My dear President Judson:

Senate bill No. 3 is a bill which provides Federal funds for the promotion of various types of technical education. It attempts to combine some of the agricultural appropriations with appropriations for technical training in other lines. This bill has the hearty support of our people in the department of industrial training in the School of Education. It has been carefully examined by Mr. Leavitt who has been in contact with Senator Page who is Chairman of the Senate Committee in charge of the bill. Senator Page writes to Mr. Leavitt as the result of the conference which they had at Cincinnati as follows:

"I hope you will help me in securing the support of Senator Cullom. I am sorry to say that Senator Lorimer is opposed to the bill, but it is not impossible that he might be made to see matters in a different light if the leading educational minds of your University should approach him."

I beg leave now to raise with you the question whether you would be willing to write a note to Senator Cullom in an effort to secure his support for this bill. Would you prefer that I should take up the matter, or would you care to have a conference with Mr. Leavitt about the details of the bill?

Very truly yours,

J-B
Chicago, December 7, 1911

Chicago, December 8, 1911

Dear Mr. Judd,

Herewith I am returning Mr. Leavitt's copy of Senate bill No. 5. I have no doubt that the plan is a good one if you and Mr. Leavitt approve it. I don't like to endorse bills, however, with which I am not personally familiar. If Mr. Leavitt will send me a copy of the bill with a memorandum indicating the reasons why he is in favor of it I shall be glad to consider the matter.

Very truly yours,

Director C. H. Judd,
The University of Chicago.

[Signature]

Director C. H. Judd,
The University of Chicago.
Dear Mr. Jefferson,

With regret to examine Miss No. 3 I have no complaint.

I trust the plan to keep one in mind will prove beneficial.

Your little to examine Miss No. 3 I thought I might be able to obtain a copy of the file with a

recommendation +further +the +case +is +to +favor +of +Mr. +Smith.

Very truly yours,

[Signature]

Director of Education
The University of Chicago
Dear Mr. Judd:

The bill No. 3 is a bill which provides Federal funds for the promotion of various types of technical education. It attempts to combine some of the agricultural appropriations with appropriations for technical training in other lines. This bill has the hearty support of our people in the department of industrial training in the School of Education. I have been in contact with Senator Page who is Chairman of the Senate Bill No. 3 with regard to agricultural education. I regret to state that I cannot give my endorsement to the measure. The purposes are admirable, and in them I fully concur. I do not at all approve, however, of federal appropriations for such matters. These matters should be left to the states. Whether Congress has power to make appropriations for such purposes may be fairly open to question.

Aside from that, however, I believe the policy to be an essentially wrong one, and that the state should get out of the habit of going to the federal government for subsidies on these and innumerable other confederacies which should be carried by the localities concerned.

With sincere regard, I am,

Very truly yours,

J. B.

Director G. B. Judd,
The University of Chicago.
Dear Sirs,

I am writing to convey to you a matter of great importance. I have been informed that the University of Oxford is facing a significant financial crisis due to unforeseen circumstances. This situation has prompted me to take action to ensure the continued operation of the university.

I have requested that a temporary measure be put in place to offset the financial losses. This measure involves the implementation of a 10% reduction in the salaries of all faculty members. I understand that this may cause inconvenience to the faculty, but I am confident that this measure is necessary to preserve the institution.

I would like to emphasize the importance of this decision and the need for all faculty members to work together to overcome this challenging period. Your cooperation and understanding are greatly appreciated.

I remain committed to the welfare of the university and its students.

Yours sincerely,

[Signature]

Dean, Faculty of [Faculty Name]

The University of Oxford
Dear Sir,

I am sending you a copy of the "Review of Reviews" for March, and respectfully beg to call your attention to the article entitled: "The Next Great Word in the Evolution of Peace".

I believe that the subject is one of importance to all the nations of America, and take the liberty of asking for your opinion, in order to publish it in the Spanish Review, "Hispania", copy of which has also been sent to you. This publication circulates throughout all the Spanish-speaking nations of America.

Hoping that you will grant this request,

I beg to remain,

Yours faithfully,

[Signature]

The President,
University of Chicago,
Chicago, Ill., U.S.A.
Dear Sirs,

I am sending you a copy of the "Report of Review" for the article "The Next Great War". This report is prepared for your information and discussion.

I hope that these reports will be of interest to you and that you will find them helpful in carrying out the work of our joint association with the British government.

I am confident that you will agree with my conviction.

I am looking forward to hearing from you.

Yours sincerely,

[Signature]
Your letter to Mr. Webster,

I take this opportunity to inform you of the result.

I am not quite sure whether you will read my letter or not.

The speculation which he indulges in the possible significance of the tunic's telepathy for psychological purposes has often been entertained, but it has been wholly speculatory. The forensic training of Mr. Smith would have been sufficient.

I am sure that the man would have shown some signs and originality and have been questioned by advocates who would have been able to show him something of what he wishes, if he can arrange his living,

Very truly yours,

J. R. Angell.
May 15, 1912.

Dear Sir:—

I have been invited to discuss before the Economic Club of Indianapolis, the interesting problem of "Government Regulation of Corporations", and will highly appreciate your views:

Should the National Government be empowered and authorized by the people to charter or license a corporation to do an interstate business?

If so how would it benefit the people?

To what extent should the Federal government and the local county or city government give protection and regulation?

How about taxation and how could it be equitably distributed?

Please give me such views as you find consistent with your judgment on the economic and efficiency viewpoint of Federal Government vs State Government and the regulation and power of authorized corporations.

Very truly yours,

[Signature]
Chicago, May 16, 1912

Mr. G. A. Carlisle,
South Bend, Indiana.

I have been invited to discuss before the Club of Indianapolis, the interesting problem of "Government Regulation of Corporations," and will highly appreciate your favor of the 14th inst. is received. It seems to me that it would be an advantage for the national government to be empowered to license corporations to do an interstate business.

The main benefit would lie, it seems to me, in direct Federal control and in the possibility therefore of immediate knowledge for all the states as to the nature and powers of the corporation in question. The Federal government should give protection and regulation from discrimination by various localities, and on the other hand, should regulate so far as may be necessary to secure publicity and fairness in its dealings.

The question of taxation is never an easy one, and yet it seems to me that it would be possible for the subject to be covered by Federal legislation. The great difficulty with control of the operation by states as I look at it is the lack of uniformity.

Very truly yours,

H. P. Judson

H. P. Judson
Dear Sir,

I hope this letter finds you well. I am writing to inform you that we have received a report from our research team indicating a potential issue with the current government's infrastructure. It seems that the recent financial adjustments have led to a decrease in the efficiency of the infrastructure. This, in turn, has affected the overall performance of the government services.

I believe it is necessary to take immediate action to address this situation. We have identified several areas where improvements can be made, and I would like to discuss these with you in more detail.

Please let me know if it would be convenient for us to meet soon to discuss this matter further.

Best regards,

[Signature]

[Name]
Newark, N.J. October 6, 1905.

My dear Sir:-

In his last annual message President Roosevelt called the attention of Congress to the necessity for Federal legislation providing for the regulation and control of insurance companies transacting interstate and international business. In compliance with an increasing demand from insurance policyholders, and others interested in the public welfare, I introduced into the last Congress a bill to this effect, providing that there should be established within the Treasury of Corporations a Division of Insurance, and that such a division be made to be articles of commerce and instrumentalities thereof. The bill was introduced too late to secure final consideration in the last Congress, and for such a bill, the President has been more apparent in the meantime, and I expect to reintroduce the same, together with slight modifications, into the Congress which is to meet in December.

The bill will be introduced to the membership of all American insurance companies, in the firm belief that their present and future interests demand the establishment of a Federal statute regulating insurance transactions between the States, in addition to that of the Superintendent of the District of Columbia, as the result of which the companies may deal with States, from which the companies derive their charters. Furthermore, that by eliminating the amount of needless State supervision the following important benefits are expected to result:

1. An increase in the security of the policyholders.
2. A decrease in the expense rate and the cost of insurance.
3. A decrease in the burden of needless taxation.
4. A decrease in the amount of clerical labor now indispensable to meet the requirements of some fifty States and Territories.
5. The stamping out of fraudulent insurance enterprises.
6. Adequate national protection for American companies transacting business in foreign countries.

Since that far interstate insurance transactions have not been brought within the scope of congressional action, I desire to secure an expression of views from the interests affected by such a measure, and I, therefore, take the liberty of troubling you with a few questions. I would like to have you reply either YES or NO, as the case may be, together with any additional comments of your own which you may wish to make upon the matter.

If entirely convenient, kindly fill in and return to me the enclosed stamped envelope and accept in advance my sincere thanks for your courtesy and co-operation in my effort to secure a comprehensive expression of qualified public opinion upon a matter vitally affecting the welfare of the American people.

I am,

Very truly yours,

Harry F. Judson, LL.D.
University of Chicago,
Chicago, Ill.
Oct. 28th, 1943

Mr. Green:

My dear Mr. Green:

I regret to announce to you the very great surprise and shock the telegram to Secretary of State on this matter and that of your proposed effort. I am not of the opinion that the King of the United Nations, in his national interest, is likely to agree to an understanding which is detrimental to the national interest of the United States. In my opinion, the only solution is for the United States to withdraw from the negotiations. I am unwilling to continue as Secretary of State in these circumstances.

Very truly yours,

H. P. Johnson

[Handwritten note:]

One sentence.
My dear Sir:

In his last annual message President Roosevelt called the attention of Congress to the necessity for Federal legislation providing for the regulation and control of insurance companies transacting interstate and international business. In compliance with an increasing demand from insurance policyholders, and others interested in the public welfare, I introduced into the last Congress a bill to this effect, providing that there should be established within the Bureau of Corporations a Division of Insurance, and that policies of insurance were deemed to be articles of commerce and instrumentalities thereof. The bill was introduced too late to secure final consideration, but the demand for such a measure has become even more apparent in the meantime, and I expect to reintroduce the same, possibly with slight modifications, into the Congress which is to meet in December.

The bill will be introduced on behalf of the policyholders of all American insurance companies, in the firm belief that their present and future interests demand the additional protection of a Federal statute regulating insurance transactions between the States, in addition, of course, to such supervision and regulation as constitutionally belongs to the States from which the companies derive their charters. Furthermore, that by eliminating a considerable amount of needless State supervision the following important benefits are expected to result:

1. An increase in the security of the policyholders.
2. A decrease in the expense rate and the cost of insurance.
3. A decrease in the burden of needless taxation.
4. A decrease in the amount of clerical labor now indispensable to meet the requirements of some fifty States and Territories.
5. The stamping out of fraudulent insurance enterprises.
6. Adequate national protection for American companies transacting business in foreign countries.

Since thus far interstate insurance transactions have not been brought within the scope of congressional action, I desire to secure an expression of views from the interests affected by such a measure, and I, therefore, take the liberty of troubling you with a few questions to which I would like to have you reply either YES or NO, as the case may be, together with any additional comments of your own which you may wish to make upon the matter.

If entirely convenient, kindly fill in and return to me the attached blank in the enclosed stamped envelope and accept in advance my sincere thanks for your courtesy and co-operation in my effort to secure a comprehensive expression of qualified public opinion upon a matter vitally affecting the welfare of the American people.

I am,

Very truly yours,

Harry P. Judson, LL.D.,
University of Chicago,
Chicago, Ill.

John H. Dryden
Dear Doctor Judson:

I want to inquire if you would be interested in the establishment at Chicago of the pioneer research and teaching course chair in the Relations of Body and Mind. This has been my scientific life-interest, and I seek an opportunity larger than Tufts College affords me in this direction.

This chair would at first serve three adequate purposes at least: it would research into the nature of skill and ingenuity as the bases of life-efficiency; it would teach the long-necessary normal medical psychology in the Medical School; and it would strive to lay the rational foundations of practical psycho-therapeutics.

I was "brought up" in the laboratories and departments of W. James Münsterberg, Cattell, Bowditch, and Rame had thirteen years as a successful teacher of physiology at Harvard and at Tufts. I have also taught the relations of mind and body at the Sargent Normal School for six or seven years—in each case large classes of men or women on both. I develop a list of the chief researches and publications, which will speak for itself of my philosophic and scientific status. For academic
is and personal data I refer you to "Who's Who in America" (page 495 in the ed of 1910)

I am in the prime of life and seek a wider field in an university where the outlook is broad and where a man confident of "making good" would be appreciated when he started the development of a promising new line of research and instruction. It would gratify me greatly to hear your attitude to

wards this proposition.

With much respect,

George Van Ness Dearborn

President Harry Pratt Judson,
University of Chicago.

{A.M., Harvard, 1894.
M.D., Columbia, 1893.
Ph.D., Columbia, 1897.
RESEARCH AND PUBLICATIONS.


(Over.)
44. "Medical Imagination", (edtl.) Med. Record, 80, 21.
45. "A Laboratory Course in Physiology Based on Daphnia and Other Animalcules". Biologische Zentralblatt, (Article & Text-Book).
47. "A Contribution to the Physiology of Kinesthesia."
53. "Notes on the Physiology of Abulia".
54. "Suggestions as to the Physiology of Skill."

And in addition, many book-reviews, abstracts, bibliographies, editorials, and articles in encyclopedias.

(1 May, 1912.)
Moto-Sensory Development

Observations on the First Three Years of a Child

By

GEORGE V. N. DEARBORN,
A.M. (Harvard), Ph.D., M.D. (Columbia), Professor of Physiology in the Tufts College Medical and Dental Schools, Boston; of the Relations of Body and Mind in the Sargent Normal School for Physical Education, Cambridge; etc.

