THE RAILWAY COLLEGE.

COURSES.

1. B.S. Course. (4 yrs.) .... Railway Engineering (Civil)
2. B.S. Course. (4 yrs.) .... Railway Engineering (Mechanical)
3. B.S. Course. (4 yrs.) .... Railway Operation
4. B.S. Course. (4 yrs.) .... Railway Auditing and Traffic
5. Certificate (1 & 2 yrs.) .... Combination. Operation, Auditing and Traffic
6. Certificate (12 yrs.) .... University College Courses in Railway Technology
THE RAILWAY COLLEGE

(Day) ———— (For men wishing to enter the service.)

FIRST YEAR (To come into operation October, 1906.)

EMPLOYMENT
8 a.m. ———— 12 noon.

SCHOOL
2 p.m. ———— 6 p.m.

STUDIES

AUTUMN

<table>
<thead>
<tr>
<th>Hours</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-4</td>
<td>Teleg.</td>
<td>Operatgl.</td>
<td>Operatgl 1</td>
<td>Operatgl 1</td>
<td>Operatgl 1</td>
</tr>
</tbody>
</table>

WINTER

<table>
<thead>
<tr>
<th>Hours</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-4</td>
<td>Teleg.</td>
<td>Freight</td>
<td>Freight</td>
<td>Freight</td>
<td>Freight</td>
</tr>
<tr>
<td>4-5</td>
<td>SPECIAL</td>
<td>Railway</td>
<td>Railway</td>
<td>Railway</td>
<td>Railway</td>
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SPRING

<table>
<thead>
<tr>
<th>Hours</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
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</thead>
<tbody>
<tr>
<td>3-4</td>
<td>Teleg.</td>
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<td>4-5</td>
<td>SPECIAL</td>
<td>Operat-</td>
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</tr>
<tr>
<td>5-6</td>
<td>Station</td>
<td>Station</td>
<td>Teleg.</td>
<td>Station</td>
<td>Station</td>
</tr>
</tbody>
</table>

SECOND YEAR (To come into operation October, 1907.)

EMPLOYMENT ———— 1.30 p.m. ———— 5.30 p.m.

SCHOOL ———— 7.30 a.m. ———— 12 noon.

STUDIES

AUTUMN

<table>
<thead>
<tr>
<th>Hours</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
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</tr>
</thead>
<tbody>
<tr>
<td>7.30-8.30</td>
<td>Comm'l</td>
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WINTER

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<th>Hours</th>
<th>Monday</th>
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<tr>
<td>7.30-8.30</td>
<td>Economics</td>
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<td>Activity 1</td>
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<td>Activity 3</td>
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<td>Activity 5</td>
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<tr>
<td>7-8.30</td>
<td>Surveying</td>
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</table>
### EVENING RAILWAY CLASSES

**1906-1907**
*For present employees.*

Educational courses are denoted by figures. The colon denotes the number of evenings per week, the numbers in parentheses indicate the number of hours each evening.

<table>
<thead>
<tr>
<th>AUTUMN</th>
<th>WINTER</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Freight Dept. 1.</td>
<td>The Freight Dept. 1.</td>
<td>The Freight Dept. 1.</td>
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<tr>
<td>The Accounting Dept. 1.</td>
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<td>The Mechanical Dept. 1.</td>
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<tr>
<td>Rate Regulation and</td>
<td>Railway Statistics 1.</td>
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<tr>
<td>Government Control. 1.</td>
<td></td>
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</tr>
</tbody>
</table>
EVENING RAILWAY CLASSES.

Scholarship Men.

1. University will send to each Company Announcement Cards for distribution among local employees. These cards will briefly outline the work of the coming academic year, and will invite applications for scholarships. Each card will be endorsed with name of Company and name of official to whom application must be made.

2. Application blanks to the number required will be forwarded to each Company for distribution among applicants, each blank being accompanied by a descriptive circular of courses. After being filled up by applicants, the forms will be returned to designated official of Company, who will strike out such as he disapproves.

3. Remaining applications will be forwarded to the University.

4. University will notify applicants of a 'general knowledge' examination.

5. Examination: Report to Companies of successful candidates, accompanied by Scholarship Certificates.

6. Award of Scholarships by the Companies.

7. Where a student absents himself more than 1/3 of the possible number of attendances in any quarter, his scholarship shall be withdrawn and he shall be held liable to refund to the Company the value of the scholarship for the current year. Sickness and Company's business shall be the only reasons to be taken into account in modifying the application of this clause.

8. After the close of the third week in October, no substitutes shall be allowed to enter the class, and that to this end, the number of scholarships available to a Company by reason of its appropriation for evening class work shall be increased twenty-five percent.

9. As far as practicable, scholarship men shall be relieved from over-time on their class evenings.
B.S. COURSE--
AUDITING & TRAFFIC.

---

Junior College.

---

English 3. French or German 2. History 1.
Economics 2. Commercial Geography 1.
Passenger 1. Freight 1.
General Accounting (Elementary) 1.

21 Majors.

---

Senior College

---

Geology 2.
Industrial Organization 1. Practical Banking 1.
Economic Geography of North America 1. Tariffs 1. Financial
History of Railway Development 1. Operating Department 2.
Rate Regulation 1. Railway Statistical Methods 1. Railway
Telegraphy: 3 hours weekly, 3 quarters.

22 Majors

and

Telegraphy one year.
Writings and Papers

Winter College

- General

E. O. Cooper

- Winter College

Economics and Organization of Economic Growth, Insiders, and Outsiders

Inter-University Council for Research and Development

E. O. Cooper

Winter College

E. O. Cooper

January 1987

Winter College

E. O. Cooper
B. S. COURSE

OPERATING

Junior College.

Surveying 1. (8 hrs.) Descriptive Geometry 1.
Chemistry 2. (9 hrs.) Physics 3. (10 hrs.)
English 3. French or German 2.
Drawing, 4 hours weekly, both years.
Shop Work, 6 hours weekly, both years.

Mathematics 8 Majors
Science 5 "
Language 5 "
Railways 3 "
21 Majors
Laboratory Work 10 hours weekly.

Senior College.

Engineering Subjects 20 hours weekly.

Economics 1.
Railway Auditing 1...Railway Labor Organization 1.
Industrial Organization Economics of Ry. Location 1.
Construction, Maintenance
Railway Law 1...of Way & Structures 3.
Terminals 1...Locomotive Construction
Operating 2...and Repairs 1.
History of Railway Car Construction and
Development 1...Repairs 1.
Statistical Methods 1...Railway Plans, Estimating, Track Design 1.
Station Yard and Terminal Design 1.

18 Majors
Telegraphy 3 hours weekly, one year.
Opportunity

Junior College

<table>
<thead>
<tr>
<th>Subject</th>
<th>Hours per Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Nutrition</td>
<td></td>
</tr>
<tr>
<td>Science</td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Math</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
</tr>
</tbody>
</table>

Senior College

<table>
<thead>
<tr>
<th>High School Subjects</th>
<th>Hours per Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mathematics</td>
<td></td>
</tr>
<tr>
<td>Science</td>
<td></td>
</tr>
<tr>
<td>History</td>
<td></td>
</tr>
<tr>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
</tr>
</tbody>
</table>

In 2 years

Teacher's salary $20,000 per year.
E. S. COURSE.

Railway Engineering—Mechanical Division.

Junior College.
(As in Operating Course.)

Senior College.

Engineering Subjects—25 hours weekly.
- Mechanical Engineering and Laboratory
- Mechanical Drawing
- Machine Design
- Kinematics and Dynamics of Mach.
- Thermodynamics
- Shop Work
- Shop Design, etc.
- Theory of Structures
- Testing Laboratory
- Materials of Construction
- Hydraulics and Laboratory
- Electrical Engineering and Laboratory

Railway Auditing 1.
Operating 2.
Terminal Facilities 1.
Locomotive Construction and Repairs 1.
Car Construction and Repairs 1.
Railway Statistical Methods 1.
Rate Regulation 1.
Economics 1.
Railway Construction, Maintenance of Way and Structures 1.
Telegraphy, 3 hours weekly, 3 Quarters.
Industrial Organization 1.
History of Railway Development 1.

12 Majors, and Telegraphy, 3 hours weekly, for 3 Quarters.
R. S. Course.

Railway Engineering---Civil.

---

Junior College.

(As in Operating Course.)

Senior College.

Engineering---85 hours weekly.

✓ Surveying
✓ Theory of Structures
✓ Graphical Statics
✓ Testing Lab.
✓ Structural Design
✓ Design of Terminals
✓ Railway Plans, Details, Estimates, Track Design.
✓ Mechanical Drawing
✓ Machine Design
✓ Shop Work
✓ Mechanical Engineering
✓ and Laboratory.
✓ Hydraulics and Laboratory.
✓ Electrical Engineering
✓ and Laboratory.

