Dear Mr. Hudson,

I have your note of Nov. 7. That should make me think of one or two connections with your large plans for the organization of investigations and statistical work. A compliment like this I value highly.

You ask what, "in the way of position, salary, opportunity and academic dignity," would induce me to come to the University.

To be a mere teacher of statistical method and theory does not appeal to me. But leadership in organizing investigations and statistical work "for the University, the city, the state, the west, commercial life and the works of philanthropy and science" could be a more compensation. If there would be a wide interpretation. If there would be a wider interpretation.

With the title of University, I would be a leader university could explain. I am also a leader. This is my opinion.

Yours very truly,

[Signature]
Boston, Mass.,

...
Boston, Mass.,

position subject to order from above. If my ability and experience do not
entitle me to a position among better
qualifications, the place should be opened to others.

Therefore should correspond to the
position. My fixed income is something
over $4,000, and income from regular
occupations. By outside work I have been able to
vary my income which this year will reach a
total of about $2,500. To accept a fixed salary
much less than those I have received would be
a novitiate, especially if there should be little
choice for earning something on the side.

I have never thought about money in my
work, but of course, in contemplating
useful a prolong through it meant yet some
consideration. Friend have of late
advised me giving up all official work
except the Council and devoting myself to
consultation and direction, with headquarters
you would be wise.

Chicago offers too many sceptics on all sides field - it is a large and so little settled. There is more leverage, although the schemes on the whole have not yet taken root. I had hoped of the Soji Foundation which does not seem to realize very fast.

Now I have answered your inquiry at length and, I trust in such a way as you desired. That the matter will get beyond its present stage seems to me unlikely.

I realize fully that this is principally an inquiry on your part, made in our own official capacity. I am grateful to you for having thought so well of me.

If you should have occasion to write again please write above address.

Sincerely yours, John Torr.
Dear Professor C. R. Henderson,

University of Chicago,

Chicago, Illinois.

Dear Prof. Henderson:

I have your kind letter of November 29th. First let me clear up any misunderstanding that may have arisen from my reference to the teaching of statistics. I meant to say that the ordinary class-room method of teaching this subject has little attraction for me. I had in mind the very meagre results from such instruction obtained in most universities today. To set students tasks in graphics and to lecture on the theory and methods of the numerical representation affects is, in the long run, a dismal and on the whole unfruitful occupation. When, however, the teaching is linked to live problems, it takes on a new meaning and becomes a pursuit I should be glad to take up.

What I know about statistics and "social research" has been garnered not so much from books as from practical tasks having a useful end. If I am to teach others I should wish for the greater part to use live material. Theory and statistics I should regard as "Nebensachen". My observation is that book knowledge of this sort does not make a first rate statistician and investigator.
If the University means to set up a statistical laboratory which is to lead in inquiries concerning the multitude of problems affecting the "city, the state, the vast commercial life, the works in philanthropy and reform" (I quote from your former letter), and the object is to teach chiefly by means of such inquiries, then a singularly tempting opportunity is offered which no man in my position could afford to disregard. "Continuous teaching" by such means would be a distinctly new departure in the scholastic world, most worth while, and I might gladly do it.

It has long been my conviction that the universities should lead in social investigations. They have not done so: Hence, to a large extent, the present level of standards in statistical investigations and hence the dependence of universities upon outsiders for information they themselves should have collected and made available. I cannot be mistaken in my belief that the example you apparently wish to set at your university must eventually be followed by most large institutions of learning. As John Graham Brooks has just said to me. The universities must eventually employ teachers who are not essentially bookmen, but who know how to go at social investigations and make them useful.

Pardon this digression, but the matter is one I have at heart, and, regardless of how your plans may affect me personally, it heartens me to find you taking hold of it.

Now for the question whether an arrangement could be worked out inducing me "to come to Chicago at intervals to direct a statistical laboratory", leaving details to be carried out by others.
Prof. C. R. Henderson:

While sufficiently good work may be accomplished under such an arrangement, it might be difficult for me to order my affairs so as to meet the situation. I should be obliged to spend much time at Chicago. This would necessitate giving up my work for the city of Boston which brings me an income of $3000 per annum, and which I could not forego without an equivalent compensation from another source. The proposed arrangement would not necessarily interfere with my peculiar relations to the census office. I should also be able to continue as statistical consultant to the Sage Foundation, as editor of the Quarterly of the American Statistical Association, etc., etc.

It is quite conceivable that the University might be unwilling to offer a compensation for a part of my time enabling me to consider the proposed arrangement. And what about its permanency? I should hardly be justified in relinquishing the certainty of a position here for a mere or less brief service at Chicago. I hope you will not get the impression that I am reaching out for sordid things. The question of earnings has perhaps entered too little into my consideration. But I have arrived at a time of life when careful planning is a necessity.

To cut the matter short, I would answer your question in the affirmative provided the question of compensation and term of service can be satisfactorily arranged.

