:

Enclosed herewith please find copy of a communication which I received from Dr. Wyant on the last inst., accompanied by a letter in which he says: "I am enclosing a letter, as you suggested, which I hope you will feel free to present to the Trustees of the University of Chicago at their next meeting, and do what you can to secure favorable action."

He speaks of his letter "as suggested by me", simply because when he came in to see me about the matter, I said: "If you feel that you have any claim, put it in the form of a letter, and I will see that it is forwarded."

I shall be glad to see or hear from you about the matters referred to, some time at your convenience.

Yours very truly,

Encl. Copy of letter.

Jesse A. Baldwin.