Railway Auditing 1.
Operating 1.
Terminal Facilities 1.
Railway Statistical
Methods 1.
Rate Regulation 1.
Economics 1.
Railway Construction,
Maintenance of Way
and Structures 3.
Telegraphy 3 hours weekly.
3 Quarters.
Industrial Organization 1.
History of Railway
Development 1.
Economics of Railway
Location 1.

12 Majors, and Telegraphy, 3
hours weekly, for 3 Quarters.
# RAILWAY CLASSES

## Day and Evening Budget

<table>
<thead>
<tr>
<th></th>
<th>First Year</th>
<th>Sec. Year</th>
<th>Third Yr.</th>
<th>Fourth Yr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent (Day)</td>
<td>$1500</td>
<td>$2000</td>
<td>$2000</td>
<td>$2000</td>
</tr>
<tr>
<td>Rent (Evening)</td>
<td>$1500</td>
<td>$1500</td>
<td>$1500</td>
<td>$1500</td>
</tr>
<tr>
<td>Advertising</td>
<td>$1000</td>
<td>$1000</td>
<td>$1000</td>
<td>$1000</td>
</tr>
<tr>
<td>Office</td>
<td>$950</td>
<td>$950</td>
<td>$950</td>
<td>$950</td>
</tr>
<tr>
<td>Clerk</td>
<td>$600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendant(Eve)</td>
<td>$200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>$100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction and</td>
<td>$9500</td>
<td>$11250</td>
<td>$12250</td>
<td>$12500</td>
</tr>
<tr>
<td>Fellows</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
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<tr>
<td>Station Forms</td>
<td>$600</td>
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<tr>
<td>Telegraphy Equipment</td>
<td>$350</td>
<td>$350</td>
<td>$50</td>
<td>$50</td>
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<tr>
<td>Library Appropriation</td>
<td>$250</td>
<td>$250</td>
<td>$250</td>
<td>$250</td>
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<tr>
<td>Slide Appropriation</td>
<td>$250</td>
<td>$250</td>
<td>$250</td>
<td>$250</td>
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<tr>
<td>Telephone</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
</tr>
<tr>
<td>Furniture Equipment</td>
<td>$1500</td>
<td>$2000</td>
<td>$160</td>
<td>$100</td>
</tr>
</tbody>
</table>

### Day
- 75 chairs
- 75 desks
- 2 teachers' 2 teacher desks & chairs
- 2 office desks & chairs
- 1 typewriter
- 1 mimeograph
- 1 filing cabinet
- 2 blackboards
- 1 stenograph
- 1 office table

### Tuition
- Correspondence: $1800
- $1850
- $19170
- $19420

### Approximated Costs
- 4 regular instructors: same
- 2 fellows: same
- 1 special instructor: same

### Institution Offered
- (Day) 42-1/2 hours: 1 recitation room 75. 1 office.
- (Evening) 2 recitation rooms 75. 1 office.
RAILWAYS.

Evening Budget (Normal).

---

1. Rent............................................. $1500

2. Advertising Matter,
   Office Clerk and Incidentals............... 575

3. Library........................................... 150

4. Slides............................................ 250

5. Furniture Equipment......................... 625
   60 chairs
   2 instructors' desks and chairs
   2 black-boards
   2 office desks and chairs
   1 mimeograph
   1 filing cabinet
   1 typewriter, table and chair
   1 table
   4 chairs for office

6. Instruction (5)................................. 6000
   1 Fellow......................................... 500

7. Correspondence Tuition........................ 500


Approx............. $ 10,000

---

Space required--

   2 recitation rooms (75)
   1 Dean's Office

---

Instruction given--

   36 minors.
RAILWAYS.

Evening Budget (Minimum).

---

1. Rent........................................... $1000
2. Advertising Matter, Clerk, etc............. 500
3 & 4. Library and Slides....................... 300
5. Furniture..................................... 375
6. Instruction (1) .............................. 2000
7. Correspondence Tuition...................... 500

---

$5675

Allowing for tuition fees, approx. $5250

---

Space required--

1 recitation room (150)
1 Office

---

Instruction given--

about 12 minors
The Acting President,

The University of Chicago.

My dear Mr. Judson:


Arrangements are at such a stage as to justify my placing before you the following recommendations which are in line with our previous discussion and all are of importance.

1. The organization of the courses into the Institute of Railway Education of the University of Chicago.

2. Appointment of myself as Dean of the Institute, reporting, in the same way as other deans, directly to the President.

3. Appointment of Mr. C. Ward Schroeder and Mr. A. G. Caldwell, Fellows in Railway Transportation, as instructors in Railway Transportation in the Institute from October 1st., 1906 to July 1st., 1907. (I believe that we shall be able to secure the two of them at a total expenditure of from $1350 to $1500 for the period named).

4. In accordance with the recommendations of several railways, the arrangement of our railway classes to commence October 1st. and to continue without break till the end of April. May and June to be devoted to the giving of short courses of lectures at railway centers outside of Chicago, to meet a longstanding request of the railways. The importance of this change from the point of view of
policy cannot be exaggerated. Each course at the Institute will then cover 30-31 weeks (1 evening a week) and will be credited as one and a half majors.

(5). Authority for me to arrange with President Faithorn of the C.T.T. for a transfer of rooms at the Grand Central Station. On the same floor as we are now, there is a suite of rooms much more suited to our needs than the present accommodation, and which will cost us less to adapt for next year's work. I feel sure that Mr. Faithorn will be glad to extend this favor to the school. Will you kindly authorize me to incur the expenditure incidental to the adaptation of either suite of rooms, say up to a $100?

(6). University College equipment is now stored with Mr. McLean, and I take it that little of it will be required in the new location on the campus. If so, could we borrow the following articles?

1 Instructor's Desk and chair.
1 Typewriter desk and Remington typewriter.
2 Roll-top desks.
1 Mimeograph.
3 Swing chairs.
1 Office table
1 Filing cabinet.
1 Bookcase.
Blackboards as available.
3 doz. student chairs.

Business in England most urgently demands my presence. I had arranged to sail June 20th but cancelled my arrangements for the good of the cause. I do not think that I shall be able to defer my departure from Chicago later than the 17th. inst. It is vital that all arrangements be made before I go away, at least in a preliminary way. We can get through the year without a deficit on $5000, offering 15 courses equivalent to 22 and a half majors, employing Caldwell and Schroeder and
Booth concert at EXHIBITION. Each course at the Institute will
cover 36 - 36 weeks (1 meeting a week) and will be offered
as one six-month course.

(9) Authority for me to attend with particular regard to the C.T.
for a course of study at the Grand Central Art School. On the same
floor as we are now, there is a suite of rooms which were designed to
our needs from the press. The reception arrangement will suit us
and our needs. I hope to stay there for some time. I keep more firm
least to when you next have work. I keep more firm.

Will a thing to exempt from your report. If you have
information as to which the arrangements are to be made.
In this location.

(9) N.Y. Non-colleter's agreement to return with the balance of
facilities. It will be considered to the new location.

I remain, as always,

[Signature]

Business in the room, most effectively, guarantee by means
of the small, as long as I am able to serve. I shall, if possible,
be able to gather my experiences from contacts. In the past I have
been to要素, at least, to give a general outline of good attendance. In
instance, to be a part of the Antelope, metropolitan, California and California, and
a clerk, and I think you may feel certain that at least that amount will be raised. As soon as $5000 is assured, I think you ought to empower to negotiate at once with the two men named. If they are going to instruct next year they will have to do considerable special work for which the time is very short. Of course they will understand that formal appointment will not be made until the Trustees ratify. Until recommendations (1) to (5) are approved by you and I can make arrangements, it is impossible to put out our circular of information. Of course I shall understand that if the minimum $5000 is not raised, different arrangements will have to be made with you, but this is hardly likely.

Please do me the favor of replying immediately to me, addressing me at Winnetka, Ill.

Very sincerely yours,

[Signature]
Chicago

I think you may well be interested in the news that your name is about to be

listed as $800 in our report. I think you ought to be grateful to us

for the chance to work with the two new names. If you want to test your

identity with the two new names, you'll have to do so.

You'll have to have some kind of special work for which you'll have to

prepare yourself. Of course, you will have to prepare yourself in order to

not be a member of the New York Society. Until you've accumulated (I)
(to (2)

the

approach of your own, you can make sure that if you're not prepared to do

work of your own, it will not be possible for you to be prepared to do

work. I'm sure that if you've prepared you may be able to do something

with your time.

Please go to the front of the city immediately to re-address me.