That I should be able to accomplish more under the arrangement discussed in my former letter goes without saying.
From the Department

The situation here is as follows: We have been asked to prepare a report on the current state of affairs in our department. The report will cover the progress made on various projects, the challenges we face, and our plans for the future. We believe that this report will be a valuable resource for our colleagues and will help us to improve our work.

Regarding the progress of the projects, we can say that the majority of them are on track. However, there are a few projects that are lagging behind due to unforeseen circumstances. We are working on resolving these issues and expect to catch up shortly.

As for the challenges we face, the primary ones are resource constraints and the competition from other departments. We believe that by focusing on our strengths and working collaboratively, we can overcome these challenges.

Finally, we want to outline our plans for the future. We intend to expand our research into new areas and to improve the quality of our output. We also plan to strengthen our collaboration with other departments and to increase our outreach to the broader community.

We hope that this report will be helpful to you in your work. If you have any questions or comments, please do not hesitate to contact us.

Sincerely,

[Your Name]
My position in some respects is unique. It brings me into touch with the affairs of a large city, with federal undertakings of importance, with a large part of the "social research" work going on in different parts of the country, particularly that conducted by the Sage Foundation, and through my relation to the American Statistical Association I am close to the leaders in my profession round about. If I am to associate myself with any university it would be of incalculable importance to keep up such conditions and bring students into touch with them. Take for instance the statistical laboratory material at hand through my census work. As remarked, it may be possible to continue my various activities, except the city work and still direct a statistical laboratory at Chicago.

If, as I have had reason to expect for some time, the Sage Foundation should wish to make a more permanent arrangement with me, the question of compensation would perhaps become somewhat simplified.

This is a too protracted epistle about my own affairs; but I wish you to understand the situation fully. What you ought to have and doubtless at some time will get is a man permanently located at the University as leader in the work under consideration.

One thing more. I have not the pleasure of a personal acquaintance with Miss Abbott. Judging from my correspondence with her, I should think her quite capable of filling the position you mention.

Whatever may be the outcome of this matter it will always be gratifying to remember that you think well enough of my achievements to
wish me for an associate. It is a genuine pleasure to know this. And even if the authorities should pass me by, I would rejoice in seeing your University leading in a work to which I have given some of the best years of my life—a work generally neglected by institutions of learning, and which in the future they must give the prominence due it.

Most sincerely yours,
Department of Commerce and Labor  
BUREAU OF THE CENSUS  
Washington  

Boston, Dec. 7, 1908.

My dear Dr. Henderson,

Your kind note does not call for an answer. It serves to me, however, that you may have further need of information about me. As I view the situation, the question of obtaining such a position as you have outlined must first be decided. Then comes another question—the man. Of course, nothing is farther from my thoughts than to seek a candidacy. But if you need to bolster your own opinion of my qualifications, I know that such men as Prof. Eliot, Cornell D. Wright, Prof. Milleday of Cornell, Prof. de Sitter of the Mass. Inst. of Technology, Prof. Tommaseo of Yale, Prof. Seager of Columbia, the Dean of the Census, J. D. Brook, and many others I could name, would speak frankly. The men mentioned knew my work especially well.

I am glad you have "reason for hope." The more I consider, the more I see an opportunity grows. If you

Sincerely yours,

Julian Kohn
The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER
Office of the President

Mr. John Koren,
64 Pemberton Square,
Boston, Mass.
February 23, 1909

My dear Mr. Koren:-

Dr. Henderson has written you of the possibilities in the matter of statistics. I had hoped to be able to do something tangible in that line at an early date. As it turned out, however, we are not able to do anything large at present. As Dr. Henderson suggested to you, it would be possible to make a beginning of statistical work by asking you to become Professorial Lecturer on Statistics in the University. The compensation, of course, as he suggested, is only nominal - $500. We should expect you to be in residence at some time which might be mutually agreed on, and to give a series of lectures which might be open to students of several departments, and to do anything else in the way of suggestion or direction which might be helpful in developing statistical work. The time of your residence and the number of lectures we will have no trouble in agreeing on in later conference. Of course I am not in a position to know at this time what can be done in the
My dear Mr. Keon:

I have been written you or the post.

I am hoping to be able to go to

some extent, I have been to try to

part in the recent of circumstances.

We are not able to do anything before

coming on. However, we are not able to do anything before

We do not expect you to know it would be possible to make a

of the present. We are not expecting you to become President

The composition of the University.

consider, as we have been to only matters. - 2000.

We are not sure how to do in connection with some. These might be mutually

opening a series of lectures which might be open to advantage

and to several generations and to do anything else in the way of -

of the present. The time of our connection with the number of connections

I am not in a position to know in advance what can go on in the
near future. I only hope that we may be enabled to do what the University ought to do in putting this important work on the right basis.

With sincere regards, I am,

Very truly yours,

H. P. Judson

Mr. John Koren,
64 Pemberton Square,
Boston, Massachusetts.
near future. I only hope that we may be equally disposed to go where the
University seems to go in publishing this important work on the right
point.

With sincere regards I am,

Very truly yours,

H.P. Johnson

H.P. Johnson