January 31, 1921.

President Judson,
The University of Chicago.

My dear Chief:

The following is a digest of replies from heads, or acting heads, of departments to my questions about courses in the Graduate School other than those conducted on the plan of four class-room hours per week.

In cases in which some amplification of the facts may be fair to the departments, I have appended the original statement.

...afër pullina it follow praps together, made it foggyn, longer digest.

Sincerely,

Albin M. Russell.

AWS:Y
Dean.

Mr. bedding has not answered to questions, although he responded already. I remember that he would do so at once.
ON SEMINARS

The first register published by the University was dated 1893-94. On page 7, clause 20 contains the following: "The Major calls for eight to ten hours of classroom work or its equivalent each week; the Minor for four to five hours of classroom work or its equivalent each week. A Major continuing through 12 weeks is called a Double Major; a Minor continuing through 12 weeks is a Double Minor."

The regulations of the University published in 1903 contain these statements, (page 6, section 13, clause 4): "The Head of a Department edits the departmental journal, conducts the departmental seminar, etc."

Article VIII, Section 24, on page 33, reads: "The Seminar is sharply distinguished from the ordinary class exercises. The method of instruction is that of individual investigation or immediate preparation for investigation by the student. (a) The number of members of a Seminar is relatively small. (b) Seminars are given only by competent and responsible scholars. Special permission of the President is obtained in every case when a Seminar is offered by an instructor below the rank of Professor unless said instructor is acting Head of a Department."

It is evident from reference to the University Register that from the beginning the facts varied in many ways from the above descriptions. For instance, in the Register for 1893-94, seminars are announced as follows:

**Philosophy:** Seminar in English Philosophy, Associate Professor Tufts, 5M, Autumn, Winter, and First Term of Spring Quarters. Seminar in the Philosophy of Kant, 2DM, Autumn, and Winter Quarters, Associate Professor Tufts. Seminar in the Philosophy of Hegel, Throughout the year, 3DM, Head Professor Dewey. Seminar, Introduction to Contemporary Metaphysical Thought, DM, Autumn Quarter, Head Professor Dewey. Seminar, Methods of Psychological Observation, DM, Summer Quarter,
The program is designed to provide the student with a comprehensive education in the field of philosophy. It is divided into three main sections: the introductory, intermediate, and advanced courses. The introductory courses cover the basics of philosophy, including logic, ethics, and metaphysics. The intermediate courses delve deeper into specific areas of philosophy, such as epistemology, aesthetics, and political philosophy. The advanced courses are designed for graduate students and focus on research and specialization in a particular area of philosophy.

The program is flexible and allows students to tailor their coursework to their specific interests. Students are encouraged to participate in discussions, debates, and seminars to develop their critical thinking and analytical skills. The program also includes opportunities for students to engage in research and to present their findings at conferences and workshops.

In order to complete the program, students must successfully complete a thesis or a comprehensive examination. The thesis is a significant piece of original research that contributes to the field of philosophy. The examination assesses students' understanding of the core concepts and their ability to apply them in new contexts.

The program is open to students with a strong background in philosophy or related fields. Applicants are evaluated based on their academic achievements, writing ability, and potential for advanced study. The program is known for its rigorous curriculum and its commitment to fostering a community of scholars dedicated to the pursuit of knowledge.
Head Professor Dewey.


**Political Science.** Seminar in Politics. "This course is intended for advanced students, and is devoted to research in special topics." Head Professor Judson. No time mentioned.

**Sociology.** Seminar in Sanitary Science, 3DM, 2 hours a week, Autumn, Winter, and Spring Quarters, Assistant Professor Talbot. Seminar, Organizations for Promoting Social Welfare, 3DM, 2 hours a week, Associate Professor Henderson. Seminar, The Psychology, Ethics, and Sociology of Socialism, 3DM, 2 hours a week, Autumn, Winter, and Spring Quarters, Head Professor Small.

**Semitic Languages and Literatures.** Semitic Seminar 1, 3DM, Autumn, Winter, and Spring Quarters, Head Professor Harper. Semitic Seminar 2, by same in alternate years. 2 courses entitled "Seminar" were offered for a single quarter each by Associate Professor Price.