Author of

An Inquiry Into the Relation Between the Age of Entry and School Progress

By

W. H. WINCHE, M.A. (CANTAB),
Honorary Treasurer British Psychological Society; Member of the British Association Committee for Mental Measurements; Chairman of the Committee of the Teachers' Guild of Great Britain and Ireland on Psychological Research in Schools; Inspector of Schools for the London County Council, now on leave of absence for purposes of educational research.

When Should a Child Begin School?

Few educational questions have excited more general interest in recent years than that of the age at which children should commence their attendance at school. On the one hand we have the rule-of-three conclusion, felt rather than expressed as an inference, that the more teaching the child gets and the sooner he begins school the more progress he is sure to make. On the other hand we have had a strong feeling, now growing in intensity and range, that attendance in school, particularly in England, begins too early and that there is an educational disadvantage in commencing as soon as the children of Great Britain do. While this investigation by Mr. Winch has special reference to England, where the school life begins at a much earlier period than in either America or Germany, the results set forth by the author are of vital interest to all who have to do with the education of children.

The effect of age of entry is considered from several points of view:

1. Does early entry at school enable the pupil to make more rapid advancement in school standing than entry at a later age? In other words, in a given grade are those pupils who entered school earlier found to constitute the younger portion of the class? Ayres, in his Laggards in Our Schools, has investigated the effect of age of entry upon retardation and elimination, but has not worked out his results with great detail. Mr. Winch has determined grade standings for months of age, and has thus been able to assign a "progress mark" to each pupil. In this way the progress of those entering school early has been directly compared with those entering late.

2. In the same grade some pupils may be doing work of a high degree of efficiency, others work of an inferior quality. To what extent does early entry correlate with high efficiency when tested by examinations? To obtain an answer to this question not only were the regular terminal examination marks tabulated, but in some cases special tests were given, and the pupils were ranked in accordance with the results.

3. How far does early entry depend upon social circumstances? It is frequently stated that the poorer parents, in order to be freed from the necessity of caring for their children, send them to school as soon as the law allows. When we consider children who have entered school early, to what extent are we dealing with a group specially selected by unfavorable social conditions? The present careful study of the subject on school children from widely differing social environments should put an end to many of the wild statements which are often made in this connection.

4. What is the influence of early entry upon the subsequent behavior of pupils and upon their attentiveness to school work? To test this the teacher was asked, without knowledge of the child's previous history, to assign a "conduct mark" to each of her pupils. In some schools an "attention
A Book of Directions compiled with Special Reference to the Experimental Study of School Children in the Laboratory or Classroom

By

GUY MONROSE WHIPPLE, Ph.D.,
Assistant Professor of the Science and Art of Education, Cornell University.

Author of
“A Guide to High-School Observation,” “Questions in General and Educational Psychology,” “Questions in School Hygiene,” etc.

The literature of mental tests has heretofore been scattered in numerous journals, the results obtained by different investigators have not been compared, or have not been comparable, and the methods of procedure have been divergent. Professor Whipple has collated and sifted this literature, and has selected some fifty of the most promising tests. In the treatment of each test a brief sketch of its development is first given, a standard form of apparatus and method of procedure is then prescribed, and the results and conclusions reached by previous investigators are reported. In the introductory sections the purpose of mental tests at large is discussed, general rules for their conduct are laid down, and a clear explanation is provided of the methods of treating data, with special reference to the calculation of measures of central tendency, measures of variability, indexes of correlation, and other statistical constants. The book describes and shows how to conduct a limited number of useful anthropometric tests, gives adequate attention to tests of physical and motor capacity, and deals at greater length with tests of sensory capacity, attention and perception, description and report, association, learning and memory, suggestibility, imagination and invention, and intellectual equipment, and with graded tests for developmental diagnosis.

Fifty-four tests are given, being grouped under ten heads. The group-heads and the tests in each group or chapter are as follows:

1. Anthropometric Tests (Height, standing and sitting; Weight, Diameter of the skull, Girth of the skull).
5. Tests of Description and Report (Description of an object, Fidelity of report: picture test).
7. Tests of Suggestibility (Suggestion by the size-weight illusion, Suggestion by progressive weights, Suggestion by progressive lines, Suggestion of line-lengths by personal influence, Suggestion by illusion of warmth).
10. Serial Graded Tests for Developmental Diagnosis (D’es Santis’ graded series, Binet-Simon graded tests; 1905 series, Binet-Simon graded tests; 1906 series).

Arrangements have been made with C. H. Stoeltlng Company, the well-known makers of psychological instruments, to provide a complete set of the apparatus and material prescribed in the volume. This book will be indispensable to all psychologists, whether in colleges or normal schools, to all persons who are interested in the experimental study of school children, and in general to those who are in any way seeking to investigate mental functions and capacities by the experimental method.
May 22nd, 1912.

My dear President Judson:

Dr. G. V. N. Dearborn whose letter to you I herewith return is a person of somewhat marked peculiarities but not lacking in ability. I should have no particular interest in the special type of 'chair' which he has in mind, although there is no question at all that work of this general character is at present inadequately represented in our medical and pre-medical education and that the near future is certain to see a systematic effort to supply it.

In view of the high probability of a reconstruction of our medical work in the future, I should think that a reply might well be made to Dr. Dearborn expressing our interest in his proposition and our disposition to give it consideration at such future time as we might find ourselves in a position to treat it seriously.

Yours very truly,

JRA/n

Dean.
Dear Sir:-

Your favor of the 19th inst. is received. We are not prepared at present to consider such a suggestion as you make, interesting as it is. Just now our resources are occupied to the utmost.

Wishing you all success, I am,

Very truly yours,

H.P.J. - L.

Mr. George Van K. Dearborn,  
Cambridge, Massachusetts.
Dear Sirs:

Your letter of the 12th Inst. is received. We are not prepared at present to consider any suggestion as you make.

I trust you will conclude the matter in the interest of all.

With best wishes, I am,

Yours faithfully,

[Signature]

Mr. George A. W. Bessemer

CEO and Managing Director
To the President and Members of Congress:

At a Special Meeting of the Chamber of Commerce held in the Hall of the Chamber on Thursday, January 14th, 1915, three hundred members being present, Mr. Irving T. Bush, Chairman of the Special Committee on the American Merchant Marine in the Foreign Trade, presented the report of the Committee in which opposition to the so-called Alexander Ship Purchase Bill, was expressed.

The Chamber by an unanimous vote adopted that part of the report opposing Government ownership and operation of ships, and directed that a statement of this action, and the reasons, therefor, as given by the Chairman, should be transmitted to Congress.

GOVERNMENT OWNERSHIP AND OPERATION OF SHIPS.

[Statement by Irving T. Bush.]

"The members of the Committee would have gone a long way along radical lines, if we felt the passage of the Alexander Bill, and its adoption, would really bring about the results desired. Every available steamship in the world to-day, capable of carrying freight, is in operation. The only vessels which can be brought to our assistance are those interned in neutral ports belonging to belligerent nations. Private capital will be very glad to take them, and finance and operate them, if they can be placed under neutral flags without the opposition of the warring powers. We
do not wish to place the United States Government in the position of being their purchaser, and to impose such responsibility upon it. It is apparent that only by buying new ships will any relief be brought to the present emergency; and it will take at least a year, and probably eighteen months, before any substantial tonnage can be produced in that way.

It is necessary to determine, first, the number of the ships to be built; to prepare the plans and go through the process of advertising for bids, and then constructing them and placing them in service; and if we do this, what can we accomplish with thirty million dollars? The cost of a fair sized freight carrying vessel, to-day, of only moderate speed, built in American yards, would vary from $500,000 to $1,000,000. I am not speaking of vessels capable of being operated on mail and passenger routes, but I am speaking of freight carrying vessels; but if the Government should go into this business it is probable that some of the money would be spent upon vessels capable of carrying mails. Therefore, we could purchase on the expenditure of $30,000,000 somewhere between thirty and sixty ships; and attempt to restore the American Merchant Marine in this way.

England alone has 4,235 ships engaged in foreign trade. Does it seem worth while for a nation of the standing of ours, worthy of the constructive genius that has given us our currency reform and our banking measures, to attempt to re-establish the American Merchant Marine with a fleet of from thirty to sixty ships? It is not big enough to do any substantial good, but it is just large enough to discourage private capital and private courage from coming to the assistance of the merchant marine of this country.

The only other reason which would apparently justify the government in going into the steamship business is that it could be shown to be profitable; but the advocates of the measure, themselves, state that the only reason why the Government may go into the business of building and operating ships, is because private capital cannot make any money by doing so. If, therefore, we cannot bring any substantial measure of relief to the present situation, and if the Government can make no money by going into the business, is it worth while for so little, to do so small a thing, to commit the Government to the policy of reversal of economic standards which would embark it in a very dangerous and uncertain field?

It seems to me, gentlemen, the suggestion is not worthy this great country or worthy the Administration at Washington which has done in the past some big things in a big way.” [Applause.]
Chicago, June 20, 1913

Dear Mr. Angell:

There has been some conference between President Harris and myself as to the possibility of cooperation between Northwestern University and the University of Chicago on extra-mural services which the two institutions may render to Chicago and its vicinity. Whether anything in that line can be done remains to be seen. Meanwhile I am asking a committee of three to meet with a similar committee from Northwestern during the summer, to confer on the subject and see if by fall it is possible to make specific recommendations which may then be taken up. The committee on our part will consist of Mr. Marshall, Chairman, and Messrs. Angell and Tufts.

Very truly yours,

H.P.J. - L.

Dean J. R. Angell,
The University of Chicago.
Dear Sir:—

Under another cover the University Press is sending to you a photograph of the University buildings and grounds. For this photograph a camera was attached to a set of large kites. I believe that you will find it useful in showing the relationship of the campus to the city. Of course it is not now up to date, because it does not contain a picture of Harper Memorial Library.

Sincerely yours,

Secretary to the President

D.A.R. — L.

Dr. Robert Grimshaw,
Ingenieur, Dresden, A 16, Germany.
Dear Sir:

Under separate cover I am forwarding here in confinement to you a photograph of the University of Oxford, and two accompanying letters. I have been sent a set of the works of the University's famous philosopher, A. E. Gombrich, and I believe you will find it interesting in showing the relationship of the academy to the arts. Of course, if ever you do go to Oxford, you must try to get a glimpse of the famous Theatro Lyrical.

Sincerely yours,

Secretary to the President

D.Y.R. - A.

Dr. Walter Gombrich
Frederick Macdonald, A. E. Gombrich
Dear Sir:—

Referring to your letter of Jan. 31, I beg to say that the editor of the *Neitsche Bauzeitung* wished to publish the views which you sent me, but would like a plan of the general lay out of the buildings and grounds with respect to each other and the city, so as to give an impressive picture and show the importance of the equipment. As the Germans are in the habit of considering Chicago as merely an appendage of the stock-yards, I would like some means of convincing them that there are higher interests represented in a worthy manner. Can you let me have the necessary plans?

Very sincerely yours,

[Signature]
Dear Sir:

Referring to your letter of Jan. 20, I beg to say that

the subject of the President's Report will, as far as possible, be

covered by the Report of the General Assembly. The report

will be in the manner and form which seem to me the best for

the purpose, and I am happy to say that I have received the

approval of the Committee of the American Institute of

Architects. As the Committee and in the hope of mutual

understanding, I have the honor to say that I shall aim to

continue the work of the Report and to represent it in a

suitable manner. You can rest assured that the necessary

steps will be taken.

Very sincerely yours,

[Signature]
Chicago, January 31, 1913.

Mr Robert Grimsahw,
Ingénieur
Dresden A 16.
Germany.

Dear Mr Grimsahw,

I am forwarding to you under another cover a book of views of the University of Chicago, the souvenir book of the Harper Memorial Library, a copy of the Annual Report of the President and a copy of the Annual Register. I trust that these will be satisfactory for your purpose. I shall send you also unmounted photographs as soon as I secure some better ones than those at present available. I am returning herewith the letter from Mr Nietzsche of the University of Pennsylvania. If there is any further information you desire I shall be happy to assist you to it.

Sincerely yours

[Signature]

Secretary to the President.

D.M.C.
Secretary, Chicago University,
Chicago.

Dear Sir: --

As an American long resident in Germany and editor of and contributor to technical periodicals over here, I take pleasure in "letting the eagle scream" as often as I can, in the way of publishing descriptions of our best achievements. For instance I have illustrated and described the Penn'a and the New York City terminal stations; the New Public Library and the Fulton Memorial in New York; and have just received the necessary photos and text for an illustrated description of Bacon's Lincoln Memorial, and for some of the buildings of the University of Pennsylvania, as you will see from the enclosed letter [which please return].

I would like to show what the Chicago University has to show in the way of architecture. -- would you kindly send me the necessary text and unmounted photos? The editors prepare the half-tone illustrations at their expense.

Awaiting the favor of your early reply and sendings.

Very sincerely

P.S. I meet your Prof. Müller occasionally at the meetings of the "Allgemeine Sprachverein".

1 letter; 2 cts. stamp.

Professor Robertson,
University of Chicago,
My dear Professor Robertson:

As an alumnus of the University and a former Hitchcock man, I am writing to interest you, either for yourself or for the University, in the "buy-a-bale-of-cotton" project. You know that there are thousands of small farmers of the South who are in debt, with nothing to pay but cotton for which there is practically no market. Those of us who can are buying one bale at ten cents per pound and arranging to hold it off the market till the market reaches that price or more. We are taking care only of "distressed cotton" and need help. In reality I believe it will prove a good investment. If you will buy a bale, either for yourself or for the University, write me at once. I might draw on you, with warehouse receipt attached to draft. The purchase by you will be given special prominence in the newspapers of the state. It will help a good cause and advertise the University in this section. Let me appeal to you to give this little matter attention.

I was in Hitchcock Hall in the summer of 1913 and graduated in June, 1914.

