June 28, 1929

My dear Mr. Carr:

Thank you for the statement of enrollment for your courses during the past academic year, and your statement of departmental expense. The inability of the University to spend money methodically in all departments according to their earnings is obvious, but as an evidence of economical administration, your letter is important. I think this is especially true in view of the number of undergraduate registrations granted to a fairly large enrollment in graduate courses.

Very truly yours,

David H. Stevens

Assistant to the President

Mr. Harvey A. Carr,
Faculty Exchange.
June 26, 1935

Mr. Great Comrade

Thank you for the information of appointment for your concern granting the basis academic year and your assistance of the presentation of the program. The preparation of the presentation of the program is necessary to bring money effectively into the appropriate section and also to stimulate certain sections to participate in its plan as an exhibition, which means the special interest in the view of the matter of which is presented to the committee concerning the participation of four faculty members to a faculty member and the committee responder.

Very truly yours,

[Signatures]

Assistant to the President

Mr. Head of Great

Henry Exponent
Dear Professor Woodward:

I am calling your attention to the following data:

1. Number of registrations in the department for the three quarters of 1928-29.
   - Graduate: 267.
   - Undergraduate: 697.

2. Total tuition fees for above: $29,463.

3. Departmental budget for year, including extra instruction, and equipment and expenses: $23,955.

4. Excess of fees over budget: $5,508.

Sincerely,

H. A. Bar
Dear Professor Wooster,

I am calling your attention to the following:

1. Number of registrations in the department for the ensuing academic year.
2. Total tuition fees for the year.
3. Departmental budget for the year.

Any information regarding changes or adjustments.

Yours sincerely,

[Signature]
April 15, 1929

My dear Mr. Thurstone:

This booklet is a copy of something that we might well start to duplicate for our own seniors; or we may think it sufficient to send all our suggestions to the Yale University committee, in accordance with their request, and later on, get a stock of copies for ourselves under a trade imprint. The idea is so good that I believe it will be the solution of the problem of giving vocational guidance. Mr. Cowley and Miss staff could not do as much for our seniors as is done through such a book as this one.

All members of the Executive Committee have been supplied, so that we can discuss the question when we meet.

Very truly yours,

David H. Stevens

Assistant to the President

Mr. L. L. Thurstone,
Faculty Exchange.
April 15, 1932

The great ill. Thurotzer

This document is a copy of some...
February 6, 1928

My dear Dean Boring:

Thank you for your very courteous letter of February 5. I had not been conscious of any apparent discourtesy in the way in which our invitation had been handled, and I hasten to assure you that there is not the slightest occasion for chagrin on your part. We were disappointed when we learned that it was not thought feasible for the Congress to come to Chicago, but we fully appreciate the reasons for the decision.

With best wishes,

Yours cordially,

FREDERIC C. WOODWARD

Dean Edwin G. Boring
Emerson Hall
Cambridge, Mass.

FW+L
My dear friend Feintl

Thank you for your very confidential letter of

February 6. I had not been conscious of any

resentment before in the way in which you refer
to me and my handling, and I would not imagine you
to have been resentful and I have now been able to see the situation for exactly

what it was, and to appreciate that you are, on your part, very much disappointed upon my failing
to see to what extent I was responsible for the outcome of the matter and the pressure I gave to opposition and my failure to appreciate the necessity

for the occasion.

With best wishes,

Yours sincerely,

Theodore G. Woodard
My dear Dean Woodward:

After considering the problem of the place of meeting for the Ninth International Congress of Psychology at the first meeting of the National Committee at Columbus at Christmas time, the National Committee decided to accept the invitation of Yale University and to hold the Congress there. We have accordingly to thank the University of Chicago for its invitation and regretfully to decline.

I write at this belated time with very sincere apologies for not replying immediately after the meeting and before there had been any publicity as to the decision. What happened was that your invitation addressed to Dr. Cattell, while it led to consideration of Chicago, did not get into my proper files for reply; and the fact that my memory and sense did not operate is simply a case of human fallibility. The letter, when I found it in another file, was also misleading because it was dated October 20, whereas I do not see how that month can be correct since the Association had not yet taken its second ballot in the matter of electing officers. It seemed, you see, like an old letter.

I have also to apologize, on behalf of Dr. Cattell, for the fact that there was no mention of Chicago's invitation in the announcement that was printed in Science, and perhaps elsewhere. His psychology in this case was undoubtedly that of remembering the longer part of our discussion and what happened in the Committee was that we first decided that we could not, on account of travelling expenses to foreigners, go so far west as Chicago. Then the long discussion occurred about eastern institutions, which were those that Cattell mentioned in his note.

I hope you will understand how chagrined I am for this seeming discourtesy of the National Committee toward the University of Chicago.

Sincerely yours

Edwin G. Boring
Secretary

Dean Frederick C. Woodward
University of Chicago
Chicago, Illinois
Ninth International Congress of Psychology

[Signature]
Dear Professor Woodward,

It was voted to hold the International Congress of Psychology at Yale University. There seemed to be no objection on the part of anyone, the Western men on the Committee to favor Chicago.

H. C. Carr
Dear Professor Woodward:

I beg to acknowledge the invitation from the University of Chicago for the meeting in 1929 of the International Congress of Psychology, which will be brought to the attention of the executive committee. In the meanwhile, please let me thank you and the officers of the University of Chicago most sincerely on behalf of the executive committee of the congress and of American psychologists.