**Biblical and Patristic Greek.** No course entitled "Seminar".

**Sanskrit and Indo-European Comparative Philology.** (Associate Professor Buck the only instructor) Seminar, apparently one meeting a week for the year.

**Greek Language and Literature.** 4 seminar courses offered in different years, one of them 3DM, another 3DM "2 or 4 hours a week", a third 2DM, the fourth "Teachers' Course", M, 2 or 4 hours a week, First Term, Summer Quarter.

**Latin Language and Literature.** Professors Abbott, Chandler, and Hale, each offer a seminar scheduled as 3DM, Autumn, Winter, and Spring Quarters.

**Romance.** Head of Department absent, no seminar offered.

**Germanics.** No seminar.

**English.** No seminar.

Abbreviating the appended reports, at the present time in the Philosophy
Department Mr. Moore conducts a seminar 2 hours a week throughout the year; Mr. Tufts applies the term "seminar" to a course in Ethics meeting 2 hours per week. Generally one quarter of the year Mr. Mead schedules a seminar meeting 2 hours per week during a single quarter.

In Psychology, so-called seminars have been discontinued. There are now 3 so-called research courses which do not meet as classes.

In Education there are no seminars schedules, but course 83 "is a minor required of Masters in the first half of the summer. It meets 2 or 3 times a week... 163 comes every quarter and consists in personal conferences with research students."

Political Economy,-- one course announced as a seminar for a single quarter.

Political Science,--"One seminar 2 hours per week intended to cover 3 quarters, but under different officers".

History,-- 3 seminars in the Autumn quarter, one by Professor Terry, one by Professor McLaughlin, one in the Spring by Professor Jernegan. In the summer Professor Dodd usually gives a seminar meeting about 3 hours per week for a term.

Sociology,-- one seminar meeting 2 hours a week throughout the year conducted by Mr. Small.

Household Administration,-- Term "Seminar" is not used. The Department offers each quarter a course under the title "Special Research" to provide for an occasional student needing individual oversight.

Comparative Religion. -- No Seminar.

Oriental Language. -- 9 graduate courses announced as seminars or research courses and occupying only a single quarter.
department in the three departments a seminar is given a week in
the three departments in the fall semester, and the same
weeks generally are devoted to the same filial activities in
the three departments. These two are in

in the pedagogical, as-college seminars have been orthodox.

as a college research center which is not meant as an

in the research center is in the seminar conducted in the same
place to be given a course, each course in parallel courses with

seminar mentioned as a seminar for a single

course.

courses.

courses.

courses.

courses.

the department.

department is not the same, the department.

department is not the same, the department.

department is not the same, the department.
Comparative Philology.-- One seminar in Comparative Philology, and one in Vedic Philology, neither offered oftener than one quarter in the year.

Greek.-- No courses offered except on the 4-classroom-hour plan. Mr. Shorey's seminar has always met 4 hours per week throughout the year.

Latin.-- One seminar. It meets throughout the year 2 hours a week, sometimes with a third and even a fourth hour added.

Romance.-- The number of seminars not precisely stated. The term is applied to a course which extends through a single quarter only.

English.-- No courses less than 4 hours a week.

The Germanic Department has not replied. In the University Circular for April, 1920, page 207, course 241 is entitled "Pro-seminar": Introduction to Methods of Research in German Literature. It is not offered in 1920-21. On page 208 under the head "Seminars", 26 courses are scheduled to be given by 4 different members of the staff, some of these for a single quarter, some for 2 quarters. In no case is it specified that the course continues through 3 quarters. Of these courses, 19 are marked "Not given in 1920-21."
Commercial Philosophy

The purpose of commerce is to serve the needs of society. It is through commerce that we are able to exchange goods and services, thereby fulfilling the needs of individuals and society as a whole.

In a competitive market, businesses must continuously improve their products and services to stay ahead of the competition. This requires a constant flow of innovation and research.

In this document, we will explore the role of commerce in shaping our society, and the challenges it faces in the modern world.

Chapter 1: Introduction

In this chapter, we will examine the history of commerce and its evolution over time. We will also discuss the impact of technology on commerce.

Chapter 2: Market Analysis

In this chapter, we will focus on the analysis of market trends and consumer behavior. We will discuss how businesses can use market research to make informed decisions.