Very sincerely yours,

[Signature]
The Acting-President,
The University of Chicago.

My dear Mr. Judson:

Through the courtesy of Miss Cobb I am enabled to send the enclosed to you direct and thus facilitate an early reply.

The MS. is intended to form the latter portion of the Circular of the Institute, the MS. of which has previously been forwarded to you. It deals with the correspondence-study work. The beginning can only very modest because of the lack of text books.

In harmony with the approved report of the Special Committee of some twelve months ago, it is proposed to commence the organization of this work down town in connection with the railway classes so that methods of work may be kept under the closest supervision. But after the work is firmly established and our instructors somewhat more experienced it seems to me as though it might easily be transferred to the regular correspondence department on the campus.

To carry on the work, it will be necessary to hire a clerk at $50 a month, say, from mid-September. The budget for the evening classes already provides some $200 or so for clerical help so that the difference to be charged to correspondence-study account would be about $375. Extra advertising and so forth would swell this amount to a possible maximum of $500, and I should be glad to have your authority to operate within this amount, chargeable to the railway funds of the current financial year 1906-1907. This amount would be likely to enable us to test the demand for the kind of work we offer. You will remember that the appropriation of $500 from the railway funds for Correspondence tuition has already been approved by the Advisory Board (March last).
Chicago, July 11, 1908

Mr. J. A. Joubert

My dear Mr. Joubert:

According to the courtesy of Miss Capp I am enabled to say to you the

ence to you in future any further instructions on either subject.

The MS. is intended to form the letter portion of the Chicago

at the Institute of the MS. of William have been transferred in favor of the

Is it agreeable with the correlative companionship work. The beginning can only very

months because of the lack of text paper.

I am pleased with the approval report of the Special Committee.

To make the copy of the letter given to the Rector under the

or any intangible somewhat more experience. It seems to me strange if either easily be transferred to the register companionship

ence department of the University.

To critic the work, if will be necessary to give a clearer copy

$20 a month, called from mid-September. The budget for the second session

strictly observes the $2000 or less at least. Provided with the difference

I was pleased to correspond with the student on the amount of $2000 and I expect to be able to have your support to operate within this

moment. It is possible you might like to make me to fast the German for the

kind of work I can. You will remember that the proposition of $200

from the letter above for correspondence has been speech before being

of the American Board (near East).
The tuition fees are about the same as those in the regular department - one and a half majors at $35 working out closely to $16 per major (the Campus fee).

Remuneration to instructors can be fixed on a similar basis to the general arrangement, which works out in one and a half major courses to Office $6, Instructor $18\frac{1}{2}$, and could be similarly worked out so as to provide payment to the instructor only for lessons actually corrected. The details of this, however, could be settled by us in conference in September. The main points at present are (1) the "copy" for the Circular and (2) the making of preliminary arrangements with the instructors so that they can have time to prepare the lessons.

If you can possibly manage it, I trust you will reply to me immediately so that I can do something before I go away.

I hope that you are enjoying a pleasant vacation: I feel it a shame to have to break in upon you in this way but perhaps you will forgive me this time.

With sincere regards,

Yours very truly,

[Signature]
CHICAGO.

The following fees apply to the same as those for the regular 36
part-year and a part-term of 120 working days only to the per
debit time (see Camera fees).

Remuneration to instructors can be paid as a similar basis to
the regular arrangement with work 1 in one and a half week course
in Office of Instructor (1) any course on an hourly basis or (2) by
the general arrangement with a minimum of 30 working days to be

If you can possibly manage it, I think you will reply to me as
soon as possible so that I may go some time before I leave.

I hope that you are enjoying a pleasant vacation. I send you
the best time you have to stay in about you in spite of our perhaps you will for

Yours very truly,

[Signature]
Advisory Board
Meeting - March 12th, 1906

Agenda

1. Minutes

2. Budget 1904-5

3. Budget 1905-6

4. Report as to present year’s work.

5. Proposition for continuance of courses next year.

6. Railway Certificate

7. Day Scheme

8. Raising of Funds

9. Election of officers for period from (June 1st)
Courses, 1905-6

Description as per Circular of Information

1st Year 'Railway Conditions'
2 evenings a week, Oct. 1 to June

2nd Year (a) Freight Service
1 evening a week, Oct. 1 to March

(b) 'Railway Transportation'
1 evening a week, Oct. 1 to June

(c) Railway Law
1 evening a week, Jan. 1 to March

(d) Government Regulation of Railway Rates
2 evenings a week, April - June

Instructors: E. R. Demonard
            Wm. Niel
            Percy B. Eckhart
            and Special Lecturers
Special Addresses or Papers
by Railway Officials and others.

1905-6

The work of the Law Department
Railroad Advertising
The problem of handling L. C. L. Freight
expeditiously and economically
The office work of an Elevated Railroad
The Duties of a Superintendent of Terminals
Office Work of a Terminal Yard
Per Diem and Car Service Problems
The Labour Problem.

Railway Statistics
General Auditors Office

11 papers in all presented before the
class from October 1 to the present date

Likely to be 6 or more next Quarter, one by
Mr. E. W. McKenna on The Re-rolling of
Steel rails.
Preparations for future

R. L. Miller
Office of the

2-2081

meeting held at the

informed of the

recommends that

proceed as follows:

Office will be

suggested by the

will floor

planned to

shall be

Chairman.
Students registered at the classes numbered, in Autumn Quarter, 181. Of these, 21 attended only once or twice each, thus reducing number in actual attendance to 160. Some 21 substitutions were made during the Quarter. By the end of the Quarter, the number in attendance had been weeded down to 119, previous to the final examinations of that Quarter, these brought about a further reduction to 103.

The present Quarter opened up with these 103 students of last Quarter plus 21 others. Making a total registration of 134.

So for this Quarter, substitutions have been small, but 114 of the men registering in January have been substituted.

About 60% of the men who started work last October have survived. Possibly, this will fall to 50% by the end
of the next Quarter, a satisfactory percentage under present conditions of working last year, out of a similar initial registration and over a short course of six months, we had a survival of about 33 per cent. With better selection of incoming students, smaller classes, departmental courses, and more specialization in instruction (involving a larger instructing force) we could probably raise this percentage to 70 or 75; though this would be a high figure for evening classes of the kind we are undertaking.
Notes on the Administration of the
Classes

1. The desire of the great majority of the men that come to us is to have courses on the work of their own departments. The educational value of a broad general course like that of the First year on 'Railway Conditions' is not to be questioned. But, under the circumstances, I believe it would be proper policy to substitute this course by a number of departmental courses, such as are outlined on page four of the typewritten scheme.

The men would be more appreciative of the scholarships and more anxious to retain them.

2. Our work has been seriously handicapped by the lack of a regular method of selection, such as is suggested on page three of the scheme. Men have been sent to registers with us with out having any idea of the nature of the work being done. The medley of men in our First year Class particularly is amazing—University Graduates (Arts, Law, Science, Engineering), badly prepared 4th grade boys, men of large experience, and responsible positions.
I need to travel to Los Angeles for a meeting and I want to see if you can accompany me. I believe that we have a lot to discuss about our business strategy and it is important for me to have your input. I understand that you are busy and I appreciate your time. I will make sure to plan the trip accordingly. Please let me know if you are available and we can discuss the details further.

Thank you,

[Name]
hops of no experience; road men and office men, transportation department men, freight traffic men, passenger traffic men, maintenance of way men, shop men, legal department men, youth and grey hairs all mingled indiscriminately in one class.

3. The plan of allowing substitutions is detrimental to the best work of the classes. Their entrance into a class, 1, 2 or 6 months after its commencement, retards all the subsequent work of the class, and these men, at the end of the course are in the unsatisfactory position of not having covered the earlier and fundamental studies of the class. Would not the companies gain more out of ten men who had thoroughly digested the whole work of a year’s course than out of forty men who had obtained a very superficial knowledge of fragments of the same?
The Railway College
of the
College of Commerce and Administration.

Training for a railway career has been largely confined in the past to engineering and technical schools, supplemented by knowledge slowly and painfully acquired by years of experience. In fact, many railway managers have entered the service as telegraphers and station agents. Yet those in one special department are largely cut off from knowledge and experience in other departments, and narrowness is the result.

The extraordinary development of railway systems, and the consequent greater degree of specialization in separate departments, has not only disclosed the need of men of broader training and a larger outlook, but it has shown that there is no means of getting knowledge except as it comes in the years of service. The hardships in getting necessary preparation for advancement have been experienced by all successful railway men. The situation is comparable only to that of a community in which men are expected to practice as doctors and lawyers without education in medicine and the law.