Trusting to hear from you, I am

Yours truly,

H.C. Nixon.
As an alumnus of the University and a former instructor, I am writing to express my interest in the "South-Side-to-Columbia" project. You know that there are thousands of small farmers at the bottom of the scale who are in great need of assistance to help them take better care of their farms, plant better crops, and get a better price for their produce. We see the necessity of giving every farmer the opportunity to grow and raise their crops and to have a sense of belonging to the community where they live. If you will put in a paper written for distribution at the University, write me at once. I will help in any way I can. I have been a frequent contributor to the newspapers of the area, and I will do everything in my power to help promote the University in the summer of 1939 and beyond.

I was in Hopewell last summer and stayed there until June 1939.

Trusting to hear from you, I am

[Signature]
Chicago, October 5, 1914

Dear Mr. Nixon:

I am very much interested in your letter of October 2nd. To-morrow night I shall read it at the Hitchcock House Meeting. Perhaps some of the boys in the house will thereafter communicate with you. At any rate I will inform you as to the effect.

I am sorry to say that I personally am unable at this time to be of any help. Like most of the University community, I was caught in the recent bank failure which has narrowed my ability to be of assistance.

Sincerely yours,

Head of Hitchcock House.

D.A.R.-D.

Mr. H. G. Nixon
Hershelton
Alabama.
Chicago, June 11, 1915

My dear Governor Dunne:

I am informed that Revised Senate Bill 24 on Unemployment, the measure which our late Dr. Charles E. Henderson had so much at heart, has passed the Senate, and that its only chance of consideration in the House is some special action which will secure it precedence. I am sure, of course, of your interest in this humane measure, but knowing the great multiplicity of matters brought to your attention, I am taking the liberty of writing, urging that if anything can properly be done on your part to secure this special consideration you will do whatever you think advisable.

Very truly yours,

H.P.J. - L.

The Governor,
Springfield, Illinois.
April 27, 1915.

Pres. H. P. Judson, A. M.,
University of Chicago, Chicago, Ill.

Dear Sir:

Dr. Charles W. Eliot of Harvard writes: "During my somewhat long, active life I have never seen such a change of public opinion among thoughtful people as has taken place among them within the last ten years on the subject of sex hygiene...." This conception is to many of us at once gratifying and yet not unmixed with anxiety. To break the silence and yet to guard against the opposite evil of indiscreet publicity will prove our wisdom.

I have been wrestling with this problem. Hard questions have arisen, such as: how can we accomplish the ideal i.e. to bring parent and child together in frank confidence: how can we most acceptably bring proper, scientific findings to the parents so that they will be willing and also able to answer their child's questions: how can we present the subject most acceptably to our classes undivorced from other subjects: how can we prepare teachers who shall have the right wholesome attitude toward the subject, combined with a knowledge of the psychological age of the child and a knowledge of what facts to give and how to give them. In brief, how best deal with the immediate needs of the present generation and also most rationally care for the rising one.

The results of my endeavors to answer the above questions have met with such universal approval among the parents and the educators of the Northwest that many have expressed themselves strongly indeed. One, after hearing one of my lectures, writes: "It was clearly the best talk of its kind I have ever heard and I have heard several by eminent specialists"; another, "Dr. Bivin's approach is from the standpoint of the psychologist instead of the medical or social. He handles this subject in a way second to no speaker before the American public today." Other fuller statements which will interest you are included in the inclosed folder. As you will there see these lectures on sex-instruction, together with the
Dear [Name],

Glad you could make it to our meeting. I hope you enjoyed the day.

Best,

[Signature]
fact that I act as guardian to this phase of student life in our college, has greatly stimulated the confidence of parents. This effort could be more thoroughly organized so as to become a potent factor to help answer the question, "How can we attract more students to our colleges."

I do not want to be misunderstood. I fear I may be. These lectures on sex-instruction are but one phase of my work as head of the departments of Psychology, Philosophy and Education, fuller details of which are included in the inclosed folder. I write you thus frankly because I am naturally anxious to secure the largest opportunities for academic growth and service and am leaving Fargo College. If you have an opening in the departments of Psychology, Eugenics, or Education, I should like to lay before you more detailed plans concerning the above, and other phases of my work, with the view of becoming affiliated with your institution.

I am confident that I can effectively meet the regular problems involved in these departments, and also this special phase of instruction with a quiet enthusiasm that will bring added favorable commendation and usefulness to your school. I am enclosing a brief of my academic preparation and teaching experience, also statements from others who know me and my work. Should you desire I can give you the names of other educators of national reputation for reference.

Sincerely yours,
I do not want to be discouraged. I feel I may for these reasons, or any reason that may come to
my mind, or any other reason, be able to perform
the work of the Department of Philosophy. Therefore
I want you to know frankly because I am
informed that I will do you some favor to agree to the
invitation to become the instructor of Philosophy.
I will agree to the invitation if you will let me
advise with you at once on the selection of other
members of the faculty and other things that
may concern the problem at hand.
July 7th, 1915

Dear Sir:

We respectfully call your attention to the enclosed folder setting forth the purpose and plan of organization of the National Association for Constitutional Government, and to a copy of a letter from the Honorable Elihu Root, and ask your careful attention thereto.

This is a strictly non-partisan movement, having the patriotic motive of awakening our citizens to what we believe to be a real danger threatening their fundamental rights of life, liberty, and property guaranteed by our Constitution, and of pointing out to them where their safety lies. The forces desirous of radically changing the Constitution, thereby endangering the permanency of our institutions, are organized and actively at work, and unless resisted serious consequences may be expected to ensue.

If you are in sympathy with the purposes of the organization, you are earnestly requested to become a member and to give it your utmost support.

Respectfully,

DR. HARVEY W. WILEY, Chairman
HENRY CAMPBELL BLACK,
THOMAS C. CARRIGAN,
CHARLES RAY DEAN,
ARCHIBALD HOPKINS,
R. WALTON MOORE,
WALTER S. PENFIELD,

Executive Committee.
Dear Sir:

We respectfully call your attention to the following:

The charter of the National Association for Constitutional Government and a copy of your
certificate of incorporation are enclosed for your inspection.

It is a privilege for this Association to present the
certificate of incorporation and of organization to you.

We believe that a real and substantial interest in the
Constitution and of the people to whom we feel
essential to the future liberty.

The Constitution and the government of these
institutions are organized and carried on in a manner
and manner that may be expected to receive

If you are in sympathy with the purposes of the
Constitution, you are earnestly requested to become

Respectfully,

The Committee.

[Names and signatures]

Executive Committee.
May 12, 1915.

My dear Colonel Hopkins:

I have received your letter of May sixth and very cheerfully comply with your request. I approve very earnestly the purpose of the National Association for Constitutional Government under the guidance of the General Committee of which Mr. David Jayne Hill is chairman. The people of the United States have enjoyed constitutional freedom a long time without any conscious effort to maintain it and many of us have forgotten, many of us have never learned, that it does not come and remain of itself. The principles of our Constitutions have passed without question so long that many of us have forgotten the reasons which underlie them and the necessity for maintaining them. Now the principles are questioned. The assumptions of individual rights which underlie our system of government are denied and it is very important that the people of the country should address themselves to the study of their Constitutions and the reason for them. That ought to be done before changes are made which would be very difficult to reverse, and which would result in giving us an entirely different kind of government. Your Association appears admirably adapted to bring about that kind of study and consideration, and it has my very best wishes.

With kind regards, I am,

Always faithfully yours,

(Signed) ELIHU ROOT.

Colonel Archibald Hopkins,
#1826 Massachusetts Avenue, N. W.
Washington, D. C.
Mr. George Clinton, Esquire:

I have received your letter of May 6th and very cheerfully comply with your request. I approve very much the proposition to get the printed copy of the General Committee of the convention printed, and that the people of the United States have obtained one thousand copies of that form of national government which we have never forgotten until now of our never having forgotten the principles that go so long a time with us. We remain yours, 

With kind regards,

[Signature]

L. Z. King

Robert Livingston, Esquire

Cooper's Plains, N. J.
National Association
for
Constitutional Government
Washington, D. C.

Present Membership of the General Committee

DAVID JAYNE HILL, Chairman

CHARLES H. ALLEN
CHARLES W. AMES
GEORGE E. BARTOL
JACOB A. BEARDSLEY
ALEXANDER GRAHAM BELL
HENRY CAMPBELL BLACK
WILLIAM J. BOARDMAN
M. D. BROWN
EVERETT W. BURDETT
THOS. BURKE
JULIUS C. BURROWS
THOMAS C. CARRIGAN
R. A. CARTER
F. E. CHADWICK
J. CLARENCE DAVIES
CHARLES RAY DEAN
JOSEPH H. DEFREE
JOHN JOY EDSON
HENRY A. EVERETT
JOHN W. FOSTER
H. M. GARLICK
FRANCIS V. GREENE
SAMUEL H. GREENE
FRANK W. HACKETT

GEORGE HARVEY
DAVID JAYNE HILL
ARCHIBALD HOPKINS
COLGATE HOYT
JOHN P. IRISH
FREDERIC B. JENNINGS
CHARLES B. HOWRY
MARTIN A. KNAPP
M. N. MONEYPENNY
R. WALTON MOORE
WILLIAM C. MOREY
CHARLES C. NOTT
ALTON B. PARKER
WALTER S. PENFIELD
HORACE PORTER
CHARLES H. RUSSELL
CHARLES H. SABIN
WILLIAM B. SANDERS
MAY WRIGHT SEWALL
CHAS. H. STOCKTON
WILLIAM HOWARD TAFT
JAMES W. WADSWORTH, JR.
HORACE WHITE

Harvey W. Wiley
STATEMENT
OF
The Aims of the Association

On April 27th, 1914, at a meeting held in Washington, D. C., the following Resolution was adopted:—

WHEREAS, there exists in our country a widespread tendency toward ignoring and finally effacing the distinction between a fundamental law deliberately adopted by the people for the protection of their inherent rights on the one hand, and mere statutory legislation on the other, thus tending to substitute the caprice of the moment for the solid guarantees of a long tested basis of government; and

WHEREAS, we learn that strenuous efforts are being put forth to render easier the alteration of the fundamental law, and that many radical proposals of change now await an opportunity to be written into the Constitution of the United States, which, after serving as the effective guarantee of our liberties for a hundred and twenty-five years, is now exposed to ill-considered alteration; and

WHEREAS, we disapprove of radical changes in our form of government, and have full confidence in the excellence and sufficiency of the representative institutions provided for in our Federal Constitution, desiring that these safeguards of life, liberty, and property be preserved and transmitted undiminished to our descendants, be it therefore

RESOLVED, That for the purpose of carrying into effect the views and intentions previously stated, there is hereby founded and established The National Association for Constitutional Government.

The aims of the Association were declared to be:—

1. To revive and extend a knowledge of the distinctive features of Constitutional Government as conceived by the founders of this Republic, and to maintain respect for the Constitution;

2. To insist upon deliberate discussion of proposed changes in our Federal Constitution before their adoption, the existing method of amending it being deemed wise and adequate; and

3. To preserve the idea of a fundamental law and prevent the substitution for it of a mere statutory code subject to frequent change.

It was decided that these aims should be carried out by appropriate means of action, such as the formation of local centers for the study of the Constitution, the publication and circulation of literature upon the subject, and the assembling of meetings for the discussion of such questions as may from time to time seem to require consideration.

In attempting to execute this decision, and thus to render the Association an efficient means of accomplishing its purpose, the General Committee sees the need, first, of adequate financial support in order that it may print and circulate desirable literature, and second, of an extended membership which will be able to carry its influence into every community. With the view of rendering the cost of membership merely nominal, the annual dues have been fixed at only $2.00; but, as large sums will be needed for publication, generous contributions will be acceptable. As the aim of the Association is patriotic rather than partisan, it feels warranted in appealing to all citizens who value the institutions inherited from our fathers.

For the present, and until further accessions to membership render appropriate the election of permanent officers, the government of the Association will be provisionally entrusted to a General Com-
mittee, the names of whose members are given on the first page of this folder.

Further information may be obtained of the following officers of the Committee:

HON. DAVID JAYNE HILL, Chairman,
1424 Massachusetts Avenue;

JOHN JOY EDSON, Treasurer,
The Washington Loan and Trust Co.;

CHARLES RAY DEAN, Secretary,
807 Colorado Building,
Washington, D. C.
February 5th, 1916.

Dr. Harry P. Judson, President,
University of Chicago,
Harper Memorial Library,
Chicago, Ill.

My dear Sir:-

It has been felt by those who are interested in the training and mental culture of the young, that an Institution, such as is outlined in the enclosed pamphlet, will meet a real need, and establish itself permanently as an important educational factor.

While we are much gratified at the spontaneous approval so far accorded the undertaking, we realize that the work could be accomplished on broader lines, and achieve its fullest measure of success, if it had the sympathetic co-operation of the leading Educators of the country.

We feel that the Educational Film University would be greatly honored, and its success in a great measure assured, through your counsel and advice, as a member of its Advisory Board, which will not entail any labor on your part, but only an occasional suggestion or expression of opinion on educational subjects to be produced.

An expression of your views, or suggestions concerning the scope of the work, or your criticism, would be highly valued.

It is our earnest conviction that an Institution of this character will render very special service to Schools and Colleges, as well as in the cultivation and enlightenment of the general public, and we hope to receive the benefit of your wide knowledge and sound judgment.

Yours very sincerely,

[Signature]

President.
February 5th, 1916.

Chicago, February 7th, 1916

Mr. Temple Scott,
16 E. 41st St., New York City.

My dear Sir:

Your favor of the 5th inst. is received.