Very truly yours,

[Signature]

Professor F. C. Woodward
University of Chicago
Chicago, Illinois
October 20, 1927

Dr. J. McKeen Cattell
President, Executive Committee
Ninth International Congress of Psychology
Garrison-on-Hudson, New York

My dear Dr. Cattell:

Will you be good enough to extend to the Executive Committee a very cordial invitation to hold the meeting of the Ninth International Congress of Psychology at the University of Chicago? We should esteem it a great privilege to entertain the Congress, and I think we are well equipped to take care of these sessions. As you doubtless know, we have a number of large lecture halls, and there are in the neighborhood of the University several excellent hotels, near the lake shore, where it would be pleasant for the delegates to stay.

If the Committee desires any further information, I hope you will let me know.

Yours sincerely,

FREDERIC C. WOODWARD

CC to Dean Edwin G. Boring, Sec'y, Executive Committee, Ninth International Congress of Psychology, Harvard University, Cambridge, Mass.
I have no way of knowing to expect to see an announcement
of the Executive Committee of the International Conference of
Practitioners of Psychotherapy to be held soon.

I think you'll find it interesting to know that I have been
perhaps more active in the International Conference of the
Practitioners of Psychotherapy than any other conference in
the world. I have been a member of its executive committee
and have been in charge of the conference of the International
Conference of the Practitioners of Psychotherapy for
many years. I have taken an active part in its proceedings,
and I feel that I can contribute to its success.

If the committee wants any further information, I
hope you will let me know.

Yours sincerely,

[Signature]

P.S. I would like to see the Executive Committee.

Copies:
December 12, 1927

My dear Mr. Carr:

I find in my desk—perhaps you left it there— the circular letter of the American Psychological Association announcing that the International Congress of Psychology will meet in America in 1929, and I am wondering if we ought not to invite the Congress to meet at the University of Chicago. What do you think about it?

In any event, should we not proceed at once to invite one or two foreign leaders to teach in the Summer Quarter of that year?

Yours cordially,

FREDERIC C. WOODWARD

Professor H. A. Carr
Department of Psychology
Faculty Exchange

Welo
The Ninth International Congress of Psychology has been invited by the American Psychological Association to meet in America in 1929, presumably in August or September. The date of meeting, place of meeting, and organization of the Congress will probably be determined by the Association at its annual meeting next December.

This occasion will be the first time that the International Congress has come to America, and it seems important that American psychologists unite to make the Congress a success as a truly international gathering. As the Committee sees it, such a result can be accomplished best if provision is made for a large number of temporary appointments of foreign psychologists to positions which will enable them to afford the cost of travel to America.

After consultation with various persons who have the interests of psychology very much at heart, the interim Committee will recommend to the American Psychological Association that no especial effort be made to secure and grant direct subsidies to foreign scientists. It believes that direct subvention is questionable in principle and extraordinarily difficult to accomplish without offence. In place of gratuitous subvention the Committee hopes that it will be possible to secure, from appropriate sources, funds that can be used as honoraria for lectures or seminars, or as expense stipends for conferences. It is by no means certain, however, that such funds can be secured, and in any case it seems improbable that they alone would be sufficient.

It becomes important, therefore, that American psychologists and others interested in psychology should, individually or as the representatives of their several institutions, exert themselves to provide remunerative appointments for foreign psychologists at the time of the Congress. The Committee tentatively suggests the following kinds of appointment.

1. Regular university lectureships, for 1928–29, especially the second semester of that year, or for 1929–30, especially the first semester of that year.
3. Appointments on lecture foundations already extant.
4. The arrangement of special lectureships on institutional funds or by special gift secured for such a purpose.
5. Regular summer school appointments in 1929.
6. Summer school “circuits.” It may be possible, for example, to arrange that six lecturers during summer school sessions should spend one week at each of six universities. Eastern, central, and western circuits may all be possible.
American Psychological Association

Ninth International Congress of Psychology

SCHEDULE OF MEETINGS

Wednesday, June 10

9:00 A.M. Opening of Congress

10:15 A.M. Presidential Address

11:30 A.M. Division Meetings

1:30 P.M. Presidential Address

3:00 P.M. Business Meeting

4:15 P.M. Reception

Thursday, June 11

9:00 A.M. General Session

10:15 A.M. Presidential Address

11:30 A.M. Division Meetings

1:30 P.M. Presidential Address

3:00 P.M. Business Meeting

4:15 P.M. Reception

Friday, June 12

9:00 A.M. General Session

10:15 A.M. Presidential Address

11:30 A.M. Division Meetings

1:30 P.M. Presidential Address

3:00 P.M. Business Meeting

4:15 P.M. Reception

Saturday, June 13

9:00 A.M. General Session

10:15 A.M. Presidential Address

11:30 A.M. Division Meetings

1:30 P.M. Presidential Address

3:00 P.M. Business Meeting

4:15 P.M. Reception

Sunday, June 14

Closure of Congress

This schedule is subject to change without notice.

SCHEDULE OF MEETINGS 1919

TO AMERICANS ABROAD —

The Ninth International Congress of Psychology has been invited by the American Psychol-

ogy Association in New York, to meet in America in 1917, and to hold its sessions in the city of

New York. The Association is organized for the purpose of promoting and encouraging the stu-

dies of mental and physical science, and for the advancement of science in all its branches.