Besides the work of surveyors, engineers, machinists, and builders of bridges, engines and the like, the growth of the railways has brought forth a large body of subjects, a knowledge of which is absolutely essential to successful management, such as, railway organization and administration.
The Kelway College

of Commerce and Administration.

Training for a lifetime career has been largely concerned with the development of technical and commercial knowledge and skills essential for success in a career of this kind. In recent years, many technical improvements have made the work of commerce and industry more complex and therefore more demanding of both technical and managerial abilities. The College recognizes the need for students to be equipped with a broad range of knowledge and skills, not only in the specialized fields of commerce and administration, but also in related areas such as mathematics, science, and literature.

The extraordinary development of lifetime careers, and the

concentration of greater degree of specialization in commerce and business, has not only increased the need for men of broad training and a wider outlook, but it has shown that there is no single area of expertise which can be considered as sufficient to meet the demands of modern commerce. The provision of a comprehensive education, which enables men to cope with the rapidly changing environment of today, is therefore essential.

Lawyers without education in mathematics, economics, and

and practitioners of medicine and the like, the growth of

the legislature has made it essential to have a large body of experts, a knowledge of which is essential to modern commerce.

Sciences, such as technical education and administration,
terminals, signaling, freight-house methods, equipment, methods of accounting, relations of the railways to the public, methods of railway financing, the foreign markets and steamship transportation, railway rates, the labor question, the liability of employers, the legal position of railways, the relations of the state to railway activities. Many of these topics have already formed a part of the teaching in our universities, and it is now apparent that all of them can be acquired whenever competent instructors can be found rather than to rely on the system of acquiring them by the time-wasting method of "hard-knocks", after entering the railway service.

Moreover the best advisers in the teaching of applied science are now at one in urging the good effect on later and higher growth of men in technical professions of a broad and liberal culture. To some, however, this is denied by lack of time and means. The problem, therefore, of successfully training men for railway service is to provide a scheme by which persons of varying qualifications can obtain help, each according to his own station. There is no use in offering an education which is out of reach of those only who are likely to need it. While retaining the ultimate purpose of a broad training, and also making it possible for those to get it who can afford to get it, it is only common sense to arrange at present a practical scheme by which the humblest applicant, whether within or without the railway service, can find
that which will help him to improve his condition by extending his knowledge. We are confronted with the fact that youth from the country school, the town grammar school, the city high school, or even the college graduate must be considered.

The lines of a curriculum suited to such diverse needs is not, after all, any more difficult to arrange and administer than in other professional work. Only it should be remembered that those who have this work in charge will have much to learn by experience in adapting their work to needs. The course of study may be laid down, like work on gymnasium apparatus, according to the advancement of the student, to be taken in order and as fast as he is qualified to take advanced work. For the grammar school youth, work can be given in telegraphy, mechanical drawing, English, station agents' work, and such other courses in mathematics, chemistry, physics and the like as he can take up. Such work would admit him to the service at a living salary; but such a student will have it rubbed into him that he is inadequately prepared to rise in the system with so slight a preparation, and that, as soon as he can, he must return to the Railway College and continue his course. There is thus, no reason why an ambitious boy should not piece by piece acquire the education leading
The time of a student's college is too valuable to be wasted. If a student is to succeed in college, he must be prepared to work hard and study. The time spent in college is a precious one, and it is important to make the most of it. The student must be aware that the work he does in college will have a significant impact on his future. The choice of courses and the manner of study are important factors in determining a student's success. The student must be prepared to take advantage of the opportunities available to him. For the student to succeed, he must be willing to work hard and study. The student must be prepared to face the challenges of college and to take advantage of the opportunities available to him. If a student is to succeed, he must be prepared to take advantage of the opportunities available to him.
directly to a railway career and yet obtain exactly as much mental grasp and culture as the ordinary college student. It only remains to set up the teaching machinery to carry out such a plan.

I. The means to this end are to be found in five ways:

a) The evening classes of the University College now held in the Studebaker Building.

b) Day classes at the same place in any subjects of the curriculum.

c) Correspondence work for those who cannot attend day or evening classes in subjects capable of being taught by correspondence.

d) The advanced work in economics and finance at the University. (60th Street.)

e) The engineering and technical schools soon to be placed on the Midway.

II. In connection with these departments, working together to a common end, each contributing its part to a selected curriculum, there can easily be set in operation the following necessary auxiliaries:

a) A railway laboratory for exhibiting and testing appliances, and teaching by object lessons. This can be placed on cheap land in the suburbs within easy reach.

b) A railway museum, historical and applied, near the classes in the city.

c) In connection with the School of Engineering, a place for the Railway Exhibit of the Field Columbian Museum, soon to be offered us.

d) A library thoroughly provided with every kind of literature on railways, reports, foreign railway documents, etc.
The ability to achieve and not appear excitable is much

mentally, physically, and temporarily as the ordinary college student. It

only remains to set up the scientific mechanism to carry out much

very.

The reason to this may be to be found in the way:

The evening classes of the University College

now held in the Strangeways Building,

Do assistance at the same place in any subject

of the curriculum.

(b) Correspondence work for those who cannot attend

give or receive classes in suitable capacities of

years or make a correspondence course.

(f) Evening work in economics and finance at

the University (off streets).

(e) The engineering and technical schools soon to

be opened on the Midway.

II. In connection with these departments, working together:

In so common and each contributing the part to a new

feels contributors, there can really be set in operation

the following necessary precautions:

(a) A laboratory for the cultivation and storage

of supplies and not only in the year within

each section.

(b) A laboratory for the cultivation and storage of

the necessary in the city.

(c) In connection with the School of Horticulture, a

place for the Haworth Museum, with the idea of

opening soon for all interested.

(d) An improvement in the manner of certifying

continue on this same, report to some

accomplished, etc.
Practical Plan for 1905 - 6.

To provide instruction, the means under I already in existence are a), b), c), and d). To make a definite plan, carrying on the work of 1904 - 5, for the year beginning July 1st, 1905, the following subjects in the curriculum can be offered, provided the budget attached later is voted:

A. Station Agents' School.

Admission Requirements: The candidates must pass examinations in English, writing, arithmetic, geography, algebra and plane geometry. Deficiencies may be made up in three months after entrance, if conditioned in algebra and geometry.

If the student can attend day classes (I.b.) he must in the first year take:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Railway Conditions</td>
<td>1 major</td>
</tr>
<tr>
<td>Telegraphy</td>
<td>3 majors</td>
</tr>
<tr>
<td>Mechanical Drawing</td>
<td>1 major</td>
</tr>
<tr>
<td>Station Agents' Forms</td>
<td>3 majors</td>
</tr>
<tr>
<td>English</td>
<td>1 major</td>
</tr>
</tbody>
</table>

If in attendance on evening classes, the same work must be taken, but it will require a longer time to finish.
Presented plan for 1965-6.

To provide information, to make a tentative plan and other features of the school year.

In the fall of 1965, the following changes in the curriculum can be made:

-去掉“practicing for budget & staff”

Section Attendance:

Admission Requirements:

Examination in English, Arithmetic, Geography, etc. Any other examination may be made.

Each class must be able to attend all classes (I-J) to meet the following:

In the first year, E:
- Textbook, Correspondence
- Telephone
- Geometric Drawing
- Textbook, Grammar
- Section, Attendance Notes
- Handwriting

In attendance no evening classes, the same work must be taken, but it will require a longer time to finish.
In the second year, the student must take:

- Commercial Geography (1 major)
- Telegraphy and Station Agents forms (3 majors)
- Trigonometry (1 major)
- Surveying (1 major)
- Passenger Service (1 major)
- Freight Service (1 major)
- Railway Law (1 minor)
- Railway Rates (1 minor)
- Physics (1 major)

The student who has successfully passed the examinations in this course of two years will receive a certificate. It can be safely said that possessors of this certificate can be placed in positions on the railways with a comfortable salary at once. While good students, after two years' work can be fitted to earn a fair living, they are advised to carry their railway studies further.
In the second year, the student must take:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Semester 1</th>
<th>Semester 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Geography</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Telegraphy and Electrician</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Forensics</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Speech</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Business Service</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>English Literature</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Physical Education</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

The student must pass successfully these five courses in the second year to receive a certificate. It can be safely said that possession of this certificate can be placed in position on the list of those with a comparable record of achievement. After two years' work, one can be fitted to earn a first class degree.
Regular Course.

Admission Requirements: The work usually done in high schools, or that generally required for admission to college, will be accepted, and on the same terms as that for the College of Commerce and Administration.