It has been felt by those who are interested in the training and
mental culture of the young, that an Institution, such as is outlined in the
you make as to membership on your Advisory Board, but
enclosed pamphlet, will meet a real need, and establish itself permanently as
it is contrary to my uniform policy to engage in such
an important educational factor.

While we are much gratified at the spontaneous approval so far
accorded the undertaking, we realize that the work could be accomplished on
broader lines, and achieve its fullest measure of success, if it had the symp-
thetic co-operation of the leading Educators of the country.

We feel that the Educational Film University would be greatly
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your part - but only an occasional suggestion or expression of opinion on edu-
cational subjects to be produced.

Mr. Temple Scott,
16 E. 41st St., New York City.

It is our earnest conviction that an Institution of this charac-
ter will render very special service to Schools and Colleges, as well as in
the cultivation and enlightening of the general public, and we hope to re-
ceive the benefit of your wise knowledge and sound judgment.

Yours very sincerely,

President.
Dear Mr. Smith,

Your letter of the 22nd June has been received. I regret not to be able to accept the kind invitation you make us to accompany you on your Division Board. It is a contract of my military policy to appear in that capacity.

Yours truly,

[Signature]

Mr. Temple Goode,

To E. Smith Esq., New York City.
Goldsboro, North Carolina,
March 11, 1916.

Pres. Univ. of Chicago,
Chicago, Ill.

Dear Sir:—

Will you please be so kind as to express in a few words your views of President Wilson’s Preparedness program? We are at work on the query of the navy increase, and we wish to get your opinion on this subject. Also what means can we use to stop wars in the future? Would a "United Nations of the World" be feasible?

Thanking you for a reply soon, I am

Yours sincerely,

W.W. Rogers
Chicago, March 14, 1916

Goldsboro, North Carolina,
March 11, 1916.

Dear Sir:
President Wilson's plan for preparation is good as far
as it goes. I wish it went very much farther. If
Will you please let me know in a few words your views of President Wilson's Preparedness program? We
are at work on the draft of the same increase, and we wish to
get your opinion on this subject. Also what means can we use to
stop wars in the future? Would a "United Nations of the World" be
feasible?

Very truly yours,

Thanking you for a reply soon, I am

Yours sincerely,

W. W. Rogers

Mr. W. W. Rogers,
Route #4, Goldsboro, North Carolina.
Chicago, Illinois, June

Dear Sirs:

Thank you for the ITF Inst. to Arizona.

President Wilson's plan for preparedness is good as far as it goes. I wish I went much further. If the nation is to be ready to govern itself we want to move beyond the present.

The nation is to be ready to govern itself as far as possible.

Yours truly,

[Signature]

Mr. M. R. Johnson
Home Art, and Telephone, Xpert Carotino
and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this connection the University will greatly appreciate.

Chicago, May 20, 1916

Very truly yours,

Dear Mrs. Blair:

K.P.J. - Jr. The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of the twenty-fifth anniversary of the University. Mrs. Chauncey Blair, the said exercises covering the period from June 2d to 6th inclusive. I beg to say that Mr. Offner has the approval of the University in this proceeding.
and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this connection the University will greatly appreciate.

Chicago, May 20, 1910

Very truly yours,

Dear Mrs. Blair:

H.P.J. - L.

The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of the twenty-fifth anniversary of the University.

The exhibit will be open to the public from June 2d to 6th inclusive. I beg to say that Mr. Offner has the approval of the University in this proceeding.

Mrs. Chauncey Blair,
4830 Drexel Blvd., Chicago.
May I take this opportunity to make it

by arrangement with the University?

I am writing to inform you of the

connection to the University with Great

appreciation.

Very truly yours,

[Signature]

Dear Mr. Minister,

The decision of the University of Chicago to

request additional information in the

Department of the Interior at the time to

the University of Chicago is

encourage me to plan for a summer appointment in a

to be interesting to the Department of the

University of Chicago at the University.

Mr. Chancellor, Mr.

the University of Chicago, I

require the cooperation of the University.

Mr. Chancellor, Mr.

the University of Chicago, I

require the cooperation of the University.

Mr. Chancellor, Mr.

the University of Chicago, I

require the cooperation of the University.

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the University of Chicago, I

require the cooperation of the University.

Mr. Chancellor, Mr.

the University of Chicago, I

require the cooperation of the University.

Mr. Chancellor, Mr.

the University of Chicago, I

require the cooperation of the University.
proceeding, and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this Chicago, May 20, 1916 University will greatly appreciate.

Very truly yours,

Dear Mrs. Hecker:

R.F.J. - L.

The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of 3650 Lake Shore Drive, Chicago, the twenty-fifth anniversary of the University, the said exercises covering the period from June 2d to 6th inclusive.

I beg to say that Mr. Offner has the approval of the University in this
ceeding, and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this connection the University will greatly appreciate.

Very truly yours,

Dear Mrs. Hecker:

R.P.J. - L.

The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of Mrs. Arthur Hecker, 3030 Lake Shore Drive, Chicago, the twenty-fifth anniversary of the University, the said exercises covering the period from June 2d to 5th inclusive. I beg to say that Mr. Offner has the approval of the University in this
Dear Mr. Tucker,

I am writing to request a transfer from the Business Administration Department to the Department of Computer Science. I have been very interested in the field of computer science and believe I would be a good fit for the program at your university.

Additionally, I would like to request a letter of recommendation from Mr. Johnson, who has been my mentor throughout my time at the University of Michigan. He has been instrumental in my academic and professional development.

Thank you for considering my request.

Sincerely,

[Signature]

R.P. - L.
of the University in this proceeding,
and that the arrangements he makes will
be guaranteed by the University. Any-
thing which you can be able to do in this
connection the University will greatly
appreciate.

Dear Mrs. Kimball:—

Very truly yours,

The bearer, Mr.

Richard Offner, Instructor in the
E.E.I. —
Department of the History of Art in
the University of Chicago, is engaged
in plans for a loan exhibit of pictures,
to be installed in the Classics Building
during the celebration of the twenty-
fifth anniversary of the University,
Miss E. E. Kimball.
the said exercise covering the period
from June 2d to 6th inclusive. I beg
to say that Mr. Offner has the approval
University in this proceeding.
and that the arrangements he makes will
be guaranteed by the University. Anything which you may be able to do in this
connection the University will greatly appreciate.

Dear Mrs. Kimball:

Very truly yours,
The Sealer, Mr.

Richard Offner, Instructor in the
H.P.J. L.
Department of the History of Art in
the University of Chicago, is engaged
in plans for a loan exhibit of pictures,
to be installed in the Classics Building
during the celebration of the twenty-
fifth anniversary of the University.
Mrs. W. W. Kimball.

The said exhibition covering a period
from June 24 to 25th inclusive. I beg
to say that Mr. Offner has the approval
of the University in this proceeding
and that the arrangements be made with
be guaranteed by the University. Any
from which you may be able to ob in a
connection with the University with exactly

appreciate.

Dear Mr. Kinsman,

Very truly yours,

The President, I.

Professor Otten. Information in the
H. B. L.

Department of the History of Art in
the University of Chicago. In answer
is there for a new applicant of the same
is open to the University in the Department of
the same, and to the University

M. W. Kinsman

1801 Prairie Avenue, Chicago.

I am glad to get your information.
Chicago, May 20, 1916

Dear Mr. Palmer:—

The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of the twenty-fifth anniversary of the University, the said exercises covering the period from June 2d to 6th inclusive. I beg to say that Mr. Offner has the approval of the University in this proceeding, and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this connection the University will greatly appreciate.

Very truly yours,

M.P.J. - L.

Mr. Honoré Palmer.
849 Lincoln Parkway, Chicago.
OFICIALES: Mar 20, 1936

Dear Mr. President:

The person in charge of the Department of Art in the University of Chicago has suggested to me that a loan exhibit of pictures to be installed in the Chicago Public Library during the celebration of the Twenty-Fifth Anniversary of the University, the same
exhibition covering the period from June 24 to Oct.

I feel to say that, if other wise provided for the
importance, I feel to say that the officers of the
approach of the University in this connection, and
that the arrangements to make will be encouraged
by the University. Therefore, you may be able to
in this connection the University with special
excellence.

Very truly yours,

[Signature]

Mr. President,

Miss RIchardson, University of Chicago.
Chicago, May 20, 1916

Dear Mr. Eddy,-

The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of the twenty-fifth anniversary of the University, the said exercises covering the period from June 2d to 6th inclusive.

I beg to say that Mr. Offner has the approval of the University in this proceeding, and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this connection the University will greatly appreciate.

Very truly yours,

E.P.J. - L.

Mr. Arthur J. Eddy,
4152 Sheridan Road, Chicago.
Dear Mr. Edison,

The person in charge of the Art Department of the University of Chicago is interested in the possibility of a new exhibit of photographs. He is especially interested in American photographs and would like to know if you have any that might be of interest. If so, he would be very interested in receiving them. I am enclosing a letter from him with this message.

I believe you may have a special interest in photography and that your work on the University of Chicago would be of interest to the University.

Many thanks for your cooperation in this matter.

Sincerely,

[Signature]

Mr. Arthur L. Edson
Assistant Registrar

[Office of the Office of the Registrar]
Chicago, May 20, 1916

Dear Mr. Hubbard:

The bearer, Mr. Richard Offner, Instructor in the Department of the History of Art in the University of Chicago, is engaged in plans for a loan exhibit of pictures, to be installed in the Classics Building during the celebration of the twenty-fifth anniversary of the University, the said exercises covering the period from June 2d to 6th inclusive. I beg to say that Mr. Offner has the approval of the University in this proceeding, and that the arrangements he makes will be guaranteed by the University. Anything which you may be able to do in this connection the University will greatly appreciate.

Very truly yours,

E.P.J. - L.

Mr. Joseph D. Hubbard,
Lake Forest, Illinois.
Dear Mr. Harper,

I am writing to express my interest in the position of Art Historian at the University of
Art, as advertised in the Times Higher Education Supplement. I believe my background and qualifications make me a strong candidate for the position.

I have a PhD in Art History and have published extensively on modern art. I am currently teaching at the University of [University Name] and have received numerous grants for my research. I am confident that my experience and expertise will make me a valuable addition to your team.

I am available for an interview at your earliest convenience. Please let me know if there is any additional information you require.

Sincerely,

[Your Name]
August 8, 1917.

Dr. H. P. Judson,
President University of Chicago,
Chicago,
Illinois.

Dear Mr. Judson:—

Pursuant to our personal conversation of a few days ago, I am sending you under separate cover a copy of the report of the Chicago Bureau of Public Efficiency on the Unification of Local Governments in Chicago. I am writing you about the matter in order to be sure that the report comes to your personal attention.

The bill, for presentation to the Legislature, of which I spoke to you, will not be ready to send to you for several weeks yet.

Yours very truly,

George C. Eaker
Chicago Bureau
of
Public Efficiency

Chicago, August 15, 1917

Dear Mr. Sikes:

August 8, 1917.

Thanks for your favor of the 8th inst.

with enclosed report on the unification of local
Dr. H. P. Judson,
governments in Chicago. I shall examine it with
Chicago.
interest. It has long been my opinion, as you know,
that a political mayor is unnecessary; that we should
have a board of managers (the Common Council), who should
or a few days ago, I am sending you under separate cover
choose their own head if whether he is called a mayor or
not makes no difference. I do not at all like the word
system for the choice of the members of the Common Council.

The bill, for presentation to the
Legislature of which I have been speaking, is now in your
complete form for several weeks yet.

Very truly yours,
Yours very truly,

H.P.J. - L.

Mr. George C. Sikes
Chicago Bureau of Public Efficiency
315 Plymouth Court, Chicago
Dear Mr. Siren:

Thank you for your favor at the 867 place.

With especial regard to the maintenance of legislation on government in Chicago, I again express it with interest. I feel long been the opinion as you know, that a legislative body of comprehensive power would have a power of amendment (the Common Council) and would have power to amend and pass a power of amendment. I infer no better a power of amendment of the Common Council.

I believe my word is better to your letter where

Yours truly yours,

E.C.
November 9, 1917.

Mr. H. P. Judson, Pres.,
University of Chicago,
58th & Ellis Ave.,
Chicago, Ills.

Dear Mr. Judson:-

You were kind enough to look over the report of the Chicago Bureau of Public Efficiency on the Unification of Local Governments in Chicago, issued some months ago, and to indicate approval of its general purpose. You said at that time that you would be glad to see the bill then under preparation for the application to Chicago of the City Manager Plan of government when it should be finally completed. The draft of the bill has been completed and is embodied in the report of the Bureau entitled "The City Manager Plan for Chicago," a copy of which I enclose herewith.

We would appreciate it very much if you would tell us what you think of the features of this bill. We want Gov. Lowden to include the subject in his call for a special session of the legislature in case he should decide to convene a special session. If the measure meets with your approval, we would like it very much if you would add your voice to that of others in asking Gov. Lowden to include the subject in any possible call for a special session.

Mr. Rosenwald is personally much interested in this matter and has written Gov. Lowden concerning it. While the reply of Gov. Lowden to Mr. Rosenwald was friendly in tone and manifested interest in the proposition, it did not indicate that the governor is convinced at this time of the expediency of including the subject in a call for a special session.

I learned from other sources that Gov. Lowden desires to avoid having a prolonged special session of the legislature on his hands. I am in entire sympathy with Gov. Lowden on that point. Unless we can secure from citizens and citizen organizations strong and clear-cut endorsements of our proposition, the governor would scarcely be warranted in asking the legislature to deal with it in special session.
Dear Mr. Johnson,

I am writing to express my concern regarding the recent closure of Camp Illinois. As a parent who has been involved with the camp for many years, I am deeply concerned about the impact of this decision on my child and the community.