This Congress will be held from the 10th to the 14th of June, at the Hotel Statler, New York.

It is the purpose of this Congress to bring together representatives from all parts of the world,

in order that they may exchange ideas and information concerning the latest developments

in psychology and allied sciences. The Congress will consist of four sessions per day, with

opportunities for discussion and debate on a variety of topics.

American psychologists are cordially invited to attend this Congress, as well as to participate in

the discussions and activities. Further information about the Congress can be obtained by con-

tacting the Congress Office at the Hotel Statler, New York.

American Psychologists

American Psychological Association

Ninth International Congress of Psychology

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the discussions and activities. Further information about the Congress can be obtained by con-

tacting the Congress Office at the Hotel Statler, New York.
7. Round tables or conferences, with remuneration or liberal provision for expenses, on topics which would appeal to possible patrons. These might be held either in connection with summer schools or independently near the time of the Congress.

8. Fellowships or research appointments, where the stipend is adequate, and the nature of the appointment consonant with the status of psychologists who would be valuable members of the Congress.

If financial aid is secured, it could be used to supplement the stipend of some of the preceding types of appointment for which support would have to be found; but American psychologists should also bear in mind the possibility that they, by individual effort, may be able to secure funds to support such projects as are of special importance to their scientific interests.

The Committee sees no reason to believe that interest in these projects should be limited to university departments of psychology. There are various institutions of social, educational, psychopathological, anthropological, criminological, industrial, physical, and international interests, which might be glad to avail themselves of this opportunity to secure contact with foreign psychologists.

Will you, as preeminently interested in the future of psychology, aid the success of the Congress and seek also to enlist the support of your colleagues?

Among the more important things that you can do at the present time is to lay plans by which some distinguished foreign psychologist or psychologists can be helped, by your action or the action of your institution, to come to America at the time of the Congress. If, in making these plans, you feel that the interim Committee can be of service to you in putting you in touch with the plans of others, you should call upon it. After the first of the year there will presumably be a permanent organization which can act as the clearing house for these various projects.

The interim Committee also requests that you make to it any suggestions that occur to you as bearing on the general problem. You may think of persons or institutions to whom this letter should be sent, or you may think of new ways of providing for the attendance of foreign psychologists. The interim Committee will gladly receive advice and suggestions, and will tabulate such information as it has in hand at the end of the year for the use of the permanent organization of the Congress.

Please cooperate! Some of us think that America should become the leading nation in psychology. At any rate let us help to make the first International Congress of Psychology in America of the greatest possible use for the future of psychology and psychological service both here and abroad.

EDWIN G. BORING, Chairman
February 3, 1928

Dear Mr. Woodward:

Dr. White has suggested that I write a statement descriptive of the projects which I have under way and which I expect to start. I am inclosing a brief memorandum of the work that I have in mind. I trust that this will serve your purposes.

I suppose a more satisfactory way of estimating my work would be to consider periodically the reprints of material already published.

If you desire further or more detailed information I shall be glad to give it as well as I can predict it.

Sincerely yours,

L. L. Thurstone

L. L. Thurstone
I am happy to receive your letter. Thank you for your kind words and encouragement. I am glad to hear that you are doing well and enjoying your new assignment.

I have been very busy with my work, but I have managed to keep up with my studies. I am currently working on a project related to the development of a new technology. I hope to have some results to share with you soon.

I am looking forward to hearing from you again. Please keep me posted on any developments in your work.

Sincerely,

[Signature]

[Name]
December 23, 1927

Dear Professor White:

I have your request of December 20th for a report on my research activities.

Perhaps the best form of report that I can send you is the reprints of material published during the period in question. I am attaching reprints of my publications which have appeared since last summer.

At first sight it may appear to you that several of these reprints are not strictly relevant to social science but that would be in error. I am just now completing the manuscript for a study of racial and nationality attitudes. It is an application of the law of comparative judgment to the measurement of such attitudes. It is a scheme quite different from the one that we have previously discussed for measuring attitude on disputed public questions. This may serve to illustrate the connection between the study of social values and some methodological studies in psychophysics which, as such, seem to be rather remote from social science.

My first article on the measurement of attitude is being published in the next issue of the Journal of Sociology. It will be included in my next report.

I am inclosing a schedule of opinions about the church which is a part of the experiment being conducted by Mr. Chave of the Divinity School and myself. This study will be completed within another month or two. The preliminary scale has been completed and we are now experimenting with its application by giving it to groups of Freshmen, Sophomores, Juniors, Seniors, Graduates, and Faculty here at the University. This is an experiment to see how the preliminary form behaves in actual use. Mr. Chave and I are planning to complete a small monograph on this subject and Dr. Soares has expressed his willingness to help us to see it through publication by the press. I estimate the completion of this project at about March 1st.

I have several theoretical studies on the way on the relation between rank orders and measurement, especially as applied to social values, but these studies have not been developed to the point where I can state them in the form of definite projects. When I can do so, the problem will have been solved.