Those who have passed in the Station Agents’ Course can be admitted on completing the additional requirements for admission, (which can be done by correspondence, or in the University College day classes), and the railway courses will be credited to their advanced standing.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>History (1 and 2)</td>
<td>1</td>
</tr>
<tr>
<td>History (3a and 3b)</td>
<td>1</td>
</tr>
<tr>
<td>Latin (1 and 2)</td>
<td>2</td>
</tr>
<tr>
<td>Latin (3, 4, and 5)</td>
<td>2</td>
</tr>
<tr>
<td>French (1, 2, and 3)</td>
<td>3</td>
</tr>
<tr>
<td>German (1, 2, and 3), or</td>
<td></td>
</tr>
<tr>
<td>French and German</td>
<td></td>
</tr>
<tr>
<td>English</td>
<td>2</td>
</tr>
<tr>
<td>Mathematics (1a, 1b, and 2)</td>
<td>2½</td>
</tr>
<tr>
<td>Mathematics (3)</td>
<td>½</td>
</tr>
<tr>
<td>Physics</td>
<td>1</td>
</tr>
</tbody>
</table>

Remarks.—1. By a unit is meant a subject pursued in a course of study comprising not less than 150 hours of prepared work.
2. A detailed statement of the particular work required in the various subjects above outlined will be found in the Annual Register, and in the Circular of Information: The Colleges, which may be obtained by addressing the University of Chicago.
3. The numbers in the parentheses correspond to those used in the detailed description of admission subjects in the Annual Register.
4. The prescribed units are printed in bold-faced type.
5. The subjects in Roman type may be pursued in the University, provided an equivalent amount of work in other subjects is presented for admission (see the Annual Register).
6. In case the student presents only 2 units of Latin for admission, 3 Majors of college Latin will be accepted in place of the other 2 units.
The work of the Senior College consists of eighteen Majors. On entering this College, the student will consult, with the advice and consent of the Dean, one of four groups into which the work is divided. These groups are (a) Banking, (b) Transportation, (c) Trade and Industry, (d) Journalism. Students who intend to enter the Law School may select a fifth group, (e) Pre-Legal.

The courses offered in each of the groups are as follows:

(a) Banking:
- Economic History
- Law of Contracts
- Modern Business Methods
- Accounting
- Modern Industries
- Tariffs

(b) Transportation:
- Equity

(c) Trade and Industry—Recommended:
- Economics
- Labor and Capital
- Economics of Workingmen
- Trade-Unionism
- The Industrial Revolution
Required Courses.

For those thus qualified, the following prescribed courses are offered in the regular Railway Course:

1. Railway Conditions (1 mj.) (Dewsnup)
2. Railway Geography (1 mj.) (Dewsnup)
3. Railway Development in the United States (1 mj.) (Hill)
4. Freight Service (1 mj.) (Dewsnup)
5. Passenger Service (1 mj.) (Dewsnup)
6. Railway Law (1 mj.) (Lawyer)
7. Railway Rates (1 mj.) (Hill)
8. Commercial Geography (1 mj.) (Goode)
9. Political Economy (2 mjs) (Cummings)
10. Railway Terminals (1 mj.)
11. Signalling and Train Service (1 mj.)
12. Track Conditions (1 mj.)
13. Motive Power Equipment (1 mj.)
14. Car Equipment (1 mj.)
15. Mechanical Drawing (1 mj.)
16. Accounting (1 mj.)
17. Auditing (adv.) (1 mj.)
18. Statistics (1 mj.)
19. Commercial Law (1 mj.)
20. Economics of Railway Location (1 mj.)
Reddiw College

For those who currently have the following prerequisites:

* Mathematics
* English
* Science
* Social Science
* Computer Science

The following courses are offered in the regular Reddiw College:

1. History
2. Geography
3. Development
4. Business Administration
5. Education
6. Law
7. Economics
8. Political Science
9. International Relations
10. Engineering and Technology
11. Computer Science
12. Mechanical Engineering
13. Accountancy
14. Architecture
15. Agriculture
16. Business Administration
17. Economics
18. Law
Electives.

The remaining work of the course can be completed by electing 15 majors from the following courses:

6. Modern Industries
12. Modern Business Methods
45. Trusts
50. Money
26. Agriculture
41. Labor and Capital
43. Economics of Working-Men
22. Taxation
44. Socialism
52. Banking
46. Trade Unions
48. Legal Status of Labor
24. Financial History of United States
23. Tariffs and Reciprocity
61. Regulation of Railway Rates
63. Industrial Achievements of the State in Europe.
64. American Competition

All of these courses are now offered at the University. It may also seem desirable, as experiences increases, to add more mathematics, science, history and literature to the work of the regular course after admission.
The remaining work of the course can be completed by completing the following exercises:

- Modern Inheritance
- Modern Plantation Methods
- Tenant
- Native Money
- Retention
- Land and Capital
- Economics of Farming-Plan
- Taxation
- Socialism
- Banking
- Trade Union
- Restatement of Exports
- Inheritance History of United States
- Tenure and Reapportionment
- Regulation of Railway Rates
- Inheritance Adoptions of the State in Europe
- American Competition

All of these exercises are now offered at the University. It may also seem reasonable as experience increases for more systematic selection, analysis, history, and interpretation of the work of the United States.
Electives.

The remaining work of the course can be completed by electing 15 majors from the following courses:

6. Modern Industries
12. Modern Business Methods
45. Trusts
50. Money
26. Agriculture
41. Labor and Capital
43. Economics of Working-Men
22. Taxation
44. Socialism
52. Banking
46. Trade Unions
48. Legal Status of Labor
24. Financial History of United States
23. Tariffs and Reciprocity
61. Regulation of Railway Rates
63. Industrial Achievements of the State in Europe.
64. American Competition

All of these courses are now offered at the University. It may also seem desirable, as experiences increase, to add more mathematics, science, history and literature to the work of the regular course after admission.
The remaining work of the course can be completed
in sections 12 sections from the following course:

5. Modern Inheritance
15. Modern Business Methods
15. Trust
15. Money
20. Arbitration
20. Credit and Capital
40. Economics of Working-Men
40. Taxation
40. Socialism
60. Banking
60. Trade Union
60. Rent and Value of Land
80. Philosophy of United States
80. Ethics and Morals
80. Regulation of Money Rates
80. International Agreements of the United States
60. American Competition
60. American Cosmopolitanism

All of the above courses are new offerings of the University.

If we can make generalities as experienced instructors to
and more meaningful science, history, and finance to
the work of the regular course after examination.
Teaching Fellows.

The success of the scheme must largely depend on obtaining competent instructors. Much of the material of the courses can be collected by persons favored with privileges granted only to railway men. Moreover, the men who can teach must be trained in the technique of these courses. For this work, as proved by the experience of the past year, we have competent instruction, but the demands will soon exceed the powers of our present force. Therefore, a practical provision requires that at once two special travelling fellowships should be established with a stipend of $600, each per annum, to be assigned to picked men who will take up special topics for investigation with the intention of getting preparation for teaching. One might be assigned to Freight and Passenger Service and Terminals, the other to Track Signalling and Train Service and Locomotive and Car Equipment. The railways would afford the holders of the fellowships special facilities for carrying on their investigations. At the termination of the fellowships, the incumbents would be appointed to instructorships in the department.

10.
The success of the scheme must depend on the
obtaining competent instructors. Know of the material
of the Committee of Education by parsons know, with
practiced breeding only for Catholic men. Moreover, the
men who can teach must be trained in the preparation of
these courses. For this work as Branning, or the exercise
of the best men, we have competent instructors,
but the Germans all soon exceed the bounds of our place.

Therefore, a grant to fund a training within the
amount of £100 each per annum
be established. With a stipend of £800, each per annum,
to be awarded to those men who will take the special
preparation for instruction with the intention of undertaking
the post for the society. One might be satisfied to
prepare any necessary Service and Training, the other
to their selection and Training Service and Recognition of
the Office. The Peters was giving the honor
of the Peters and special recognition for services on
their innovation. At the termination of the
process, the incumbent would be supported to undertake
activities in the department.
Publications.

In the past year, the various technical experts now engaged in the service of the railways centering in Chicago have given lectures before the evening classes. So effective have these been that requests have been made for their publication. A response to such demands ought to be made, not only for the sake of those who cannot attend the classes, but also because their publication will provide material, not now in existence, for better teaching.

Apart from this material of a professional kind, it has been thought advisable to provide the means to meet the expenses of lecturers competent to give effective exposition before popular audiences of economic and political questions touching the railways. The antagonism to railways is often due to ignorance of the real issues which arise from time to time.
In the past year, the various technical experts have engaged in the revision of the latest developments in Chinese law. Given the extent of these changes, the committee has been asked to make a comprehensive report. A response to your communication, "We refer to your communication, not only for the sake of those who cannot attend the assembly, but also because your report on action with positive matériel, not new in existence, for better teaching."