The previous camp leadership was committed to ensuring a safe and enjoyable environment for all participants. I believe that the current leadership has failed to uphold these standards and has made decisions that are not in the best interest of the camp.

I urge you to consider the long-term benefits of maintaining Camp Illinois as an active and vital part of our community. The camp provides a valuable experience for children and families, fostering growth, learning, and camaraderie.

I would be happy to discuss this matter further with you. Please do not hesitate to contact me at your earliest convenience.

Sincerely,
[Your Name]
What we are trying to do is to find out whether citizens and citizen organizations generally agree with us that the subject is of sufficient importance to include in any call for a special session of the legislature that may be issued. We would appreciate it if you could give us your views on this matter and indicate whether or not you would be willing to write to Gov. Lowden in support of our proposition.

Yours very truly,

[Signature]

George C. Sikes
Your very truly,

[Signature]
Dear Mr. Sikes:

 Yours of the 9th inst. was duly received. I shall take pleasure in looking over the draft of the bill which you were kind enough to send me, and if I have any comments it would please me to make them. Of course you know I approve the general features anyway. The experience we had with the last charter makes me a trifle skeptical about the adoption of any such plan as you and I would like to see in operation for Chicago. I believe also that there are reasons connected with the war for what you think of the features of this bill. We must, Gov. Lowden, in the Governor’s desire to have a comparatively brief special session of the legislature in case he should decide to summon a special session of the legislature next winter. What I will do, really, will be to communicate with the Governor and find out his state of mind on the subject.

Mr. Hoosmalal is personally much interested in this matter and has written Gov. Lowden on it. While the reply of Gov. Lowden to Mr. Hoosmalal was friendly in tone and manifested interest in the proposition, it did not indicate that the governor is convinced at this time of the expediency of in- E.P.J. - L. subject in a call for a special session.

Mr. George C. Sikes
Bureau of Public Efficiency
Chicago
Dear Mr. Sikes:

Now at the very front of the face of the

I can't take pleasure in looking over the face or the

fill it up in your own kind manner to make them. Of course

say something I want you to make them. Of course

you know I approve the present resumption system.

The experience we had with the Inter-Omara makes a pretty

important factor in the adoption of any such plans as you may

I wish like to see an adjustment for Chicago. I believe

that that there are reasons connected with the war for

the government's objective to have a constitutional point

on the government's practice next winter. But I will go,

(a) Will go to communications with the government, and

(a) Will go to communications with the government, and

(a) Will go to communications with the government, and

and take the state of wind as the example.

Very truly yours,

E. M. S.}

Mr. George Sikes

Supt. of Public Instruction

Chicago
My dear President Judson:

I am most anxious to see you, and talk to you in regard to the possibility of the Chicago University Medical School making use of the Chicago Lying-in Hospital plant, at 51st Street and Vincennes Avenue, for clinical work. We have what we believe to be the best hospital for maternity work in the world, so near you that it seems to me to be a waste, if you should decide to duplicate us. We have Dr. Wells at the head of our research work, Dr. Billings on our consulting staff, and Mr. Hutchinson on our Board of Directors, so you see that we already have points where we touch.

We are opening a new pavilion this week, and on Saturday and Sunday it, and the main hospital will be open for inspection by the public. I shall be there on Saturday afternoon and all day Sunday. It would give me the greatest pleasure to show you what we have to offer, if you will cross the park, and come in to see us. You can find me by asking for me at the desk.

If Mrs. Judson will come too, I shall be very glad, and if there are any men at the University who should see what we are doing, I will be greatly indebted to you if you will ask them for me, to come at this time.

Yours most sincerely,

[Signature]
Chicago, January 7, 1918

Dear Mrs. Fairbank:

Your note was received Saturday. My engagements that day made it impossible to go to the Hospital, and yesterday I couldn't get transportation. In fact, I suspect you were not there yourself. I should be glad to make an appointment with you later if possible.

Very truly yours,

M.F.J. - L.

Mrs. Kellogg Fairbank
1244 N. State St., Chicago
Oberste, General V. IRTE

Dear Sir, Minister

Academic Board of the University

The question of the importance of the study of the Kent speech and the research I conducted

for the purpose of

ID - I

Best wishes,

L. E. K.
Messrs. Dr. Judson and Professor Jackson,
% American Legation,
Teheran.

Honorable Sirs:

First I have the honor to congratulate myself upon your arrival and that of the other members of the Commission, and pray to Almighty God to prolong the honor and greatness of the glorious American nation.

Next, having read in the "Iran" of your intention to distribute money among the people here, who have suffered so much on account of the invading armies, I believe it necessary to state, as suggestions, my opinions in this matter.

It is evident that when a nation, or, in a more limited sense, a person, is unreasonably given money, he refuses to work and becomes lazy and an idler; an example of this is still prevailing in this country in the form of unreasonable governmental pensions and salaries.

Accordingly, I have the honor to make the following suggestions:

a. To establish a number of factories for the weaving of cloth. These factories may be established with a small sum of money and will give employment to a large number of people who are now idle.

b. To establish carpet weaving looms which will rescue young boys and girls from begging.

c. To re-establish the thread factory which has been standing idle on account of foreign intrigues.

d. To construct roads to Veramin and Khoum, acting in conjunction with the Ministry of Agriculture, Commerce and Public Works. In this way food conditions may be greatly improved.

e. To prepare seed grain for the farmers who have been left destitute on account of the invasion of the foreign armies and who at present have no employment.

In my opinion, if you act otherwise than in the ways that I have suggested you will spend an appreciable sum of money, as you did last year, and you will get no useful result.

I avail myself of this opportunity to offer you, gentlemen, my due respects.

(Signed) Mohammad Ali Etminan.
Miss Inez Lapham,
Office of the President,
The University of Chicago,
Chicago, Ill.

My dear Miss Lapham:

I wish to thank you for your letter of February 19th acknowledging receipt of the analysis of my Consumers' Trade Discount System.

I am receiving universal endorsements of both principle and plan and would like to include President Judson's own personally signed opinion.

No one questions the advisability and even the necessity of making proper discrimination between prompt and slow pay customers and between carry and delivery customers.

All thinking men realize the necessity of "thrift and saving". Any system that will serve both purposes is not only ingenious, but of national and international importance.

The Consumers' Trade Discount System operating exclusively through banks, serves to make proper discrimination between prompt and slow pay, carry and delivery customers, and at the same time promotes and practically enforces "thrift and saving".

Its application to "home maintenance", our daily business, will make "thrift and saving" a habit.

The principles involved are fundamental.

We need the cooperation of public spirited men.

I trust you will place the matter before President Judson again when he may have more time to give it more thorough consideration, and then, I am quite sure, he will give us his heartiest support.

Yours very truly,
A. F. Winslow
American International Discount
Corporation

Chicago, March 6, 1919
New York City

February 5th, 1919.

Dear Mr. Judson,

I am writing to you in consequence of Your letter of March 4th addressed to me. Regretting this fact, I am,

Yours very truly,

[Signature]

Mr. A. F. Winslow

The Consumers' Trade Discount System by virtue of its

American International Discount

Your opinion will be greatly appreciated and will assist in putting this vital principle and system in operation.

Very truly yours,

A. F. Winslow
Oriental Market 6, 79th

Dear Mr.:

President Johnson & Managing Secretary

whom you sent me recently. It is convenient, however,
to give us an item at your earliest convenience as you mention
in your letter of March 20th and receive from me.

Your service.

Yours very truly,

[Signature]

American International Bank

May 10, 19-- New York City
American International Discount
Corporation

February 5th, 1919.

Harry Pratt Judson, LL.D., President,
University of Chicago,
Chicago, Ill.,

My dear sir:

Your interest in economics and public welfare prompts me to submit for your consideration and, may I hope, approval, an analysis of my Consumers' Trade Discount system. Its purpose is to provide a simple, practical, dignified, equitable, and psychological method of making proper discrimination between PROMPT and SLOW pay customers, CARRY and DELIVERY customers.

War made clear the following notable facts:

First: Charge-accounts cost the merchant six percent; is added to cost of merchandise and paid by the consumer.

Second: Delivery costs from five to forty-five percent according to kind of merchandise etc; is added to price of merchandise and paid by consumer.

Third: The "cash and carry" public is the careful, thrifty and the saving public. They pay the same price for merchandise as those who have charge-accounts and require delivery service. Obviously some discrimination should be made.

The principle involved is fundamental.

The Consumers' Trade Discount System by virtue of its application to home maintenance, the daily business of all mankind, is a practical and positive way of making "Thrift and Saving" a NATIONAL HABIT.

Your opinion will be greatly appreciated and will assist in putting this vital principle and system in operation.

Very truly yours,

AFW/MB

A. J. Winlow
Chicago, February 19, 1919

Dear Sir:

President Judson asks me to acknowledge the receipt of your letter of February 5 with enclosure.

He thinks the plan quite ingenious.

Yours very truly,

Private Secretary
Harry Pratt Judson, L.H.D., President,
University of Chicago,
Chicago, Ill.

Mr. A. F. Winslow
American International Discount Corporation
Woolworth Bldg., New York City
Opieango Reparatory 7th, 1919

Post Eps.

Noting that your name is also on your file the recital of your letter at present is apt to overawe.

He writes his plan until it becomes

Dear very friend

Private Secretary

Mr. A. B. Merrow
American International Disarmament Corporation

11, W. 49th St. New York City

You are hereby authorized to spend all charges incurred in our office.
Harry Pratt Judson, LL.D., President,

University of Chicago,

Chicago, Ill.,

From A. F. Winslow.
ANALYSIS

OF

CONSUMERS' TRADE DISCOUNT SYSTEM

DISCOUNT
IS RIGHTFUL DISCRIMINATION BETWEEN
THOSE WHO PAY Promptly AND THOSE
WHO DO NOT; THOSE WHO CARRY THEIR
PARCELS AND THOSE WHO DO NOT.

TAKES DISCOUNT AND
SHOULD GIVE DISCOUNT
FOR CASH AND CARRY

MOTHER EARTH
THE SOURCE OF ALL SUPPLIES
THE SOURCE OF ALL WEALTH

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TWO BILLION DOLLARS PER YEAR NEW PROFIT IS NOW GATHERED INTO THE LAP OF THE MERCHANT.

How?

Through restricted delivery.

The "consumer" who makes this saving possible, and is therefore entitled to it, gets what?

Fine paper talk and promises of lower cost.

Who are the consumers who are so easily mulcted?

The rich and poor--high and low--the best in the land. Therefore a policy of equalization and fair play can be advocated and operated without fear or favor, and for the common good of all.

----------0----------

ECONOMIC DISTURBANCES

The "high cost of living" made especially conspicuous by the absence of proper and equitable discrimination between those who pay cash or bills promptly and those who do not; and between those who carry their parcels and those who do not; the extravagant and frequently inconsistent delivery and other menial service needed for more constructive and profitable occupations, the unprecedented wage paid to labor, lavishly spent because lacking the restraining influence of the "thrift and saving" habit; the socialistic tendencies arising through or by virtue of unfair practices, are subjects of national and international importance.

The cost of "high living" for the few, makes the "high cost of living" for the many. To remedy this evil, we must relieve the great army of delivery men, induce prompt payment of bills, and give the saving to the consumer who makes it possible, as well as to teach "thrift and saving".

Cash and no delivery stores, or chain stores, will not solve the problem. Human nature is too complex. Charge-accounts and delivery will always be required. To convert any considerable portion of consumers to a permanent "cash and carry" plan, it will be necessary to give some inducement or compensation, or in other words, make fair discrimination.
GOVERNMENT RECOMMENDATIONS

The Council of National Defense after thorough investigation found that delivery costs from five to forty-five percent, according to class of merchandise and other conditions. They recommended restricted delivery and sharing of the savings with the consumer.

A SOLUTION NEEDED

RESTRICTED DELIVERY makes no discrimination between "cash and carry" and "charge-account and delivery" customers.

Some claim lower prices are maintained by virtue of restricted delivery. A comparison of profits with former years refutes this claim.

EVIDENCES OF PRACTICAL ECONOMY

MACY'S STORE in New York City advertises a saving to the consumer of six percent through elimination of charge-accounts.

THE ATLANTIC & PACIFIC TEA COMPANY makes a still greater saving through cash and no delivery system. Their phenomenal development demonstrates the public's appreciation of the saving.

Hundreds of other cash and no delivery stores, chain store systems, and co-operative associations prove the practicability and necessity of making due allowance for "cash and carry".

THRIFT AND SAVING INDUCEMENT

To induce PEOPLE to save a portion of what they earn and become educated to the value of money and the habit of "Thrift and saving", requires more than newspaper talk. We cannot force men to save money. We must INDUCE them to save.

DISCOUNT A PRACTICAL METHOD

Discount and interest are taught the child in school, used in banking and all commercial operations throughout the world, and indicate the simplest method known to mankind for reckoning profit on the use of money, or showing proper discrimination between prompt pay and slow pay customers.
Discount is a WORLD STANDARD. It is a consideration, logically and rightfully due the consumer.

THE CONSUMERS' TRADE DISCOUNT SYSTEM

The following plan is a simple piece of evolution in that it extends the old-fashioned discount on to the consumer, and will insure the direct co-operation of banks, manufacturers, merchants, trades, professions, schools and all progressive and civic organizations.

The system promotes and practically compels "thrift and saving," and induces record-keeping and systematic buying; all economical factors in home maintenance.

PLAN OF OPERATION

Merchants, trades and professions adopting the system will purchase DISCOUNT CHECKS (Aluminum) in denominations of one-half, one, five, ten, twenty-five, fifty cents and one dollar, at a bank or banks in their community appointed to issue them.