Two of my graduate students are working on doctor's theses involving the measurement of attitude. One of these is the construction of a scale for measuring attitude on prohibition. It is being carried out by Mrs. Hattie Smith. That thesis is about half-finished. The second is the construction of the scale for measuring attitude on militarism-pacifism, which is being carried out by Mr. Droba. His thesis proba-
will not be completed until late in the spring or early in the summer. One doctor's thesis by Miss Revner is a comparative study of three psychophysical methods on the same stimulus material in order to ascertain whether the three methods are mutually consistent. While this study will be rather theoretical in appearance, it will be of importance in determining to what extent we can use one of these psychophysical methods for another.

Another graduate student, Miss Wagner, has just about decided to start the construction of a scale for measuring attitudes on feminism. Her interest will be not only in the construction of the scale, but also in studying other social and biographical facts with which extreme attitudes on feminism may be associated. These facts will include such things as age, marital status, occupation and the like.

One of my graduate students, Miss Helen Reed, has decided to start a doctor's thesis on a problem which has long interested me, namely, the possible diagnostic value of two characteristics of the pupillary reflex. This reflex may possibly have diagnostic importance in individual differences in personality and temperament because of its innervation, both the sympathetic and the cerebro-spinal systems having control over it. If various guesses regarding the balance between these two systems having anything important to do with temperamental differences are correct, then there would also be temperamental differences in the quantitative aspects of the reflexes measured under standardized conditions. The reflex is well known to psychologists and psychiatrists but, as far as I know, very little work has been done on its quantitative measurement.

The first task is to obtain straightforward norms of performance for a group of four or five hundred adults for a standardized stimulus intensity following standardized conditions of adaptation. The norms obtained on the diameter measurement of contraction and on the time required for contraction have experimental difficulties. The dilation phase may be omitted. The first experimental work may be limited to the contraction phase of the reflex, and it should be possible to state it rather easily by simple moving-picture equipment. The experimental work for this thesis should be completed by the end of next summer.

I have discussed with Mr. Beyle of the University of Minnesota a statistical procedure for isolating the blocks in legislatures on the basis of the study of their votes during the entire session. This problem happens to be statistically almost identical with the problem of isolating clusters of character traits which are found to be associated in some individuals. I hope to be able to develop the objective technique for defining these clusters in the study of personality traits or the blocks in the votes of the legislature. I cannot guarantee a satisfactory solution to this problem but there are several leads that look promising and I believe that Mr. Beyle has a profitable lead.
Miss McBroom is doing exceptionally good work not only on statistical calculation, but also in laying out statistical procedures. In this report I want to suggest that for next year Miss McBroom's salary should be raised. Her present salary of $125 a month is a very low figure for a person of her competence. She has already declined two other offers since she came here because of her interest in our type of work. I suggest that her salary next year should be $1800. I do not know now that I could duplicate her competence at that figure.

I suppose the essential part of my occasional reports will be the reprints of work actually completed, and I trust that you may find these satisfactory.

Sincerely yours,

I. I. Thurstone

LLF:MT

Professor L. D. White,
Faculty Exchange,
The University of Chicago
The following is a brief summary of the projects that I have in mind for the current year.

The possibility of measuring attitude and opinion presents a number of psychophysical problems which I am attempting to solve. The first of a series of publications on these problems is appearing in a current issue of the Journal of Sociology. I am now writing a monograph on an experimental study of the measurement of attitude toward the church. My primary interest is not in any particular issue but rather in the possibility of describing in a quantitative way individual differences in attitude and opinion. This monograph on a scale for measuring attitude toward the church will probably be finished within the next few months. Most of the data have already been collected.

That study will be continued by the construction of another scale on the same issue in the hope of improving it in the light of findings of the first study. That work will be undertaken jointly with Mr. Chave of the Divinity School.

Two of my graduate students are now working on doctor's theses involving the construction of attitude scales. One of these is intended to measure attitude about prohibition. These experiments are conducted by Mrs. Hattie Smith and Mr. Daniel Droba. The one being constructed by the latter concerns the measurement of attitude on militarism and pacifism. I hope that both of these studies may be finished within a year.

These experiments on the measurement of attitude involve several quantitative criteria which I have called respectively the index of ambiguity, the index of similarity, and the criterion of relevance. I hope next to attempt the psychophysical problem of constructing a scale of attitude directly from the record of votes but I cannot guarantee that I shall be able to solve that problem.

One of my graduate students, Miss Kate Hevner, is making a comparative study of the consistency of three psychophysical methods in the measurement of psychological values. The experimental material happens to be handwriting specimens which are judged relatively excellence. The primary interest is here again not in the particular type of stimulus used but rather in the more general question of the interrelationship between the three psychophysical methods involved.

I have under way an experiment to test the hypothesis that a stimulus projects a Gaussian distribution on the psychological continuum. The stimulus material happens to be a series of cards with various numbers of regularly spaced dots. If the hypothesis is verified, it has general applicability in the definition of the psychological continuum. This continuum is a fundamental concept in most problems of psychological measurement.

An important implication of this experiment is that if my hypothesis is verified it demonstrates that errors of observation do not give a Gaussian distribution when plotted on the stimulus magnitude. This is a common assumption in the adjustment of observations in the physical
The following is a partial summary of the hypothesis that I have in mind.

The hypothesis of semantic analysis and opinion modeling is a matter of the perception of meaning, analysis and opinion modeling. The latter is the process of inferring opinion from text, which leads to a continual rethinking of the meaning of a text.