Don't how this material to a propagandist kind.
It is true you should emphasize the need for the means to meet the experience of victims' complaint to give the victim compensation. The moment these conditions are met, the next step is to answer to ignorance of the past lesson which arises from time to time.
Budget.

To carry out the plan as described above, in the year 1905-6, the following sums must be provided:

Station Agents' School, First Year, including salaries, etc., $5,000.

The Evening Classes for railway employees, as last year, including salaries, rent, etc., 5,000.

Courses in Mechanical Drawing and Commercial Geography, 500.

Stipend for two teaching fellows, 1,600.

Publishing in book form lectures by experts, given before classes, $1,000.

Bureau of Lectures on railway subjects to public, 2,000. 3,000.

Stenographer to office of School 400.

$15,500.
Budget

To carry out the plan as given in the space in the
year 1908-9, the following sums must be raised:

6,000

St. John Aman's School, First Year,

Income Account,

The printing expenses for letters etc.
The expenses as first year, including
entertainments, rent, etc.

5,000

Conference in Mechanical Drawing and

Commercial Geography.

500

$1,600

Stipends for two graduate students,

Participating in book form lectures at

expenditure given before classes, $1,000.

$3,000

3,000

$2,000

$2,000

$500

400

Reunions and office of School

15
Feb. 6th, 1901.

Mr. A. S. Hanson,

General Passenger Agent

Illinois Central Railroad Company, Chicago.

My dear Sir:

I desire to place before you the relationship of the University to southern students, and to ask your consideration of a plan looking toward the cooperation of your company with the University in this matter. For several years there has been a marked increase of attendance from the southern states. Last summer the University had among its students over six hundred men and women from southern states. A fair proportion of these came from territory contiguous to the Illinois Central railroad, and a good deal of this increase was due to the visit of my secretary to New Orleans two years ago, for which transportation was kindly furnished by your company. It is my desire to visit the colleges and some of the larger schools along the line of your road, starting about the eighth or ninth of March. I have been asked to give one of the addresses in connection with
the inauguration of the new president at Tulane University at New Orleans.

The budget of the University shows that for every person who studies in the University during one year there is an expense to the University of $150 to $200 in addition to the fees that student pays. The University, therefore, only increases its expenses in increasing the number of students. With the railroad companies it is otherwise; every student who comes to the University comes and goes, and the railroad receives additional profit. I am writing, therefore, to ask whether, under these circumstances and in view of the actual business element involved, your company would be willing to furnish the University transportation for myself on this particular occasion, and for representatives of the University now and then who desire to visit the South for the purpose of bringing the University into touch with the southern students, thereby encouraging them to come to Chicago for advanced study.

I may add that the president of the Northwestern railroad, Mr. Hughitt, has indicated his interest in
the work of the University and his recognition of the point I have just made by furnishing the University, for the President, with an annual pass over all the Northwestern lines. I may also add that President Ripley, of the Santa Fe system and the president of the Chicago, Milwaukee & St. Paul road have recognized the points suggested and have been very liberal with the University, in assisting us in matters of transportation for the purpose indicated.

I think that in this statement I have laid the facts before you, and shall be glad if you will give them your kind consideration.

I remain

Yours very truly,

W. R. Harper
the work of the University and the reception of
the point I have just made of transforming the University
after the new arrangement with so many new changes
will be considered further. I wish also to say that
Prefects Rights of the Senate to receive and the
Prefects of the University. Influences of the Senate
have been considering the bodies under the
and have been
very pleased with the University. In connection
with the Anschauungen for the purpose of
selection of representatives for the purpose of
I think that in this statement I have left
the facts there; you and anybody else who will
vote from your kind consideration,

Yours very truly,

W. R. Harper
March 4th, 1901.

Mr. A. S. Hanson,

General Passenger Agent, Illinois Central R. R.,

Chicago.

My dear Sir:

In accordance with your kind request of recent date, I am writing to say that I desire to leave Chicago Thursday or Friday afternoon. I cannot yet determine which train I shall take. I shall be gone ten days. I shall have with me another officer of the University, for whom, if it is possible, I should be glad to have you give transportation. He is to assist me in the work we have to do with the colleges. I should be glad to have the privilege of stopping at two or three places, but cannot determine whether I shall stop going or coming from New Orleans.

I appreciate the indefiniteness of this request; yet it is literally impossible for me to make more definite plans. Thanking you for your courtesy in the matter, I remain

Very truly yours,

W. R. Harper
Mr. A. S. Heaney

General Passenger Agent
Illinois Central R. R.

Chicago

My dear Sir:

In accordance with your kind request

I have been unable to get there in time to

see General Chisholm at lunch hour on Saturday. I

cannot yet determine whether I shall 

be able to go then. I shall have with me a copy of

an article in the Saturday Evening Post. If it

is possible, I should be glad to have you give it

to the President. He is to meet me in the work we

have to go with the collectors. I am sure he will be glad to have

the privilege of skimming it over or send you a copy.

I cannot determine whether I shall stop long.

I am looking forward to seeing you.

I understand the importance of time

and regret to be interfere important for me to

make more definite plans. Thinking you for your

concern in the meeting, I remain

Very truly yours,

[Signature]
24th Oct., 1904.

The President,

My dear Mr. Harper:

I have been having some further conference with President Dewsnup regarding the organization at University College of courses dealing with railway conditions, administration, practice and in general with the economics of railway transportation, and I should like to feel that you are fully cognizant of our doings and plans.

It has seemed to us desirable at the outset, in order to indicate possible developments in the future, to plan out in considerable detail a course of study extending over a period of four or five years, without committing the University to any definite policy in the future, except to this extent:-- that should the interest manifested in the work at this time seem to warrant, the University will provide for carrying it on by offering courses as the demand for them develops, in the expectation that the railway men of the city will cooperate in the undertaking.

My understanding is that Mr. Dewsnup has an appointment covering the balance of the Fall Quarter, and that we are authorized to offer under his name definitely two courses of six two-hour lecture periods each, the equivalent altogether of one Minor, or twenty-four hours; and understand that there is no agreement with Mr. Dewsnup extending beyond this Quarter, but that some subsequent engagement may be entered into with him which will enable him to continue work at University College. Our scheme of courses is therefore planned with this possible continuance in mind. Nevertheless, it will comprise our regular courses, which might be continued in event of Mr. Dewsnup's withdrawal.

In that event we should expect to go on as we had begun, and develop the work with our regular staff. We have one course in Railways running at the present time (the only one offered this Quarter), and the introductory course in Political Economy, which would naturally form one of any general scheme. In any event we shall be in position to offer a splendid group of courses for the Winter Quarter, and in subsequent years.

The especial value of Mr. Dewsnup's work lies in its concrete and practical character. His courses ought to serve as feeders for more advanced
Dear Mr. President:

I have received your letter dated [Date], and I am writing to confirm my receipt of the enclosed [document/attachment].

Please let me know if you require any further information or if there are any actions that need to be taken.

Sincerely,

[Your Name]
work, which he himself in cooperation with Prof. Meyer and Prof. Hill may offer. We should then be working in accordance with what seems to us the correct principle of action, namely, to begin with the concrete practical courses and to work out from the practice to the theory.

Our method at the University is the reverse of this, students being expected to get the elements and general principles first, and to work out eventually from that to a consideration of concrete conditions and practice. For example, we expect our students to take several majors of elementary Economics before they enter a course especially devoted to railway conditions. This is probably the natural logical method for our regular students here at the University,—first to consider general principles and theories and then their practical application,—but I am convinced that the logical method of dealing with men who are each day occupied with the practical affairs of railway operation is to build upon their personal experience,—to take up the matter, as Mr. Dewsnup proposes to do, from their point of view, and to lead them up from the details of their daily occupation to a consideration of general principles and the larger questions of railway control, inter-relationship, financing, management and social service, etc.

It would be our object to carry on a few of the ablest men to a point where they might assume positions of highest responsibility.

We think that the railways can be interested, and in fact, as you know, they have very generally evinced great interest in the undertaking. Mr. MacClintock, Mr. Dewsnup and myself feel that with this general scheme of courses in hand, some definite appeal might be made to the railway men, and we hope that the matter will seem to you of sufficient consequence to warrant your taking it up personally with a few of the more influential men in the city,—as you have. I think, intimated in your letters that you might be willing to do.

In the meantime, during the next two or three weeks Mr. Dewsnup will be conferring with such railway officials as have expressed interest in the work, regarding the nature of courses which it is best to offer, getting such suggestions from them as he can, and modifying his scheme of courses accordingly. In this way we shall hope to insure their active interest and support, and prepare the way for further development and patronage.