The merchant gives the DISCOUNT CHECKS to customers, the face value of which represents the discount allowed for cash or bills paid promptly, or for carrying parcels. The DISCOUNT CHECKS are redeemable at the bank that issues them when deposited on savings account by the customer.

A charge of one-half of one percent on all business operating through the system is made to cover the expense of organization, operation, advertising and maintenance.

THE SYSTEM IS NOT REVOLUTIONARY, REQUIRES NO CHANGE IN BOOKKEEPING OR GENERAL METHODS OF BUSINESS AND ACTUALLY SAVES EXPENSE.

The elimination of delivery, loss accounts, borrowed money, etc. will produce a handsome saving and profit which the merchant should willingly divide with the consumer.
SPECIAL NOTICE

DISCOUNT CHECKS are redeemable only when deposited on savings account. This automatically without offense, promotes THRIFT and SAVING, and the habit of keeping records, and shows the value of DISCOUNT for prompt pay and services rendered, which is of very great importance.

CONSUMERS' MONEY ORDER BOOKS in various denominations, will be issued and will provide for payment in exact amount of a purchase or purchases, and automatically refund a discount, if allowed by the merchant, of two, five, ten or fifteen percent, according to the amount allowed on the different kinds or classes of merchandise. The discount detached from the payment check to be deposited at the bank on savings account by the purchaser or user of the book.

ADVANTAGES TO THE CONSUMER

The Consumers' Trade Discount System provides a direct, positive understandable system of giving discount for "cash and carry".

It promotes "thrift and saving".

Its daily application will make "thrift and saving" a HABIT.

It is a standard method that will apply to every kind and class of business, trade and profession, and makes it possible for every consumer to pay only for what he gets, namely; merchandise without delivery expense or interest for charge-accounts; or merchandise with delivery expense and charge-account interest attached.

It is equitable and fair.

The Consumers' Money Order Book is safer than carrying money, more convenient than a check book, and saves time in paying for purchases by avoiding the usual wait for change.

It avoids error, or makes an error directly traceable.
ADVANTAGES TO THE MERCHANT

Same as to the consumer, and

DISCOUNT is a fundamental principle and factor in his busi­ness, and by right should be extended to the consumer.

It will add dignity to his business and obtain for him the co-operation of banks, schools and all civic organizations interested in the promotion of "thrift and saving". This means improved and increased business and greater profit.

It will induce cash trade and prompt payment of bills, and thereby eliminate losses.

It provides a means whereby the merchant may make proper discrimination and without offense, between prompt pay and slow pay customers, and between those who carry their parcels and those who do not.

The Money Order Books eliminate the necessity of making change with its attendant chance of error and loss of time, which means a great money saving.

Discount given by merchants will vary according to kind and class of merchandise. It is estimated that "cash and carry" will receive an average of ten percent. Many prominent merchants are already giving five percent for cash alone.

ADVANTAGES TO BANKS

It is a positive, direct and democratic method of promoting "thrift and saving".

A fair and equitable discount on the cost of living, given for "cash and carry" would amount to five times the average present day savings-account.

It serves all business and the public without favor or prejudice, and acquires the patronage of the best citizens in a manner to insure increase and permanency.

-5-
ADVANTAGES TO THE NATION

It is a fundamental principle and places the consumer, merchant and bank in closer relationship, and on a more equitable basis.

A reasonable discount on the cost of living in America should provide actual savings, on deposit for consumers of over TWO BILLION DOLLARS PER YEAR, as well as great improvement, benefit and profit to every community.

Boys and girls of America will carry parcels when given discount or fair compensation. This great army in full co-operation, will produce a handsome profit to the home and themselves, and at the same time release men for more constructive service.

SUMMARY

STANDARDIZATION is the aim of all industry. Simplicity generally spells standardization and this we have accomplished in our Consumers' Trade Discount System. It is a reasonable, practical and psychological method of promoting "cash and carry" and "thrift and saving".

Further details submitted upon request.
March 6, 1919.

Mr. H. P. Judson, President,
University of Chicago,
Chicago,
Illinois.

My dear Mr. Judson:

There is to be a hearing in Chicago, at the Hotel LaSalle, next Monday, March 10, at 2 o'clock in the afternoon, before the Illinois State Committee on Municipalities. The subject matter for the hearing will be the program of legislative changes for Chicago backed by the Bureau of Public Efficiency and other civic organizations. I am enclosing a copy of the bill embodying that program, together with an explanatory statement about the bills made public on the date of their introduction at Springfield. The main features of the program are:

1. The City Manager plan - that is, the election of the mayor by the city council.

2. The reduction of the number of aldermen from 70 to 35, one to be elected from each ward for a four year term subject to popular recall.

3. The election of the city clerk and city treasurer by the city council.

4. Non-partisan municipal elections.

At a meeting today of the Committee representing the civic organizations I was directed to ascertain if you would be willing to be one of a number of speakers to make a brief presentation before the Senate Committee in behalf of the legislative program, or features of it, embodied in the enclosed bill.

I will call you up by telephone some time tomorrow to receive your answer.

Yours very truly,

George C. S.

Chicago Bureau of Public Efficiency
City Club Building
315 Plymouth Court
Telephone Harrison 2250
Chicago, March 7, 1919

March 8, 1919.

Mr. H. P. Joosens, President,
City Club Building
801 South Dearborn Court
Chicago, Illinois.

Yours of the 6th inst. is received.

Mr. December 11,

I shall be interested in examining the bill, and if possible will drop in Monday afternoon at the hearing.

There is to be a hearing in Chicago, at the Hotel LaSalle, next Monday, at 2 o'clock in the afternoon, before the Illinois State Committee on Municipalities. The subject matter for the hearing will be the program of legislative changes for Chicago backed by the Bureau of Public Efficiency and other civic organizations. I am enclosing a copy of the bill embodying that program, together with an explanatory statement about the bills made public on the date of their introduction at Springfield. The main features of the program are:

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Mr. George C. Sikes
315 Plymouth Court, Chicago
Non-partisan municipal elections.

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I will call you up by telephone some time tomorrow to receive your answer.

Yours very truly,

George C. Sikes
March 7, 1919.

Mr. H. P. Judson, President,
University of Chicago,
Chicago, Illinois.

My dear Mr. Judson:-

The hearing at the LaSalle Hotel on Chicago legislative measures concerning which I wrote you yesterday is off. Consequently we will not need to have you plan to speak on that occasion.

Yours very truly,

GCS-W

George C. Sikes
Chicago, March 10, 1919

March 7, 1919.

Dear Mr. E. P. Judson, President,

President Judson asks me to acknowledge the receipt of your note of March 7.

Chicago, Illinois

Yours very truly,

My dear Mr. Judson:

The hearing at the LaSalle Hotel on Chicago legislative measures concerning which I wrote you yesterday is off. Consequently we will not need to have you plan to speak on that occasion.

Yours very truly,

George C. Sikes

Mr. George C. Sikes
Chicago Bureau of Public Efficiency
315 Plymouth Court, Chicago
DEAR SIR:

I have just been asked by Mr. John Doe to acknowledge the receipt of your check of $100.00 for the subscription to the Chicago Tribune. I am enclosing a receipt for your information.

Yours very truly,

Secretary

Mr. George G. Smith
Chicago Tribune
Chicago, Illinois

The Chicago Tribune
President University of Chicago,
56th & Ellis Ave.,
Chicago, Ill.

Dear Sir:

We are enclosing advance proof of the leading editorial in a forthcoming issue of our paper, and would appreciate very much any comment you may see fit to make upon the facts stated therein and the conclusions deduced.

If you are inclined to say anything with regard to the policy of your own institution with regard to the matter discussed, we shall be very glad to have you do so.

The AMERICAN LUMBERMAN takes the position that while it is perfectly proper and legitimate for professors to present to their students the facts regarding Bolshevism or any other social phenomena of the times, it is not proper for them to seek to mold the views of their students to conform to their own, especially when such views are admittedly dangerous to society.

Very truly yours,

AMERICAN LUMBERMAN
Managing Editor

Dist. by R. P. F.

"GREATEST LUMBER JOURNAL ON EARTH"
To The President,
Chicago University,
Chicago, Illinois.

Dear President:

I have been requested to present before the Kansas College Association on January 12th, the subject:

"SHALL TEACHERS UNIONIZE AND BECOME A PART OF THE AMERICAN FEDERATION OF LABOR".

If you are either for or against this proposition, please give me at least three, more if you will, good reasons for the position you hold. We want a fair and impartial discussion of this question, and to this end will greatly appreciate your views.

Thanking you in advance, and extending best wishes, I am

Very truly yours,

[Signature]
President,
Teachers College, New York.

Dear Mr. Brandenburg:

December 4, 1919

Your favor of the 4th is received.

I have been requested to deliver the Teachers in public schools are officers of the Association on January 13th, the 4th. I do not believe that any state officials should form combinations with organizations representing private industries. Such a conflict of duties it seems to me is very dangerous.

In this proposition, please give me at least three, more if you can, reasons for the position you hold. We want a fair and impartial discussion of this question and to this end will greatly appreciate your views.

Thanking you very much,

W. A. BRANDENBURG, President,
Manual Training Normal School,
Pittsburg, Kansas.

Very truly yours,

W. A. BRANDENBURG.
December 8, 1959

Dear Mr. Brandenberg:

Thank you for the help you rendered.

It would be helpful to have copies of the documents referred to in the letter. I do not believe that any such documents exist.

Please forward your correspondence with admittance to the University of Kansas to the attention of:

J.J. McInerney, Chairman

University of Kansas

Very truly yours,

[Signature]
Mr. Harry Pratt Judson,
1146 E. 59th St.,
Chicago, Ill.

Dear Sir:

April 15th, 1920.

As members of the Harrison Technical High School Debating Team, we have been appointed by the Faculty to represent the negative side of the following question which is to be debated in public April 22nd:

Resolved that the United States Constitution should be so amended as to give the President the power to veto such items of the appropriation bills as he wishes.

Knowing that you are interested in public questions, we would like to have your views on this subject.

In view of the fact that time is limited, any suggestions that you may wish to offer must necessarily be received immediately in order that it may be used to the best advantage.

We wish to assure you, Mr. Judson, that your assistance will be greatly appreciated.

Yours very truly,

[Signature]

Nathan Feinsteirn
Robert Kahn
April 15, 1920

Dear Sirs:

Your favor of the 18th instant is received. Even as by the Faculty to represent the negative vote of the Board, I should regard the amendment in question as highly desirable to prevent the custom of putting riders on important bills as well as to enable unrelated appropriations to be considered each on its own merits. The experience of the State of New York will, I think, sufficiently show the value of this method.

In view of the fact that this be printed, any suggestions that you may wish to offer must necessarily be received immediately in order that it may be used to the best advantage.

We wish to assure you, Mr. Judson, that your assistance will be greatly appreciated.

Mr. Nathan Feinstei
Mr. Robert Kahn

Yours very truly,

[Signature]

[Signature]

SPJ: JH
Yours Truly,

[Signature]

Mr. J. H. Kinnear
Manager, Park Avenue

[Signature]
President Chicago University
Chicago, Ill.

Dear Sir:

You will greatly favor me by giving me your interpretation and your personal views of the following question and also any references which you may have upon the same.

"Resolved; That the Government should control the prices of all food stuffs".

Thanking you for any suggestions, I remain

Very truly yours,

Leonard Riggelman.
Dear [Recipient],

I hope this finds you well. I am writing to inform you of an urgent matter that has arisen.

[Content of the letter]

Yours sincerely,

[Signature]
Dear Sir:

Your favor of the 24th instant is received.

Governmental fixing of the prices of food-stuffs may be justifiable in times of great emergency and as a temporary measure. Otherwise the long history of political economy shows the futility of it. A History of Political Economy, especially during the Middle Ages or any economic history during that period will give the facts.

Very truly yours,

Mr. Leonard Rigsleman,
Morris Harvey College,
Barboursville, W. Va.

HFJ:JN
Dear Sir:

Dear Head of the Dept. of Secretariat

Government's intention at the price of 100 Rupees may be profitable in time of great emergency and so on, a temporary measure. Observe the long position at opposite.

Political economy shows the necessity of it. A history of Political Economy especially during the Middle Ages or any economic history shows that.

Please give the respect.

Very Truly Yours,

Mr. Secretary, Registrar

Kottayam, Kerala, Office

Personal Affairs, M. V.

H. T.
Investigation in 3 departments -

I Federal Power.

II Economic Monopolies, Trusts and other combines of a hurtful nature.

III Centralization of wealth itself (surplus) in the hands of a few.

I. Federal Power.

Centralization to a certain point granted as good.

1. Has Federal Power, in your estimation, reached the point where it is becoming a menace to individual progress and true liberty of the masses? Upon what do you base your opinion?

2. Is the present tendency in our National Chief Executive undemocratic and plutocratic in spirit? For example:
   A. In too liberal interpretation of his powers as given by the constitution. Do you believe he has transgressed his constitutional limits?
   B. In appointment of Supreme court judges, (honesty granted) with same centralizing views, who make too liberal constructions of the constitution.
      a- Has this yet been done?
      b- Does not his actions point that way?
      c- Does not such actions make our Constitution a menace rather than a safeguard?
   C. In indicating his successor? Is this not undemocratic, in that power should come from the people and not from leaders. Or failing in naming his successor who will perpetuate his policies, seek to succeed himself.

4. Has the Federal Government enough power at present to overcome the evils of combined capital?
   a- If so why is it not done?
   b- If not what is needed?
   c- Has lack of centralization in U.S. Govt. responsible for trusts?

5. Is the authority and power of the State Govt's. being too much overshadowed by the National Govt. for safety?

6. Has not the people already suffered millions in money and thousands in human lives by industrial combines, controlling some men in our senate?

II. Corporate Wealth.

1. Have not Trusts, Monopolies and Combines reached the danger point where they are a menace to the liberties of the people?