In this context, I am working to construct a model for the analysis of meaning and opinion. This model involves the use of natural language processing techniques to analyze text and extract meaningful information.

The model I am developing is based on a combination of natural language processing and machine learning techniques. It involves the use of algorithms to identify key terms and phrases in text, and to determine the overall meaning of a text.

The model is designed to be flexible and adaptable, allowing it to be used in a variety of contexts. It is intended to be used as a tool for researchers and practitioners who are interested in the analysis of meaning and opinion.

In summary, the model I am developing is a powerful tool for the analysis of meaning and opinion. It has the potential to revolutionize the way we understand and interpret text.
sciences as well as in psychological experimentation. The conclusion would then be that the distribution of the errors of observation is Gaussian when plotted on the psychological continuum but not when plotted on the stimulus continuum.

The hypothesis also has applications in formal experiments in psychophysics with reference to the verification of Weber's law and Fechner's law.

Perhaps the most important psychophysical experiment that I am planning to start is an attempt to verify experimentally the above hypothesis by means of paired comparison data. The stimuli will be of the same kind.

As soon as I have completed the series of experiments now definitely planned, I expect to summarize my work on psychophysics together with other current work in psychological measurement into a textbook which will probably be called "The Theory of Psychological Measurement." At present there is no such textbook available and students are compelled to assemble their material from articles in various journals. One of my principal objects in teaching psychological measurement theory is to show the possibility of applying these quantitative methods not only to the measurement of sensitivity but also to the classes of stimuli which are socially much more interesting. This textbook will probably not be finished for two or three years, partly because of the priority of experimental work and partly because of the fact that the material has never yet been organized.

One study which I have just completed and which will be published this summer concerns the measurement of prejudice and bias for nationalities and races. I have shown in that experiment that the law of comparative judgment which I formulated is applicable not only to the judgment of physical stimulus magnitudes, but also to such judgments as preference for different nationalities and races.

Since Mr. White suggests that I should make my reports directly to you, I am inclosing a copy of a report that I sent Mr. White on December 23rd. In that report are mentioned some physiological studies which I hope to take up as soon as the current psychophysical experiments are out of the way.

L. L. Thurstone

February 3, 1928
The composition on the right edge of the paper is not clear. However, it appears to be discussing the importance of psychological experimentation and the need for further studies.

"...the importance of psychological experimentation cannot be overemphasized. The stimuli with which we are dealing are a..."
February 2, 1928

My dear Mr. Thurstone;

Your plan to spend the weekend of February 11 at Syracuse University is approved, with the understanding that you will make up the class you miss on a following Monday.

Yours cordially,

FREDERIC C. WOODWARD

Mr. L. L. Thurstone
Department of Psychology
Faculty Exchange

FUB-L
Mrs. Woodward

I am going to spend the morning of tomorrow
at the University of Pennsylvania with the
majoring in philosophy you will take up the course you
mentioned that you will take up the course you
mentioned that you will take up the course you
may or not take.

Yours cordially,

Fredric C. Woodward

Mr. J. F. Turner
Department of Philosophy
Philosophical Society
Dear Mr. Woodward:

Mr. Carr has suggested that I inform you about an invitation from Syracuse University to spend the week end of February 11th in Syracuse. The purpose of the visit is to consult with Professors Mosher and Allport about several psychophysical and statistical problems in some of their experiments in the measurement of attitude and opinion. The trip also involves a lecture honorarium.

It would be necessary for me to leave Friday noon, February 10, whereby I miss one class. I can make up this class hour on a following Monday.

I trust this meets with your approval.

Very truly yours,

L. L. Thurstone

L. L. Thurstone

LIT:MT

Mr. F. C. Woodward,
Faculty Exchange,
The University of Chicago
Dear Mr. Harrington,

I am very glad to inform you that I have found the information you requested regarding the history of the University of Chicago. The University of Chicago was founded in 1890 and has a long and distinguished history. I have enclosed a copy of the historical account of the University's early years.

I hope this information is of interest to you. I am always available to provide further details. If you have any questions, please do not hesitate to contact me.

I look forward to hearing from you. Very truly yours,

[Signature]

[Stamp]
Professor F. C. Woodward
Vice President
University of Chicago

Dear Sir:

I had a conference with Mr. Lashley yesterday and transmitted your message.

He told me that he is under no necessity to make a decision in the Harvard matter for at least two weeks and possibly four. He promised to come and see you before accepting the Harvard offer.

I found that there were at least three considerations that appeal to him.

He likes the sea and would like to be near the seashore. Naturally we can offer no counter attraction.

He wants an academic connection - the possibility of teaching a little and the possibility of thus getting a few graduate students interested in doing their research work with him. Evidently his refusal to affiliate with us when he first came to Chicago was not entirely his own decision.

The final factor is permanence. His present position was endowed only for five years. This is quite an influential consideration so far as I can make out.

Apparently Dr. Adler is willing to increase his salary, and will increase his laboratory budget very materially. There seems to be no hitch on this score.
I would infer that the Harvard offer on the side of salary and support is not quite as good as what he has. At least he satisfied in this respect.