Our whole problem would seem to be to demonstrate to some half-dozen men down town that we can help their employees, and more especially...
help the railways themselves, by making their whole working force more efficient, and that we can train experts for every branch of railway service.

While I appreciate the necessity for working along cautiously, it would seem to me unwise not to indicate in our initial programme possible developments in the future, and our present intention of continuing and developing the work. I believe that our present success will largely depend upon our ability to show what can be done in the future. The condition of getting the financial or other support of the Railway men would seem to be the preparation of a fairly comprehensive programme.

I hope all this is in full accordance with your wishes and plans. During the present week we shall be preparing the announcement of Mr. Dewsnup’s work, and shall of course wish to modify our plans in accordance with any suggestions you may make.

Very truly yours,
ERRATUM

BECAUSE THE ORIGINAL COPY OF THIS LETTER WAS
MAILED IN ERROR TO THE ADDRESS ABOVE. AND THE
CORRECT ADDRESS IS

SANTA CLARA UNIVERSITY
4130 COWELL ROAD
SANTA CLARA, CALIFORNIA 95054

Sincerely,

[Signature]

[Note: The handwritten note at the bottom of the page is not legible.]
My dear Mr. Dewey:

Your letter of December 23rd was duly received. I have just returned to the city this morning. As my secretary has indicated to you, there has been no meeting of the Board and there will not be a meeting until the third Tuesday of January. Nothing can be regarded as final until that time. I will recommend to the Board that you be appointed to a professorial lectureship at a salary of $3,000 per year. I understood in a conversation with Mr. Laughlin that the tenure will be such that while no special time will be indicated, and the tenure therefore indefinite, it is of such a nature that notice of six or twelve months will end the engagement, and this because the classes fall off or because we find it impossible to continue among the lines that have been indicated.

It is further understood that your work is to be closely related to that of the Department of Political Economy—indeed a part of that work, and that consequently the courses and policy will be subject to the general
In your last letter of December 26th

I received your letter and have had the opportunity to read it. I appreciate your interest and the efforts you have made to assist me in this matter. I regret that I cannot assist you in finding a position, but I have forwarded your name to Mr. Lewis for consideration. I trust that the same will be much appreciated.

The information you have provided will be kept on file for your future needs. I will keep you informed of any developments that may arise.

It is further understood that your work is to be continued as before, and any changes that may occur will be indicated in future communications.

Yours truly,

[Signature]
approval of the head of the Department of Political Economy. It is quite important that you work in close consultation with the members of the department.

Hoping that this will be entirely satisfactory, and assuring you that we look forward with great satisfaction to the work that is before us, I remain

Yours very truly,
It is quite important that you work to close coordination with the members of the department.

Hoping that this will be entirely satisfactory,

and assuring you that we look forward with great satisfaction to the work that is before us, I remain,

Yours very truly,
The President:

My dear Mr. Harper:

As your statement of yesterday afternoon that the full professorial title will be attached to the appointment you offer, as soon as a favorable opportunity presents, and that the appointment will not be placed on a limited tenure basis, has materially altered the situation from my point of view.

In view of the above, I have pleasure in accepting the proposition. I should be glad to have your consent to the substitution of the word ‘Director’ for ‘Curator’ in the proposed title, if not entirely opposed to the custom of the University.

In conversation with Mr. Haughlin, he agreed with the idea that the salary of $3,000 per annum should be regarded as covering the teaching and organizing duties connected with the Railway Transportation Courses and the Museum of Commerce. So that, with the growth of the courses, should my active participation in the teaching work of centers outside of Chicago and in that of correspondence courses be required, the remuneration for such will be additional and will be a matter for arrangement according as the questions arise in practical shape. Of course, none of this extra urban work should be undertaken except upon a basis that will not involve the University in a deficit.

If the above meets with your approval, will you kindly write me at once to that effect, addressing me at Lamoni, Iowa. I will then take immediate action with my present trustees.

I am attending to the Advisory Committee and advertising
[Handwritten text on the page]
there are some details bearing upon the formation of your budget for the R.R. courses, which I will call to your attention in a subsequent letter.

kindly excuse this hasty letter written under difficulties.

very sincerely yours,

Ernest Rutson Dewanup
CHICAGO

Dear [Recipient's Name],

I was very glad to receive your letter and to learn of the progress your company is making. It is heartening to see a company so dedicated to its goals and so committed to excellence.

I must say, however, that I am concerned about the recent developments in your industry. The price of raw materials has been rising steadily, and this is putting a strain on your profit margins. I do not believe this is sustainable in the long term.

I am also aware of the recent lawsuits filed against your company. I cannot overstate the importance of maintaining high standards of integrity and professionalism in all dealings. It is essential for the continued success and reputation of your organization.

I would like to suggest a meeting to discuss these issues in more detail. I believe it is crucial for us to work together to ensure the long-term success of your company.

Sincerely,

[Your Name]

[Your Position]

[Company Name]
President W.R. Harper:  

My dear Mr. Harper:

I have pleasure in reporting to you briefly the progress being made in connection with the work in railway transportation. My duties commenced with my arrival in Chicago on October 20th, but, according to prior arrangement, letters had been sent out to selected railroad officials, providing the ground for a personal interview.

Yours of November 1st has been received. I have had conversations, some of them prolonged, with Mr. W.E. Law, (Chairman of the Rock Island; Mr. Stone (President), Mr. W.J. Riley (President and Operating General Manager) of the Union Pacific System; Mr. Daluge (General Manager) of the S.S. (Traffic Manager) of the Burlington; Mr. Marston (Traffic Manager) of the Illinois Northern; Mr. Lyford (Vice-President and General Manager) of the Pullman Company. For this week, I have made arrangements to meet leading officials of the C.M. & St.P., the C. & A., Pennsylvania West of Pittsburgh, B. & O., Chicago & Western Indiana, Chicago & Eastern Illinois, the Gould Lines, Lake Shore and M.S., Big Four, Chicago Terminal Transfer R.R. Co., and anticipate being able to meet also with the C.N. & W., Illinois Central, and C.B. & Q. (President Harris.) At this time of the year railroad officials are extremely busy with annual inspections and so forth, and this renders the arrangement of interviews difficult within the short time at our disposal previous to the date of the first meeting of the classes on November 16th.

From the results of my work so far, I am able to state that the officials seem to express their belief in the desirability of such courses as have been suggested, and have promised their cordial support and personal influence in the direction of encouraging their men to attend. For instance, Mr. Jansen of the
Mr. Herbert Hewson,

203 Michigan Avenue, University College, Chicago.

My dear Sir:

Your letter of November 4th has been received.

I am very much interested in the report which you have sent me. I have talked it over with Mr. Gumpert and Mr. Torrey. I think we have great reason for encouragement. I hope that you will keep right on with the work.

Yours very truly,

[Signature]
President W.R. Harper:  

Chicago Nov. 1, 1904.

My dear Mr. Harper:

I have pleasure in reporting to you briefly the progress being made in connection with the work in railway transportation. My duties commenced with my arrival in Chicago, Tuesday morning, October 25th, but, according to prior arrangement, letters had been sent out the previous day to selected railroad officials, preparing the ground for a personal interview.

I have had consultations, some of them prolonged, with Mr. W.B. Jansen (Assistant to the President) of the Rock Island; Mr. Stubbs (Traffic Director) and Mr. Kruttschnitt (Director of Operation and Maintenance) of the Union Pacific Systems; Mr. Delano (General Manager) and Mr. H. S. Eustis (Passenger Traffic Manager) of the Burlington; Mr. Montgomery (Vice-President and General Manager) of the Illinois Northern; Mr. Lyford (Vice-President) of the Chicago and Eastern Illinois; Mr. Lincoln (President) and Mr. Robertson (Chief Accountant) of the Pullman Company. For this week, I have made arrangements to meet leading officials of the C.M.&St.P., the C.&A., Pennsylvania West of Pittsburgh, B.&O., Chicago & Western Indiana, Chicago & Eastern Illinois, the Gould lines, Lake Shore and M.S., Big Four, Chicago Terminal Transfer R.R. Co., and anticipate being able to meet also with the C.N.&W., Illinois Central, and C.B.&Q. (President Harris.) At this time of the year railroad officials are extremely busy with annual inspections and so forth, and this renders the arrangement of interviews difficult within the short time at our disposal previous to the date of the first meeting of the classes on November 15th.

From the results of my work so far, I am able to state that the officials seem express their belief in the desirability of such courses as have been suggested, and have promised their cordial support and personal influence in the direction of encouraging their men to attend. For instance, Mr. Jansen of the
To whom it may concern:

I have pleasure in reporting to you that the installation of the new equipment is progressing satisfactorily. The technicians are working diligently to ensure that all systems are operational by the specified date. We anticipate minimal downtime during the transition period.