Chapter 3: Competitive Strategy

In this chapter, we will explore the strategies businesses can use to gain a competitive advantage in the market. We will discuss various tactics such as pricing, distribution, and promotion.

Chapter 4: Ethics in Commerce

In this chapter, we will examine the ethical considerations facing businesses in modern commerce. We will discuss issues such as sustainability, social responsibility, and fair trade.

Chapter 5: Conclusion

In this chapter, we will summarize the key points discussed throughout the document and provide some final thoughts on the role of commerce in society.

Appendices

Appendix A: Glossary

Appendix B: Case Studies

Appendix C: Further Reading
Philosophy Answered by Mr. Mead.

1. Mr. Moore counts a seminar in Metaphysics or Logic meeting two hours a week through the year as one-half of his work. Mr. Tafts usually conducts a seminar in Ethics one or two quarters in the year, meeting two hours per week, generally one. During such quarters he gives in addition one course meeting five times a week. Mr. Mead has given at times a seminar in Social Consciousness meeting two hours per week during one quarter of the year. During that quarter he offers also one course meeting four hours per week.

2. In each of the above cases the courses are scheduled for single quarters.

For replies to the other questions, see Mr. Mead's statement, which follows.
II

Psychology      Answered by Mr. Judd

See Mr. Judd's statement appended.

It should be added that besides the courses scheduled, Professor Carr gives Experimental Psychology, which meets on an average of approximately 6 hours per week, including laboratory.

III

Education       Answered by Mr. Judd

See Mr. Judd's statement appended.
My dear Dr. Small:

Replying to your inquiry of December twenty about research courses, I beg leave to report as follows:

**Psychology:**

The term seminar was in years past used in the department from time to time for an advanced course in systematic psychology. This use is discontinued.

There are three majors numbered respectively, Psychology 40, 41, and 42, and called Research Courses which do not meet as classes. They are given by Associate Professor Carr and count as courses on his program. They come in the autumn, winter and spring quarters and consist in personal conferences with advanced graduate students who are working on laboratory problems.

**Education:**

Education 182 and 83 are the only courses given in this department not in regular form. They are called "Research Problems in Education".

83 is a minor required of masters in the first half of the summer. It meets two or three times a week. It is my method of holding conferences with the fifteen or twenty candidates.

183 comes every quarter and consists in personal conferences with research students.

Neither 83 or 183 is counted in my regular quota of courses.

Very sincerely yours,

Charles H. Judd.

Dr. Albion W. Small,
Faculty Exchange.
IV

Political Economy Answered by Mr. Marshall.

Copy of Mr. Marshall's letter follows.

December 27, 1920

Dean Albion W. Small
Faculty Exchange

My dear Mr. Small:

This is the reply to your questionnaire concerning graduate courses in Political Economy:

1. The Department conducts two courses which do not meet four classroom hours per week, one devoted to gathering material for secondary school purposes and open accordingly to a very small group, the other open to our most advanced graduate students who are making special studies under our professors, taking up one industry at a time. This device is being used as a means of correlating previous instruction.

2. These courses are scheduled for a single quarter.

3. One course is announced as a Seminar, the other is called The High School Curriculum.

4. We use only the expression "Seminar" of the ones you have mentioned.

5. There are no members of the Department occupied less than eight hours per week in teaching.

Yours very sincerely,

(Signed)

LGM: N

L. C. Marshall
... One seminar two hours per week intended to cover three quarters but under different officers. No other title is used. No member of the staff except the President teaching less than eight hours per week.
Dear Dean Small:

In answer to your inquiry of December 20:

1. In the Autumn quarter we have for some time offered three seminars. One of these given by Professor Terry is given in addition to two four-hour courses offered by him. Next autumn we shall probably offer two seminars -- one by Terry, the other by McLaughlin. Professor Jernegan gives one in the Spring -- making probably 3 in all that quarter.

In the summer, practice differs. Professor Dodd commonly gives a seminar, meeting about three hours per week for a term.

2. Generally for one quarter; but, with the exception of my own seminar which is offered only for one quarter, the students are commonly, I think, likely to take seminar work continuously through the year under one instructor.