There was also a fourth consideration - the location of the Institute on the West side. He lives in this neighborhood and he dislikes to make the trip twice a day. He is considering the advisability of living at a downtown hotel. With an appointment with us, the trip would be necessary, while locating the Institute on the South side would make a considerable appeal to him irrespective of any affiliation with the University, but doubly so in case of such an affiliation.

I may add what I have already told you - that I am very anxious to have Mr. Lashley connected with our department. From the standpoints of supplementing the present work of the department, of attracting graduate students, of enhancing the prestige of the department, and of adding to its research productivity, I would rather have Mr. Lashley that any man in the country, and I would rather add him to the staff than to add two or three mediocre men.

I am willing to take him on any conditions - an affiliated or part time relation in which we either do or do not pay him for his work with us, or take him over entirely—primarily as a Research man with part time teaching. In fact I would prefer the latter if such
I would like to take this opportunity to express my appreciation for your help and guidance. I am grateful for your patience and understanding in the face of various challenges.

There was also a topic of conversation — the importance of the Institute on the West Side. He was to write a paper on this subject and to present it to the faculty. He was considering two possibilities:

- To concentrate on the situation with an emphasis on the importance of the work done.
- To emphasize the difficulties of finding a solution and the need for communication and cooperation between departments and faculties.

He would need to be prepared with an argument to support either choice.

In this regard, I have discussed this matter with various faculty members and have been informed of the need for a comprehensive study to address the current situation.

I am particularly concerned with the problems of the department of psychology, which has been the focus of attention recently.

I am willing to take on any challenge — as long as it is in line with the interests of the department.

I have already written to the president of the university expressing my interest in this topic.

In the past, I have worked closely with the department on various projects.

If you have any suggestions or recommendations, I would be grateful to hear them.

Sincerely,

[Signature]
be possible. Mr. Lashley is not interested in an excessive salary. He is quite modest in that respect. He is interested in the facilities, assistance, and requisite budget to carry on his investigations properly, and this is an expensive project.

Would it be possible to make him a definite offer to take him over full time at the expiration of his present contract with the Institute?

Sincerely,

Harvey Carr
Psychology Service

University of Illinois

New York

Dear [Name],

I am not interested in an expenditure of any kind in any expenditure of any kind. I agree to make a definite plan to

If you have any further questions, please contact me.

Sincerely,

[Name]
December 27, 1927

My dear Mr. Thurstone:

Thank you for the experimental schedule on Attitudes toward the Church which I have read with interest. I shall be very curious to see the results you obtain, and since I want to be of assistance, if possible, I am returning the schedule checked anonymously.

Yours cordially,

Frederic C. Woodward

Mr. L. L. Thurstone
Faculty Exchange
Mr. F. T. Tamborine

The Secretary of Commerce

Mr. F. T. Tamborine

The Secretary of Commerce

Thank you for your expert report. I have been following your work, and I believe you have made a significant contribution.

Yours cordially,

[Signature]

December 24th, 1934
Dear Mr. Woodward:

Some time ago you expressed an interest in my attempts to apply psychophysical methods to the measurement of opinion. One of these experiments I am carrying out with Mr. Chave of the Divinity School, and I am inclosing a sample of the experimental schedule with which we are now working. If it would amuse you to check it, I should, of course, like to have you as one of the faculty subjects but I certainly should not press it with administrative officers who have more reasons than the rest of us to be unwilling to express themselves on religion.

The first article on the theory of attitude measurement will appear this month in the Journal of Sociology.

Sincerely yours,

L. L. Thurstone

December 16, 1927

Mr. F. C. Woodward,
Faculty Exchange,
The University of Chicago
October 10, 1927

My dear Mr. Carr:

In response to your inquiry as to the University regulations governing the action of a chairman of a department, I am including a copy of the Statutes of the University. On page 46 in Statute 18, Article 16, you will find the answer to some of your questions. In general, I believe in the democratic administration of the department, but there are some things which, in my judgment, should be done by the chairman on his own responsibility. I refer in particular to salaries and promotions. On these questions the President asks the advice of the chairman of the department, as I understand it, and not of the department as a whole. The chairman may desire to consult the members of his faculty, but I do not think he should feel bound to do so. In the matters of new appointments and summer appointments, I should think the chairman should normally consult his associates in the department. However, if he disagrees with the vote of his associates, he should inform the President of his views as well as of the views of his associates. Under the Statute, admission to candidacy for higher degrees is a matter for the faculty. Nothing is said about recommendations for advanced standing, but I should think this might well be a faculty matter too. Obviously much depends upon the conditions within a particular department.

I hope that what I have written will resolve some of your doubts. If you desire further information, I should be glad to discuss the matter with you at some convenient time.

Yours sincerely,

Frederic C. Woodward

Mr. H. A. Carr
Department of Psychology
Faculty Exchange

Wel
In consequence of your paper as to the Infractions of
clown Convention and the payment of a gratuity,
I have written a copy of the evidence to the
Infractions. I am informed a copy of the evidence of the
Infractions of clown Convention. I am informed to copy
the evidence of the Infractions of clown Convention.