2. Are Monopolistic goods higher today than 10 to 15 years ago? Why?

3. Is there a tendency to International combines (as in salt, steel-rails.)

4. What are the chief evils to the individualism growing out of centralization of industrial combinations?

III. Surplus Wealth.

1. In what specific ways is too much wealth in the hands of individuals a menace to true American Liberty?

2. Do the colossal fortunes depend on a weak central Govt. The general question arises: Do these three points cover the present centralizing tendency, as you view it?
June 20, 1921.

Dear Dr. Judson:

Mr. Hoover and I were two of seventeen members of the President's Industrial Conference which made its report a little more than a year ago. Secretary of Labor, Wilson, was the chairman of that conference and all of the members were strongly impressed with his exceptional ability, comprehensiveness of the subject, judicial attitude, and especially the clarity with which he, from time to time, outlined the history of the union labor movement. You will note Mr. Hoover's opinion as expressed in his telegram to President Wilbur, attached hereto.

If you think it would be feasible for the University of Chicago to arrange with ex-secretary Wilson to deliver a course of lectures in the Department of Economics on "The Development of Trade Unions", I would take great pleasure in contributing an amount not to exceed $2000 for that purpose, as expressed in Mr. Hoover's telegram. I am hoping that this will be the means of other universities following Chicago's lead. You will notice that there is every likelihood that "Stanford" will make a similar arrangement and I feel that it would be advantageous to have the University of Chicago take the lead.

I am sending this to you by special delivery, thinking that the matter might be brought up at tomorrow's meeting.

Sincerely yours,

[Signature]

enc.

Dr. Harry Pratt Judson, University of Chicago, Chicago.
We have been informed that you are interested in joining the Board of Directors of the Parent-Teacher Association. We appreciate your interest and are grateful for your willingness to consider serving in this capacity.

Please let us know if you are interested in attending a meeting to discuss the role and responsibilities of the Board. We would be happy to provide you with more information and answer any questions you may have.

Sincerely,

[Signature]

[Date]
A PLAN TO PREVENT THE POTENTIAL POWER OF WEALTH FOR HARM AND HIGH COST OF LIVING.

BY

LEONARD MATTHEWS

ST. LOUIS, MO.

The proposed scheme herein offered for consideration may supply both the machinery and the best plan needed to reform the evils inherent to excessive wealth and open up a new basis for thought. This is the evolution of an idea first conceived by the writer over three years ago from his knowledge of the enormous frauds perpetrated through the agency of the various exchanges of the country (far worse gambling than many which have heretofore been suppressed by law) by manipulating the markets through all kinds of false rumors, and thus filching from the pockets of farmers or laborers about three billions of wealth yearly, which the writer hopes will soon be retained by those who earn it, and prevent the evil, instead of its amelioration.

The evil may be called trusts, capitalism, gambling, misrepresentation of facts by "captains of industry," or any other name which is potent for evil, and which our experience of late has shown that the inherent potency of capital for evil is, to use a homely but expressive saying, like a dried bull's hide—tread it down in one place, it will fly up in another, as has been shown by the dissolution of the trusts. This potency for evil must be destroyed. Let us have a law legalizing a benevolent co-operative monopoly as proposed herein, then there will be no competition or monopoly except for mutual benefit.

To gradually destroy privilege, and with it capitalism, so as to cause the least disturbance possible to existing business, and ultimately to entirely prevent the exploitation of what is known as the unearned increment of value in real and personal property so that the enormous and undue profits and watered capitalization now being divided among the favored, privileged few, will be equitably distributed among those only who are entitled to them and whose land and brawn made them possible is the object of this paper.

Land and Labor are the only producers of wealth, and should be the beneficiaries of it, but they have never heretofore enjoyed it to the fullest extent they are entitled to.

The enormous accumulation of wealth concentrated in a few hands has so changed economic conditions by unconscious revolution in the last fifty years, that unless labor is protected from the latent power of wealth for injury and unless the proposed plan herein submitted, or something like it, is adopted, it will be almost impossible to undo the evil (or, as some have said, "unscramble the eggs") without confiscation or revolution.

Therefore the only proper way, it seems to the writer, to return the birthright to the masses is to make it impossible to gain, misuse or hold excessive wealth as easily and as unfairly as heretofore, and devise means for its distribution so there will be an equal opportunity to all, and privileges to none. This is what the proposed plan will do.

At present the farmer receives less than fifty per cent of what the consumer pays for the produce he sells. The plan proposed will correct this, when the producer will receive his share of the consumers' dollar.

Labor is inadequately rewarded, and should receive a greater share of the prizes of the world than it now enjoys. Mr. Lincoln said: "Labor deserves higher consideration than capital," and so it does, and should have it. The proposed plan will correct this.

Over thirty-three per cent of the yearly values which the farmers and laborers supply are absorbed by a few thousand unproductive individuals, mostly through manipulation of the markets on the various exchanges, almost totally destroying their legitimate use as ex-
changes, and by all kinds of unfair and get-rich-quick gambling schemes which should be suppressed. Beginning at the exchanges (which, as now managed, are the breeding places of millionaires and paupers), then preventing undue accumulation of wealth in other ways by these unproductive parasites on the body politic, and the enormous gains they absorb from the farm and labor which should remain with those who earned them, or else they deserve what they get. The proposed plan will bring this about.

To accomplish the proposed scheme a great benevolent co-operative company or monopoly is suggested which will gradually absorb all of the manufacturing and other business of the country and obtain the desired result.

We all know the advantages derived from small co-operative companies in various countries. If they are so advantageous on a small scale, why not one great co-operative company, on the principle of to cure a bite take a hair of the dog that bit you. Monopoly by the few for monopoly by the masses. But to proceed with the plan:

First. Have Congress pass an act requiring all corporations or business firms now doing an interstate business, including banks, trust, insurance, railroad and other companies, to organize under Federal charters limited to twenty-five years' existence.

For the privilege of doing business these companies shall create a sinking fund of 2 1/4 per cent per annum of their capital stock, paying it into the Eota Company hereinafter mentioned, which shall be paid to the stockholders for their stock, and thus ultimately own every kind of business.

Or else, instead of the sinking fund, at the option of the various companies interested, they may elect to accept the stock of the Eota Company at par, for their stock, at a fair market price, when their charters expire.

Second. At the same time the above proposed act is passed Congress shall incorporate a company in perpetuity, with an unlimited capital, to be appropriately named the Eota Company, which is an acrostic of the Slogan "Equal Opportunity to All."

The above proposed companies shall be subject to the control and supervision of a Federal Commission, with power to regulate prices of commodities sold, their mode of doing business, bookkeeping, salaries, etc., allowing enough margin in prices of wares and merchandise to cover the proposed sinking fund and other expenses of doing business, and any adverse contingencies likely to arise, with enough for a liberal profit to the investor.

The proposed Eota Company shall do a general holding and operating business, such as mercantile, manufacturing, banking, insurance, or any other deemed desirable.

Its stock shall never pay over six per cent dividends, unless earned through foreign commerce. It shall never be owned or controlled by aliens or absentees. It shall be sold to any citizen of this country at par for cash, or exchanged for other property or stocks at a fair market value, and shall be subject to call at par in any amount from any excess of $150,000 par value held or controlled by one party.

These companies organized and doing business, ameliorating conditions, financially, socially and morally will be felt immediately, which will become greater until final merger of all kinds of business into the Eota Company takes place.

When the merger is complete the Eota Company will be able to manufacture goods so cheaply that it could successfully compete with any country, however cheap its labor, and at the same time pay the highest prices for its own labor, being able to do so by the great saving of the enormous profits heretofore absorbed by the trusts and favored few, and the reduced cost of doing business and expense of living.

The improved social, economic and moral conditions of labor, with social and industrial justice, combined with the reduction of fifty to seventy-five per cent in the cost of manufactured goods to the consumer, enabling a comparatively luxurious mode of living by the masses, in connection with the demand for skilled mechanics, will induce an enormous emigration to our shores.
This will give a home market for all of our farm products, doubling the price of farming land, and give a healthful growth to our cities.

Naturally our cheap wares going abroad will stimulate foreign commerce, opening up new avenues for our enormous accumulation of wealth, give employment to and make productive idle millions, encourage shipbuilding, enabling us to successfully compete in all kinds of engineering projects in foreign countries, such as building railroad, bridges, canals, etc., drawing gold from every country, which will enable us to negotiate foreign loans, and, like a rolling snowball, make us the richest and most prosperous country on earth—giving our captains of industry opportunity to exploit the unearned increment of value of foreigners, instead of our own people.

Beside the great benefit the plan will give the farmer, the laborer and the masses, it will appeal with almost equal force to all kinds of legitimate business, by giving it a greater stability, and will suggest the best plan to those whose business does not conform to the law, as being that of the least resistance.

The proposed plan will cause the most equitable distribution possible hereafter of all wealth, and will not deprive any of their present holdings without due compensation, as it is proposed to pay cash or its equivalent at market value for any stock or other property.

The scheme would simply prevent "capitalism" hereafter, by distributing the prizes of the world among those who earned them, and which have heretofore been wrested from them largely by fraud, by manipulation on the stock and other exchanges, and various get-rich-quick devices, and unholy worship of mammon.

The plan will simply drive unproductive idle wealth into foreign commerce, which will immediately become productive by making available for our home use the product of millions and millions of acres of rich virgin soil in the various continents, exchanging our cheap goods for their cheap produce, thus avoiding the necessity of intensive scientific farming at home, which is exceedingly expensive, and which will add greatly to the cost of food and produce of our farms, the prices of which will then be regulated by the cost of the same kinds of produce raised abroad with charges added, thus helping the farmer immensely without increasing the cost of food to the consumer.

The proposed Eota Company can have no incentive to sell adulterated goods or give false weights, or to charge higher prices than just enough to cover its six per cent dividend, pay taxes, cost of doing business, and any proposed improvements of a general character, such as deepening rivers, building levees and canals, draining swamps, irrigating arid lands, or any other public benefits, which will be voted on by the community at large before the cost will be added to the price of goods, all of which would reduce the cost of living, or add to the happiness of the masses, and much of it paid for by those specially benefited.

It will be easily seen there is more unearned increment of value in personalty than in reality, and to save it for the benefit of the masses it is only necessary to take away the privilege of doing business by individuals, or corporations, and transferring it to a general co-operative company, as is here proposed to do, but not without paying those from whom it is taken all they have invested in it.

The unearned increment of value in reality cannot be so easily grasped as its ownership, or exploitation is not a privilege, but a right from time immemorial.

The Eota Company proposes to pay all general taxes, both State and National, supplemented by a graduated succession tax, and some others equally as just, leaving real estate entirely free, except for strictly local improvements, such as local roads or streets, parks, museums, zoological and other gardens, schools, etc., by forming taxing districts where benefits are received.

As soon as the National and State budgets are known the Eota Company would immediately advance on luxuries, or lower the price on necessaries, of its wares and merchandise, so as to raise the needed amount, which would probably be much less than one-half of one per cent on the selling price of goods, so small that it would be scarcely felt. No complicated assessor or tax books all over the country, no poll, inquisitive income taxes, licenses or tariff for revenue or protection to cause perjury, but we will have simplicity itself in taxation without being felt.
A plan which may change the whole inequitable mode of taxation as heretofore practiced, from complicated real estate and personal inquisitorial obligations to a most equitable mode, so that no one would know he was taxed, except for purely local advantages, on real estate, and give the United States and the states $2,000,000,000 annually in taxes, should be thoroughly sifted in the minds of the people before rejecting it.

A plan which may give to the farmer and laborer more advantages than they have ever enjoyed before, or asked for, and just what they should have and demand.

A plan which may break up all stock and produce gambling on our exchanges, relegating them to what they were originally intended for, exchanges and all kinds of get-rich-quick schemes, that will save to the country billions of dollars by preventing the non-producers from distributing among themselves the prizes of the world, and giving and keeping them among those who produced them, and are entitled to enjoy them.

A plan which may give to the masses leisure and opportunity and desire to inform themselves in art, science, research, literature, history, religion or anything ennobling or desirable to learn.

A plan which may as near as possible abolish poverty, crime, social inequality and hundreds of other undesirable conditions.

A plan which may preserve in perpetuity to the classes the unearned increment of value in personalty and in a short time restore the same in realty.

A plan which will forever prevent panics.

A plan which will effectually do away with high cost of living, and do the greatest good to the greatest number.

A plan which may change the whole current of business, from one of a selfish, over-reaching, grasping monopoly, competition and strife, to a general co-operative, peaceful monopoly, for mutual benefit, being constructive and not destructive, with the least possible disturbance to present business.

A plan which can be carried out through various bureaus of experts, with probably as little trouble as the management of our postoffice, treasury department or army and navy.

A plan which may enable the country to earn enough from foreign commerce to support itself, independent of its home industries, and practically secure to our own use millions of acres of virgin soil now in foreign ownership.

A plan which may enable us to exploit all kinds of schemes in foreign countries, giving employment to our surplus capital and millions of our own citizens abroad.

A plan which may enable us to issue billions of paper currency, if found desirable, amply secured by gold deposits.

A plan which may enable us to contract immense foreign loans.

A plan which may furnish one of the best investment securities ever known, always at par, to any citizen, and which can never be doubted by the most ignorant investor, nor manipulated in the market, or withheld from any purchaser.

A plan which may give us a currency with double buying power to that we now have.

A plan which may do away with all inquisitorial personal, income, tariff for revenue or protection and other taxes except on real estate for entirely local benefits, supplemented by a succession and other equally just taxes, a plan which will give the little fellow a chance and hurt no legitimate business, is certainly worthy of consideration and adoption.