3. In the "Circular" under the general title "Seminars".

4. We have no special title except "seminar". The distinction between the seminar and the so-called lecture course is not always very sharp, because the lectures are generally very informal, much time is spent in discussion, the students study and prepare papers on assigned topics, and considerable attention is given to problems of research and methods.

5. We do not use the designations "pro-seminar" or "research course" in any published document -- at least not as a title.

6. Professor Dodd commonly gives two majors -- a seminar and a four-hour lecture course. Professor Jernegan is to give a seminar in the spring and will then have 6 hours of class-room work. Reasons are the attention required for advanced work.

(Signed)

A. C. McLaughlin

January 3, 1929.
Dear Dean Carter:

In response to your inquiry of December 9:

1. If the term "professor" were to be used for someone who teaches a course, it should be employed only when that person has the authority and responsibility to conduct the course.

2. In the context you presented, "professor" refers to someone who is engaged in teaching and scholarship. It is not a title that can be freely assigned without professional standing.

3. We have no policy that assigns "professor" to anyone who teaches a course. Our term is "instructor" for temporary teaching positions and "lecturer" for short-term appointments.

4. It is not our practice to assign the title of "associate professor" to someone who does not meet the criteria established by the university.

5. We do not have a "professorial" title. Our academic titles are based on faculty rank and are determined by the university's criteria.

Sincerely,

[Signature]
Sociology Answered by Mr. Small

Since 1892 Mr. Small has conducted a seminar meeting 2 hours a week throughout the year, and has given a graduate course meeting four hours per week, a total of 6 hours.

Dr. Henderson offered regularly two courses of four hours each, and a seminar meeting 2 hours per week throughout the year. No one has continued Dr. Henderson's seminar work since his death, and no other member of the staff is teaching less than 6 hours per week.

We use simply the designations, Major, Minor, and Seminar. Besides these we use the term "research course" to indicate work done by individual students under the supervision of an instructor, but not counted as a substitute for any other portion of that instructor's work.
The department offers each quarter a course under the title "Special Research" to provide for an occasional student needing individual oversight. The members of the department do not count this in their 6-hours-weekly quota.
The importance of this book cannot be overestimated. The
benefits it offers to learners and academic institutions
are significant. The materials are organized in a way
that caters to different learning styles.
Comparative Religions  Answered by Mr. Haydon

No courses other than those meeting 4 hours each per week.
The one member of the department teaches 6 hours per week. He has announced his course for the present quarter as a research course. It meets twice a week, each session two hours.
La commune affine son propre budget et paie ses dettes.

Les fractions de la population manquent de moyens pour vivre. Elle est

announce que la commune va la provenance à la solution à cette

Il manque des ressources naturelles pour nourrir.
Oriental Languages Answered by Mr. Breasted

Mr. Breasted's statement appended.
Dear Dr. Small:

In answer to the questions in your note of yesterday, I can make the following report:

1. Professor Moore carries a Seminar in Metaphysics or Logic through the year this representing one half of his work. The Seminar occupies two hours a week apart from the time required for preparation and conference with students. Professor Tufts conducts usually a Seminar in Ethics one or two quarters in the year, generally one. I have at times given a Seminar in Social Consciousness during one quarter in the year. Research work is scheduled to enable advanced students to pursue work generally in preparation for their theses, under conference with and report to some one of the instructors in the department.

2. These courses are scheduled for single quarters.

4. Seminar work is open to students capable of pursuing research under direction of the instructor and involves reports from the students of their work before the seminar. The instructors work represents independent and advanced study and presentation of a more intensive type than that which is presented in lecture work. The seminar is supposed to take the students out of the field of reception through lectures, into that of independent thought under the criticism of the instructor and the other members of the seminar.

5. The designations used are those of "seminar" and "research courses".

6. Members of the dept. have regarded preparation for a seminar as taking as much time as that required for preparation for a lecture course, and have therefore considered that a seminar counted for as much as a four hour lecture course. At times a instructor who was giving a seminar has also carried two lecture courses beside, but with the understanding from the dept. that he was carrying an extra course.

Very sincerely yours,

[Signature]
Dean A. W. Small,

The University.

My dear Dean Small:

With reference to your letter of December 20th inquiring about graduate courses in the Department of Oriental Languages, I would reply as follows: (The numbers refer to your questions.)