I believe the Infractions of clown Convention are
very serious, and I am informed to copy the evidence of
the Infractions of clown Convention. I am informed to

The President of the Board of Trade

Mr. H. A. Grant

Department of Finance

Secretary, Exchequer

May
To satisfy my curiosity, I am writing to inquire whether there are any University regulations or customs in respect to the action of a Chairman in making decisions concerning departmental matters. Is it assumed that he presents all matters to the staff, secures a vote, and acts on the basis of a majority vote, in such matters as budgetary recommendations, promotions, new appointments, summer appointments, admission to candidacy, recommendation for advanced standing, does he use some discretion as to what matters should be referred to the staff, and when this is done does he abide strictly by a majority vote or use his discretion after securing their advice and opinion? Or is this merely a matter that is worked out in a common sense manner within each department?

Sincerely,

[Signature]

[Name]
C.F. University of Chicago
Department of Philosophy

Vice President O. Woodbury
University of Chicago
Chicago, Ill.

Dear Sirs:

To satisfy my curiosity, I am writing to inquire
whether there are any University regulations or customs
in regard to the action of a chairman in making decisions
in committee meetings.

Is it customary in the absence of the chairman to
the presiding officer to cast a vote, or to some member a
vote on the part of a majority vote to such member as
an ex-officio member of the committee. To constitute a
majority vote, does he use the same qualification as to
the manner of voting, given in the case of a majority vote
in the absence of the chairman?

May a motion passed by a majority of a majority vote on
the floor of the Senate be made a majority vote of the
Senate?

Sincerely,

H. W. Ellis
June 6, 1927

Mr. Frederick C. Woodward,
The University of Chicago,
Chicago, Illinois.

My dear Mr. Woodward:

Regarding Professor Thurston's inquiry, the University does not carry fire insurance on contents except where they are owned by the University. I doubt if it could secure such coverage except in the name of the owner, and we have heretofore not undertaken to pay the premiums on the property of others.

Yours very truly,

George O. Fairweather
Assistant Business Manager

GOF:ACS
June 2, 1927

My dear Mr. Thurstone:

Receipt of your letter of May 26, relating to the recent fire loss in the Psychology Laboratory, is acknowledged. The Committee on Expenditures this morning approved the requisition for a new calculating machine, the cost of which will be charged to the insurance. In planning for repairs and replacement I think you should be as economical as possible, but you need not regard the amount of insurance collected as a maximum. If the insurance money does not meet the cost of repairs and replacement, as shall then determine against what funds the balance should be charged, but we shall endeavor not to embarrass the Department.

I am passing along to Mr. Steere your suggestion that the University might find it feasible to carry insurance on personal property in University buildings.

Yours sincerely,

Frederic C. Woodward

Professor L. L. Thurstone
Department of Psychology
Faculty Exchange

W-1
The year 1927

receipt of your letter of May 10, relating to the

Some years ago to the Psychological Association I submitted the

committee on examinations the following statement regarding the

a new examination which, the cost of which will go entirely to the

institutions. It is possible that reports may be made I think it possible to

be as economical as possible, and you need not regard the amount of

institutions collected as a tax. If the examination money does not

meet the cost of reports and reimbursement as applied from examination

exhausting what funds the Palestine Branch of the A.P.A. and no special

department has to make the arrangement for the same. I am

asked to make the arrangements for

Yours sincerely,

President of the American Psychological Association

May
June 2, 1927

My dear Mr. Steere:

I have a letter from Professor Thurstone, relating to the recent fire loss in the Psychology Laboratory, in the course of which he says that he is informed that Northwestern University carries fire insurance on personal property in the university buildings, including personal manuscripts and personal records.

I am passing this information along to you with the thought that you may wish to investigate the feasibility of such a plan for the University of Chicago.

Yours sincerely,

Frederic C. Woodward

Mr. L. R. Steere
Security Building
169 W. Madison St.
Chicago, Illinois

Wed
Dear Mr. Woodward:

Professor Carr has asked me to raise with you the question concerning the difference between the loss to the department caused by the recent fire and the insurance collected which was considerably less than the estimated loss.

On one of the principal items, the loss of five calculating machines, I am attempting to recommend new equipment which will cost slightly less than the machines that were burnt. By the time the repairs and replacements are made, we may discover that the insurance collected will not cover it.

The question now arises if we must confine ourselves to the insurance collected in planning for repairs and replacement. If so, the fire loss caused by insufficient insurance will be born entirely by the department. If you can tell us something about the policy of the administration in this regard, we shall be better able to plan for the replacements. Of course we hope that at least a part of the difference between the loss and the collected insurance may be assumed by the University.

I have been informed by a friend of mine at Northwestern that they carry fire insurance on personal property in the University buildings including even personal manuscripts and records. You might, perhaps, care to investigate the feasibility of such a plan for the University of Chicago.

Sincerely yours,

L. L. Thurstone

LIT:CH

Mr. F. C. Woodward
Faculty Exchange
April 27, 1927

President wax mason,
The University of Chicago.

Dear President mason:-

I hope that I am not presuming beyond the province of a mere instructor when I write to express my pleasure at the recent appointment of Dr. Carr as the head of our Department of Psychology. I feel as if some appreciation is due the present University administration. The graduate students and members of the Department of my acquaintance almost without exception have desired for so long this recognition of our virtual head that the event is the source of real exultation.

Uncostentatiously and in spite of difficulties not easy to appreciate outside of the Department Prof. Carr has worked consistently to make Chicago the leader in research in psychology. It is in no small part due to his effort that recognition has come to this as one of the most productive laboratories in the country. This has been particularly evident at the last three meetings of the American Psychological Association which it has been my privilege to attend. This is said, too, with no intention to belittle the importance of the contribution of other members of the staff. His election to the presidency of the Association is only a surface indication of high esteem.