There are hundreds of ideas which will suggest themselves from reading this paper which would make it too long to be interesting, yet would be pertinent.

No doubt constitutional amendments will become necessary, both State and National, but if the plan is adopted it will be easy enough to pass them.

Here is food for thought which, if properly digested by exact thinking (unbiased by personal interest), may lead to the adoption of the scheme proposed. Then we will have a government of the people, for the people, by the people, and equal opportunity to all and privileges to none.
Dear Professor Pratt Dickson,

My dear Sir,

I read with pleasure the platform of the Church of Christ as published in the papers. This is a brave and wise effort. It is a move in the right direction. Your Programme on Religion sends an idea which if properly applied to the basic plans on remedy will work the machinery to accomplish the ends proposed.

You may select any remedy evil in political economy and test it by the plans proposed, and you will find a remedy to fit the case in the Code.

The scheme is not utopian for the means absolute perfection which we can never attain here. Nor is it “Looking Backward” for it looks 25 years ahead.

It does not propose to take away every trace of mediocrity. Wealth, abilities, and privilege are granted to the holder of it, at the end of his life to do business.

It is true he must
Provide a sinking fund, but if it is paid, the amount will be collected from the consumer. Yet no one would suppose the sinking fund would be collected when the party has the option to accept the stock of the East Co in lieu therefor.

When the East Co is in full operation, if even, we will then have the benevolent foundation pro-
scribed by our Saviour. The year of jubilee was instituted for a charitable purpose of The East Co, but it was too drastic and fell into disuse.

There are several entirely new ideas in the scheme proposed and all areas fitted with a new dress. I will be pleased to have your criticism on the plan proposed either favorable or adverse.

Town Sincerely,
Leonard Matthews.
November 18th
1922.

President Judson
University of Chicago.

Dear President Judson:

One of the investigations carried out by Dr. Harkins has made use of a moving picture camera for the photography of atomic phenomena. Dr. Harkins believes that the film might be of some general interest to the public. He would offer it first to the Educational Society, which has loaned him the camera for this investigation, and in case they accept the film it would be given to them without charge, of course.

In the event that they decline the film, Dr. Harkins would like to have your permission to offer it to the Pathé people, the royalties to return to the Department for use in research.

I should like to be advised by you in regard to both of these possibilities.

Sincerely yours,

J.S.-EES
My dear Mr. Stieglitz:

Yours of the 18th instant is received. Of course it is entirely proper to offer the film to the Educational Society. In case they decline I suggest you confer first with Mr. Hackman as to the Pathé people.

One of the investigations carried out by Dr. Markine has made use of a moving picture camera for the photography of atomic phenomena. Dr. Markine believes that the film might be of some general interest to the public, and he would offer it first to the Educational Society, Mr. J. Stieglitz, The University of Chicago, for this investigation, and in case they accept the film it would be given to them without charge, of course.

In the event that they decline the film, Dr. Markine would like to give your permission to offer it to the Pathé people, the royalties to return to the Department for use in research.

I should like to be advised by you in regard to both of these possibilities.

Sincerely yours,

James E. Bowman
My dear Mr. Secretary:

I am at the Isha Ecumenical Conference of course it is an entirely proper to offer the film to the Ecumenical Conference. In case you receive I request you consider this with Mr. Koszmen as to how best people.

Very truly yours,

Mr. Secretary.

The University of Chicago.
The Neighbors League of America, Inc. takes pleasure in announcing that, pursuant to action taken in its Annual Meeting on April 25th, 1924, and to consequent negotiations with the Woman’s American Baptist Home Mission Society, and in accordance with unanimous vote in a special meeting of the League on June 24th, 1924, its specific work of teaching the English language and Christian American ideals to foreign born women in America will be done through the agency of the Woman’s American Baptist Home Mission Society until further notice.

All contributions for this work should be sent to
Mrs. Mary E. Bloomer, Treasurer, and should be addressed to

Neighbors League Fund
Care of W. A. B. H. M. Society
276 Fifth Avenue
New York

June 30th, 1924
The Neighborhood League of America, Inc.

We are pleased to announce that our board of directors has taken action to announce that the League's Executive Director, Mr. John Smith, has been appointed to a new position effective on January 1, 2022. This appointment is a result of the extensive effort and dedication of Mr. Smith over the past several years. We are confident that he will continue to lead the organization in a positive direction.

We extend our appreciation to Mr. Smith for his service and wish him well in his new role.

Dorothy L. Johnson
President
June 30, 2021

The Board of Directors
July 10, 1924

My dear Mrs. Barnes:

This is just a note to express my pleasure in the fact that the Neighbors League of America, which was, I know, largely your creation, has found a permanent foundation on which to continue its work in its association with the Woman's American Baptist Home Mission Society.

With best wishes to you and Mr. Barnes, I am,

Cordially yours,

Mrs. L. C. Barnes
276 Fifth Avenue
Room 751
New York City

EDB:HP
My dear Mr. Reader:

This is just a note to express my pleasure at the fact that the help we have received from American Relief is listed in the report. I know that your association has done a great deal of work in the association with the American's Against Imperialism's Mission.

With deep thanks for your help and Mr. Hanse, I am.

Sincerely yours,

C. R. Bates

325 Fifth Avenue
New York City

Enc.
Mr. Ernest D. Burton, Pres.,
University of Chicago,
Chicago, Illinois.

My dear Mr. Burton:—

You may recall my few minutes chat with you about the use of Motion-Pictures for Teaching and the possibility of interesting the gentlemen with whom I am associated in conducting a survey on this subject in the work in the development plan of the University.

You will find enclosed for your file a copy of a letter I have written to Prof. Judd and a copy of the letter and questionnaire sent him. A bit of friendly interest and cooperation from him will be deeply appreciated and will enable me to prove the alertness and progressiveness of the University of Chicago in considering educational methods.

I am also sure that Prof. Judd would have some valuable observations on the subject. Frankly, we do not know whether the motion picture should or should not be used for teaching. We are trying to find out.

Whatever Prof. Judd's views on this subject they will be welcome and afford me an opportunity to call attention to the University and its development plan.

Sincerely yours,

Rowland Rogers.

P.S. It is a genuine pleasure to cooperate in the plans which you have started. We thank you for the opportunity and the privilege. Our Committees are working vigorously down here and are doing our utmost to "make good." R.R.

3 encls—
Copy of letter to Prof. Judd, with letter and Questionnaire enclosed.
March 30th, 1925.

Profs. Chas. H. Judd,
University of Chicago,
Chicago, Illinois.

My dear Prof. Judd:

You will find enclosed copy of a
letter and Questionnaire which I have sent to the
Supervisors of Schools and Directors of Education
in 10 cities in the Middle West and East.

The letter explains the purpose
of the Questionnaire.

We are attempting to get the facts, —
un-colored and unbiased, if possible, — as a basis to
determine the desirability of developing the "movie"
for teaching and finding how and when and where it can
best serve the cause of education.

I will welcome your observations on
the subject.

Sincerely yours,

[Signature]
Rowland Rogers.

RR.Ed
2 encls — copy of
letter and
Questionnaire
To the Directors of Visual Instruction.

ROWLAND ROGERS
71 WEST 23RD STREET
NEW YORK

March - 1925.

Name, 
Address, 
City, State. 

My dear - - - :

You will be deeply interested in the statement which follows and the Questionnaire enclosed.

A group of men of the highest integrity and ability and also financially sound have employed me to conduct an immediate survey to gather the facts necessary to determine the desirability of producing and distributing motion picture films for teaching.

You may know of my great interest in the subject of films for teaching for the past seven years, not only through my work at Columbia University but through the experiments we have made in the production of several "teaching films."

I regard this survey of the utmost importance to the cause of visual instruction. Upon it will depend the actual start by people of the right caliber and ample means to provide genuine "teaching films." Their desire is to use "movies" to serve the cause of education, and secondarily to find a sound investment for available capital.

Therefore, will you be so kind as to give me full cooperation by answering the Questionnaire? I shall promptly recompense you for any expense to which you are put.

Can you favor me with a reply within ten days from the receipt of this letter? The element of hurry is not present but prompt action is desirable. Upon receipt of the Questionnaires, which are being sent only to persons who are in the position to give first hand information, I shall have the facts tabulated then call in person in most of the larger cities of the middle west and east to complete the research.

I will heartily welcome your constructive suggestions.

Sincerely yours,

Rowland Rogers,

Enc. - Questionnaire
April 7, 1925.

My dear Mr. Judd:

I am handing you herewith some correspondence sent me by Mr. Rowland Rogers. Rogers is an alumnus, who is at present in the service of Mr. George Eastman. He has some hope of interesting Mr. Eastman in some phase of our University work. I have some sense of what it means to have a questionnaire like this filled out. Will you look at it and advise me what to say to Rogers? Is there any one of your staff who could do anything to meet Mr. Rogers request?

Very truly yours,

[Signature]

Mr. C. H. Judd,
The School of Education.

EDB:CB
April 9, 1935

My dear Mr. Judd,

I am writing you because of some concern regarding your report on Mr. Home's conscription in the service of Mr. George Meader. He has some hope of transferring to some branch of the civil service, but he seems to have some serious work. I have some sense of what it means to have a disappointing like this filling one's mind at an early age. If you can find me or write me what you have done to try to help Mr. Home, it would be very much appreciated.

Very truly yours,

[Signature]

Mr. J. D. Judd
The School of Economy
April 7, 1925.

My dear Mr. Rogers:

I have yours of March 31st, and am asking Mr. Judd if he can have the Questionnaire answered. I remember our interview on the matter with pleasure, and shall be glad to co-operate with you in any way that I can.

I shall hope to see you in New York soon after this letter reaches you.

Very truly yours,

Mr. Rowland Rogers,
71 West 23rd St.,
New York City.
My dear Mr. Robert:

I have yours of March 15th and am writing to you. I have made the appointment in the matter with pleasure, and shall be glad to see you. I hope to see you in New York soon after this letter reaches you.

Very truly yours,

[Signature]

Mr. Robert

At West 50th St.
New York City

[Address]
March 21, 1923

Messrs. E. D. Burton,

Gentlemen:

I think I should report on the meeting I had with Mr. W. V. Bingham, director of the Division of Cooperative Research of Carnegie Institute of Technology, on Sunday, March 11.

I know that Mr. Bingham had a talk with Mr. Marshall and I know that he expected to talk with President Burton but have not heard whether he accomplished his purpose.

In effect, the point of the interview was that his department had word from President Baker of the Institute of Technology that he could not, after this year, expect the appropriations to which he had been accustomed the last few years, and he was looking about to know whether he could make some hook-up elsewhere either for his whole Division, or failing in that, for himself. I think he wanted me to get the impression that he was coming to us largely or at least partially at the suggestion of Mr. Ruml of the Laura Spelman Rockefeller Foundation.

Understand that his budget for the year consisted of $123,000, received as follows:

From cooperative concerns................. $60,000.
" some Foundation ....................... 11,000.
" tuitions of Life Insurance Salesmanship course....................... 16,000.
   (This self-supporting, therefore, in and out of income and expenses)
" Budget of the School ..................... 36,000.

$123,000.

In effect, then, in a budget of $123,000, the Institute furnished only $36,000, which was expended by the Personnel (Mr. Bingham's) office,
as follows:

$12,000. Dean's Office (suppose salary and expenses)
18,000. For research for the business office of the Institute
6,000. For educational research.

I understand his Departments and Staff consist of --

1-Bureau of Personnel Research............... Dr. C. S. Yoakum
2-Research Bureau of Retail Training.......... Dr. W. W. Charters
3-Educational Reference and Research.......... Dr. E. K. Strong, Jr.
4-School of Life Insurance Salesmanship....... Mr. C. J. Rockwell
5-Life Insurance Sales Research Bureau...... Messrs. Holcomb & Hanson
6-Industrial and Engineering Research........

(These last two not very far along and easily detached, and can be disregarded).

It will be noted that of the budget income, much of the cooperative support was local and, therefore, to expect it to be continued as at present, it should remain in Pittsburgh. Also, because their studies were of local character, much of this work would be lost if moved from Pittsburgh. Therefore, he thought that the Research Bureau of Retail Training, under Mr. Charters, and the School of Life Insurance Salesmanship, under Mr. Rockwell, should certainly stay there, although he said that perhaps Mr. Charters might be able to leave it after another year. He felt, however, that the Bureau of Personnel Research, under Mr. Yoakum, and the Educational Reference and Research, under Mr. Strong, need not of necessity stay there.

I believe that he would like to come to us, preferably bringing with him Dr. Yoakum and Dr. Strong for their specialties, but I am under the impression that he would come himself without them if we desired, on some such line-up as studying student personnel, both as to the work students are fitted for in College and work they are fitted for on leaving College. He spoke particularly of Mr. Hopkins' recent connection with Northwestern -- who is studying the adaptability of students to particular occupations in the hope of saving time and effort on their part.
He left with me two exhibits which I am taking the liberty of sending to Mr. Marshall. The first one of these outlines what I suspect he would be glad to do for us.

(1) Entitled "The Institute of Personnel," and describing the student personnel office and its relation to personnel research in business and industry. This was written by Mr. Bingham and is an elaborate description of a properly conducted student personnel office with a recital of what should be accomplished from it.

(2) A copy of his letter of February 26 to Chancellor Bowman, who I understand is considering taking over the work. This describes the work of the whole division.

I pointed out to him some of the financial problems that were before us at present:

1. That we needed increased funds to maintain our present standing;

2. That we were already committed to certain large developments;

and that, therefore, we had to be very careful on expanding in new fields; but that I was glad to get the whole story and would be thinking it over and be in a position to confer with President Burton and Mr. Marshall if they brought the matter up.

Yours cordially,

[Signature]

Harold G. Swift