1. The Department announces nine graduate courses as seminars or Research courses which have not always been conducted on the plan of four class hours per week. The Department also offers three courses called "1/4 and 1/2 Mjs."

2. These courses are scheduled for a single quarter.

3. As stated under No. 1, these courses are announced as seminar or research courses.

4. There is very little distinction between a seminar and a research course; the distinction would lie chiefly in the fact that a seminar offers more instruction and a relatively larger body of facts offered by the instructor than a research course. In the latter the hours of instruction are devoted to inspection of research work done and the mapping out of the future course of the research. Our experience has been that the instructor is usually able in two hours to inspect and lay out more work than a student can possibly accomplish in a week. This is especially true in ancient cuneiform and Egyptian documents.

The "1/4 and 1/2 majors" do not differ in type of work from ordinary major courses. "1/4 and 1/2 majors" are regularly offered in addition to two four-hour courses per week.
5. I believe this question is answered in the above replies.

6. The specialists teaching in the Dep't of Oriental Languages are called upon to cover the language, history, art, archaeology, and literature of each of a considerable group of civilizations; whereas in Greek or in Latin, the history is carried by the history department, the art by the art department. Furthermore, as we frequently have students representing three different stages of advancement in the language courses, and those three stages must all be covered by one instructor, the burden of work is correspondingly increased. This is due to the fact that we must offer beginning courses in the Oriental languages, whereas in the classical languages such beginning courses are included in high school and college work. The result is that for many years the majority of the Department have been giving three four-hour courses a week. Sprengling and Luckenbill practically always give three four-hour courses each quarter, and J. M. P. Smith usually does so. Price is no longer giving three courses a quarter as frequently as formerly, but normally does not teach less than eight hours a week. Breasted has never offered a two-hour course until the Autumn Quarter, 1920 just past. He formerly carried three courses for many years, as the younger men in the Department are now doing.

With reference to the reasons for less than eight-hours per week in teaching, it will be seen that the history of the Department is such that the question hardly applies to it. In so far as it has been done, which is very rarely indeed, it would be found, I have no doubt, that each instructor's total of teaching hours for the whole year would average eight or more hours per week.
Dear [Name],

I am writing to express my concern for the current state of the environment. As a member of the Pacific Ring of Fire, I am aware of the potential risks and threats that our region faces. The lack of international cooperation in addressing these issues is concerning. It is imperative that we work together to find solutions and take action before it is too late.

I urge you to consider the importance of this matter and take the necessary steps to address it. Your voice and actions can make a significant difference in protecting our planet.

Sincerely,

[Your Name]
In providing a programme for groups of students of several stages of advancement, it has sometimes, though rarely, been necessary to give such students a heavy load with one instructor and a lighter load with another; and there would therefore have been no profit in the latter instructor's offering a second four-hour course; while at the same time a group of advanced men may have required a research course or a seminar in which the usual guidance and instruction, if continued for more than two hours per week would have resulted in going through the original materials at a far faster rate than the students could possibly maintain.

To summarize in conclusion, it will be seen that in the Department of Oriental Languages the wide scope of our subjects, covering the whole range of culture in a large group of ancient civilizations, including beginning, elementary and advanced courses in seven different languages, has more often necessitated the maintenance of three major courses per quarter by each instructor than otherwise.

Trusting that this presentation of the desired facts may meet your needs, I am

Very sincerely yours,

[Signature]
It should be added that besides the Vedic Seminar which meets two hours a week Mr. Clark gives two 4-hour a week courses. Besides the seminar in Comparative Philology which meets two hours a week Mr. Buck gives one 4-hour a week course.
My dear Colleague:

At the request of the President I am submitting to each of the departments the following questions. Will you kindly answer for your department?

1. What graduate courses does the department offer which are not conducted on the plan of four classroom hours per week?

2. Are these courses scheduled for a single quarter or for some other period?

3. Under what title are the courses announced?

4. How do you distinguish the type of work in the courses referred to by the several titles?

5. In particular, do you use the designation, "seminar", "pro-seminar", "research course", etc.?

6. Are members of the department occupied less than eight hours per week in teaching? If so, for what reasons?

Sincerely,

[Signature]

Dean,

AWS:Y
Greek

Answered by Mr. Shorey

No courses offered except on the 4-classroom-hours-per-week plan.