I would like to express my appreciation to the entire team for their dedication and hard work. Their expertise and professionalism are crucial to the successful completion of this project.

Please let me know if you have any questions or if there is anything I can do to assist further.

Yours sincerely,

[Signature]

[Name]

[Company]

[Address]
Santa Fe asked for 500 of the new announcements, the distribution of which he himself would supervise, stating also that he would see the heads of departments personally to impress upon them the importance of "getting close to the men" in this matter. Similar expressions came from the others and similar promises of assistance in emphasizing upon employees the importance of the work. A couple of sentences from Mr. Kruttsnicht's remarks may be interesting to you:

"When the work is successfully established, I do not say 'if' but 'when' for there can be no question as to the success of such work, I shall take the matter up with the Universities of California and Leland Stanford (we must have 25,000 employees in that country) with a view to their developing a similar department. If our head quarters were in Chicago, you would have the presence of hundreds of our men at such classes."

The Pullman Company seems not to be a likely field for our work. I saw President Lincoln and the Chief Accountant, Mr. Robertson, and they were both of the opinion that the work would be very valuable to the railroad men, but added that the Pullman Company did not look upon itself as a transportation company, and that consequently, courses in railway transport would appeal to very few of their staff. However, they would be glad to influence some of their most promising men to attend, as a matter of general training, and a promise was given to distribute a few announcements.

But in general, present indications are all in favor of the successful establishment of the courses. There is hardly any doubt but that we shall have the sympathy and practical help of all the railroads having interests in Chicago. I have prepared a special announce-
CHICAGO

Sence I'm asking for 500 of the new announcements.  

the administration of which was made by the National Bureau of Standards, to be delivered by the end of the year. A recent announcement of the bureau indicates that the discovery of new elements is now in progress, and that some of these will be reported to the Scientific American for publication.  

The announcement of the new elements is expected to excite great interest among chemists and physicists.  

As for myself, I have been working on a new discovery in the field of biology. My researches have been directed towards the study of the structure of the cell, and I am confident that I have made a significant contribution to the understanding of this fundamental unit of life.  

I am currently working on a paper that will be submitted to a major scientific journal. I believe that my findings will have a profound impact on the field of biology and will open up new avenues for research.  

I would like to thank the National Bureau of Standards for their support and for providing me with the necessary resources to conduct my research.  

Sincerely,

[Signature]
ment which is likely to be out of the Press Wednesday, and will be immediately distributed.

In a few days I hope to be able to report further to you. In the meantime, the work is being pushed as rapidly as possible. Believe me to be

Very sincerely yours,

[Signature]

Ernest B. [Last Name]
CHICAGO

[Handwritten text]

Very sincerely yours,

[Signature]
January 6, 1905

The expense of transportation for teachers from such a distance (and if you will call me personally what in your opinion would be the teachers make up the bulk of our summer quarter students) is relatively small. It would be the best method of presenting it as also the best manner to Illinois Central Railroad, to detour a great many who would profit from it. Approaching to the subject, I shall be very much obliged. For our work. The Chicago, Illinois, or the occurs to me is this: Could we not secure a reduction in the regular fare, possibly a one and one-third rate for the round trip? As you know the attendance at our summer session is already large, but I am sure that with such reduction in the through my Secretary, Mr. Chandler, that the Illinois Central Railroad expense of getting here, the attendance would be greatly increased. This has decided to appropriate Five Hundred Dollars for the course for railway increase would be desirable from the point of view of the University, employees which we are introducing in the University College. We appre- but it would also be advantageous to the railroads. If by a round trip caniate very much the courteous co-operation and assistance of the railroads and hope that the instruction rendered possible by their attitude towards railroads concerned would gain not a little, will redound to their benefit. In addition I want to thank you warmly.

Do you not think that the plan is feasible? I understand that a for your very kindly expression of good will. I shall hope to arrange reduction of this kind is granted to Chautauqua assemblies. Why should it for an appointment with you very soon, and look forward with the greatest not be granted to us in view of the number of persons involved? The danger pleasure to association with you in this new work.

I have at once another problem which I want to lay before you for ever, could guard against the use of reduced rate tickets by any except your council. You see we begin to use our friends very quickly. The bona fide students by charging the full rate for the trip to Chicago and problem is this: last summer 237 men and women came to our summer school, requiring as a condition to obtaining a fractional rate for the return, Many of these lived long distances away: something like eighty, for the presentation of a certificate signed by a designated officer at the instance, in the state of Georgia, more than a hundred in Texas, and vary- University that the bearer was a duly registered student. By this and ing numbers in the states farther this way, Tennessee, Kentucky, and Ohio, other simple devices, it is likely that the possibility of abuse of the as well as states went, Missouri, Kansas, and Nebraska. You can see that privilege could be almost entirely eliminated.
Mr. William Smith

Illinois Central Railroad
Chicago, Illinois

My dear Sir:

I am pleased to thank you for the information conveyed to me

through my Secretary, Mr. G. Churchill, that the Illinois Central Railroad

has decided to appropriate five hundred dollars for the purpose of having

employed in the University of Chicago the services of a

instructor who will perform the functions of professor and service to the state.

I am greatly pleased to know that the institution is receiving benefits by your

services and hope that the institution will benefit in the future.

I wish to thank you most sincerely for your very kind expression of good will. I am very pleased with the gesture

for your appointment with your very soon. I look forward with the greatest

pleasure to acquaintance with you in the new work.

I save at once another proposition which I want to lay before you for

your consideration. You see we beg to see our friends very directly. The

proposition is this: That summer 1933 we may come to our summer school

for many of these girls, those that are especially certain of the

interest of the state of Georgia, more than a hundred to the state of

Kentucky, Tennessee, and Ohio, and in addition to the state of New York, Massachusetts, Kentucky, and Maine.

You can see that
the expense of transportation for teachers from such a distance (and
if you will tell me candidly what in your opinion would be the
teachers make up the bulk of our summer quarter students) is relatively
attitude of the Illinois Central toward a proposition of this kind and
heavy. It makes attendance difficult for a large proportion of those who
suggest what would be the best method of presenting it as also the best
manage to come here and it absolutely deters a great many who would profit
line of approach to other railroads, I shall be very much obliged. Per-
by our work. The question which therefore occurs to me is this: Could we
hope you will be willing to talk this over with me when we meet. Again
not secure a reduction in the regular fares, possibly a one and one-third
thinking you for your kindly expressions of personal interest, and assur-
rate for the round trip? As you know the attendance at our summer
session is already large, but I am sure that with such reduction in the
your very truly,
expense of getting here, the attendance would be greatly increased. This
increase would be desirable from the point of view of the University,
but it would also be advantageous to the railroads. If by a round trip
of one and one-third fares the number of students could be doubled, the
railroads concerned would gain not a little.

Do you not think that the plan is feasible? I understand that a
reduction of this kind is granted to Chautauqua Assemblies. Why could it
not be granted to us in view of the number of persons involved? The danger
of fraud will probably present itself as a difficulty. A railroad, how-
ever, could guard against the use of reduced rate tickets by any except
bona fide students by charging the full rate for the trip to Chicago and
requiring as a condition to obtaining a fractional rate for the return,
the presentation of a certificate signed by a designated officer at the
University that the bearer was a duly registered student. By this and
other simple devices, it is likely that the possibility of abuse of the
privilege could be almost entirely eliminated.
sense of the attachment and commitment to an institution. A few years ago, I was an undergraduate student at the University of California, Los Angeles. I wrote a paper on the history of the university and its impact on my life. The paper was well-received, and I was invited to present it to the university's history club. I was thrilled to be able to share my experiences with a larger audience. The experience was incredibly rewarding, and I felt a strong sense of pride and accomplishment. I realized that my attachment to the university was not just a temporary feeling, but a lifelong one.

I was fortunate to have had mentors who encouraged me to pursue my interests and helped me develop the skills necessary to succeed. The university provided me with a supportive community, and I felt a strong sense of belonging. I was able to form lasting friendships and build a network of connections that would be valuable throughout my career.

I am grateful for the opportunity to have been a part of the university community and to have been able to contribute to its success. I hope that my experiences will inspire others to pursue their dreams and to give back to their communities. The university has given me so much, and I feel a strong sense of responsibility to ensure that others have the same opportunities that I enjoyed.
If you will tell me candidly what in your opinion would be the attitude of the Illinois Central toward a proposition of this kind, and suggest what would be the best method of presenting it as also the best line of approach to other railroads, I shall be very much obliged. Perhaps you will be willing to talk this over with me when we meet. Again thanking you for your kindly expressions of personal interest, and assuring you that I reciprocate them warmly, I remain,

Yours very truly,

H. P. Chandler
Secretary to the President