Mr. Shorey's seminar has always met 4 hours a week throughout the year, making 6 hours per week for his schedule. No members of the department teach less than 6 hours per week.
Green:

The committee observes that the green is an important area for relaxation and outdoor activities. It is surrounded by greenery and provides a peaceful setting for walks and picnics. The committee appreciates the area and encourages its use as a recreational space.

Department heads were given a tour of the area.

Green:

The committee observes that the green is an important area for relaxation and outdoor activities. It is surrounded by greenery and provides a peaceful setting for walks and picnics. The committee appreciates the area and encourages its use as a recreational space.

Department heads were given a tour of the area.
Latin
Answered by Mr. Laing

Mr. Laing’s statement appended.
January 7, 1921.

Dear Dean Small:

In reply to your letter of December 20, I beg to state:

1. The only graduate course offered by the Latin Department which is not conducted on the four hour plan is the Seminar. Two hours a week, though sometimes a third and even a fourth hour is added.
2. The Seminar always continues through three successive quarters.
3. Seminar
4 & 5. The Seminar differs from ordinary Graduate courses (1) in its more rigid admission requirements (only students whose ability and previous training entitle them to be considered as good material for the doctoral degree are admitted); (2) in the facts that the course is not so much informational as a training in methods of research; that the work of the students consists almost entirely in the investigation of problems assigned by the Director; and that a very large part of the time on the days of meeting is given to the reading by the students of the results of their investigations.

The subject of the Seminar is either one author or some one department of literature (e.g. Roman Oratory, Historiography, Comedy, etc.). The subject is different each year in a cycle of four years.

We do not use the term Pro-seminar. We use the term Research Course. With us it is a four-hour course. As in the Seminar training in investigation is the chief aim, and it differs from the Seminar principally in being almost always limited to one quarter and in a smaller proportion of the class period being given to the presentation and discussion of the results of the students' own work. There is not enough time for this. I find that we are not consistent in our use of the term, for a number of our graduate courses, not specifically designated as Research Courses, are really so.
Dear Mr. Smith:

In reply to your letter of December 30, I am pleased to report that the only statements contained in the letter are correct. I am unable to comment on the rest of the letter.

I would like to express my appreciation for the work of the committee. I feel that they have made significant contributions to the field.

Sincerely,

[Signature]
6. The member of the department who is giving the Seminar in any given year may teach only six hours a week, i.e. two in the Seminar and four in some other course. Very often, however, the Seminar has one or two extra hours a week, and the instructor's hours are seven or eight. Professors Merrill, Prescott, Besson and I rotate in the directorship of the Seminar. Everyone, except the Director of the Seminar for the year, teaches at least eight hours.

Sincerely yours,

[Signature]
Dear Smith,

The member of the department who is in charge of the Berberistium, I have been informed, has agreed to start the project. The member of the department who is in charge of the Berberistium, I have been informed, has agreed to start the project. However, the project is only to be started on a two-week test period. The department, therefore, is in charge of the Berberistium, I have been informed, has agreed to start the project. However, the project is only to be started on a two-week test period.

Yours sincerely,

[Signature]
Romance Answered by Mr. Nitze

1. Reply not numerically definite. It says "seminars in language or literature."
2. "A single quarter".
3. "Seminar in Balzac, Servantes, Old French, etc."
4. "Occasionally when a 2- or 3-hour seminar is given". Our experience, however, is that a 2-hour seminar requires many extra hours of consultation between the instructor and the student."

Mr. Nitze's more complete statement is appended.
Dean Albion W. Small,
Faculty Exchange.

Dear Mr. Small:

I have replied to your inquiry of December 20 on the margin of the enclosed letter. This reply represents the main facts in the case, although those facts would need some elucidation in order to be understood. It has been the practice of our Department, ever since I have been here, which is now over ten years, to offer for our graduate students who are preparing for the doctorate various seminars both in language and in literature of the three Romance Languages which we teach, viz., French, Spanish and Italian. Such seminars are given only by specialists in these fields,—in other words, by the older members of the Department. In order to give a seminar in our Department, a teacher must hold the rank of at least associate professor. We have never given so-called pro-seminars nor so-called "research courses" but we do give, once a year, a Thesis Preparation Course which meets as a class from two to three hours a week, followed by individual meetings between the instructor and the student. This course is always given in the winter quarter and is always taken by all of the students preparing for a Master's or Doctor's degree.

You will see from this that whenever an instructor in the Department gives less than eight hours teaching per week, it is for some good reason. Obviously, it would be impossible, in treating such a subject, for example, as Balzac or Moliere, to arrive at any results worthy of being called results unless considerable time elapsed between the actual meetings of the class, so that the students might be in a position to carry out the plan of research laid down by the instructor. Such seminar courses have always been used by us for the immediate purpose of bringing the student into contact with the material which he is to work out for his higher degree. The Thesis Preparation Course which is then given once a year brings all these different activities together under one head. What distinguishes graduate work from undergraduate work is precisely in our opinion the application of this method. It is, therefore, not a question of how much time we spend in meeting a class but how much work the class actually achieves.

Of course, you are aware of the fact that instructors at other institutions, Columbia, for example, and Harvard, often give only four to six hours a week. I
Dear Mr. Smith,

I am writing to express my interest in the position of Data Analyst at your company. I am currently pursuing a degree in Computer Science and have gained valuable experience through internships and personal projects.

I have always been fascinated by the intersection of technology and business. My coursework and practical experience have equipped me with a strong foundation in data analysis, programming, and problem-solving.

I am particularly interested in your company's commitment to innovation and I believe my skills and experience make me a strong candidate for the role. I am confident that my passion for data analysis and my ability to work effectively in a team setting would allow me to make a significant contribution to your team.

Thank you for considering my application. I look forward to the opportunity to discuss my qualifications further.

Sincerely,

[Your Name]
am referring, of course, to instructors who are working
with bona fide graduate students and I remember distinctly
that at Johns Hopkins Professor Marshall Elliott never gave
more than four hours of instruction a week. I am personally
very much interested in this problem as Committee R, of
the Association of American University Professors, of which
I am chairman, is now gathering statistics on precisely this
point. As a committee, it seems to us very desirable that,
if graduate study in the humanities is to continue in the
United States, the graduate instructor be allowed ample time
to prepare himself for his classes, by not being compelled
to meet them too many times during the week.

Very sincerely yours,

[Signature]

WAN-WP
Am writing of course to inform you who are association of American University Presidents of which I am president of the committee. It seems to me, very interesting to have students and professors of which I am president, member of the committee to the American University Presidents of which I am president. It seems to me, very interesting to have students and professors of which I am president, member of the committee to the American University Presidents of which I am president.
XVI

English Answered by Mr. Manly

1. None

6. No

Mr. Manly's complete statement appended.
December 24, 1920

Dear Mr. Small:

I enclose your questionnaire in regard to research courses of less than four class-room hours per week. As you will see from my replies, the Department of English has not given and is not giving at present any courses of less than four hours. This is not because we do not regard it as desirable that very advanced students engaged in research should be required to attend less than four hours of class-room work, but because all the courses we have thus far given this amount of time has been found necessary for the proper presentation of the subject.

The departments of English, Romance Philology, and Germanic Philology are, however, planning in conjunction with the Department of General Literature an experiment for the summer quarter which we hope will be allowed to proceed, although it involves less than four hours of class-room attendance in certain courses for the students, it does not involve diminution in the work of the instructors. The plan of the experiment is briefly this: Messrs. Nitze, Northrup, Cross, Gould, and I propose to offer in cooperation a lecture course in the Department of General Literature giving through lectures and required readings a general survey of Romances in all countries of Europe in the Middle Ages. In connection with this each of us plans to give an advanced research course meeting two hours a week for special research in the particular fields with which each of us is concerned—that is to say, Celtic, English, French, German, and Italian and Spanish. According to our plan, no student will be allowed to elect the general course who does not also elect one of the special courses, and no student will be allowed to elect one of the special courses who does not at the same time elect the general course. We believe that this plan will work out to the great advantage of both the students and the subject matter, and we are quite sure that it will not result in any relaxation of the standards of work either in quality or in quantity.

Very truly yours,

John W. Marx

Dean Albion Small
Faculty Exchange

JWW:D