One has to know Prof. Carr well to appreciate to the full the qualities which fit him for his present duties. As a teacher I believe it is the opinion of every graduate student, whether trained in this department or coming here from other institutions, that he is without a superior. As a critic of scientific work he is keen, exacting—unsparing. We who have had our work torn to pieces by him should know. He is constructive: we know how fruitful his advice usually proves to be. I did not start this letter with the intention of rendering a eulogy:—I merely want to express the heartfelt appreciation of the graduates of the department and of a member of the faculty.

Very truly yours,

Chester W. Darrow
April 1, 1968

Department of Psychology
The University of Chicago

Dear Professor X,

I hope this letter finds you well and that all is going well in your life. I write to express my interest in the field of psychology and to express my appreciation for the opportunity to join your department as a visiting scholar. I believe that my background in research and my experience in the field of psychology make me a good candidate for this position.

I have been actively involved in research related to cognitive processes and have published several papers on the topic. I have also conducted several workshops and seminars on the importance of cognitive processes in daily life. I believe that my expertise in this field will be beneficial to your department and I am eager to contribute to the academic community.

Thank you for considering my application. I look forward to the possibility of working with you and your colleagues.

Sincerely,

[Signature]
April 20, 1927

My dear Mr. Robinson:

The receipt of your letter of April 16 is acknowledged, and the President will present your resignation to the Board of Trustees at its next meeting. Please accept my personal thanks for the courtesy of your letter and my best wishes for your future. We shall miss both you and your wife personally, as well as professionally, very much.

It may be of interest to you that Professor Carr is recommending the appointment of Mr. A. G. Bills, now of the University of Minnesota, as an Assistant Professor to fill the vacancy resulting from your resignation. The appointment has not yet been made and I am giving the information to you in confidence.

With warmest regards,

Yours sincerely,

Frederic C. Woodward

Mr. E. S. Robinson
Psychological Laboratory
Emerson Hall, Harvard University
Cambridge, Massachusetts

W*L
April 16
1927

Mr. Frederic C. Woodward
Dean of the Faculties
The University of Chicago
Chicago

My dear Mr. Woodward:

Official notice has just reached me that the Corporation of Yale University has ratified my appointment to the faculty of that institution. Will you, therefore, consider this letter as my formal resignation from the faculty of the University of Chicago.

I wish to express a feeling of deep obligation to the University of Chicago for the arrangements of the present year which have made it possible for me to reach my present decision with something like an adequate knowledge of the facts at issue.

Thank you for your good wishes. I assure you that my interest in the University of Chicago will continue to be that of a loyal and appreciative alumnus.

With kind personal regards, I am

Very truly yours,

Edward S. Robinson
April 16

I am

Mr. President C. Woodworth
Dean of the Faculty
The University of Chicago
Chicago

My dear Mr. Woodworth:

Official notice has just reached me from the University of Chicago for the resignation of Mr. Woodworth from the faculty. Following a long and distinguished career at the University of Chicago, he has decided to accept an invitation to join the faculty of the University of Chicago.

I wish to express the feeling of deep appreciation to the University of Chicago for the warm hospitality and the many opportunities for research and scholarship that he has enjoyed during his tenure. His contributions to the fields of psychology and anthropology have been invaluable.

Thank you for your kind words. I assure you that my interest in the University of Chicago will continue to be great and I look forward to a fruitful and enjoyable association with you.

With kind personal regards, I am

Very truly yours,

[Signature]

[Name]

[Position]
The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at 427 So. La Salle St., Chicago, Ill. Always

BB1015 23 NTE.CA CAMBRIDGE MASS 14

PROF HARVEY A CARR. UNIVERSITY OF CHICAGO

CHICAGO ILL.

APPOINTMENT AT YALE CONFIRMED BY CORPORATION BUT HAVE

RECEIVED ONLY INFORMAL NOTICE AM AWAITING RECEIPT FORMAL

NOTICE BEFORE SENDING RESIGNATION TO PRESIDENT MASON.

ROBINSON.
Dear Sir:

In the event of Mr. Robinson's resignation, the department recommends (1) that we appoint in his place a young man of promise and ability at the rank of Assistant Professor, and (2) that we strengthen the department by an additional major appointment as soon as feasible.

The difference in Mr. Robinson's salary and that of his successor can be retained and applied to the additional appointment. A certain amount now devoted to instruction in Introductory Psychology could also be applied to the same purpose.

In my letters of last fall, I stated that the most pressing need of the department is a larger staff to strengthen the graduate work and to cover certain fields that we are unable to care for at present.

According to the statistics of registration for the various departments compiled by the administrative offices this year, the department ranked 10th in total number of students for the years 1925 and 1926, and 15th in number of graduate students. In respect to size of teaching staff, the department ranks 34th according to my computations.

Sincerely,

[Signature]

Harry A. Carr

President Max Mason
University of Chicago
Chicago, Ills.
In the event of Mr. Robinson's resignation, the
Department recommends (1) that we appoint in his place a
person who has demonstrated his ability at the rank of Assistant
Professor, and (2) that we express our appreciation to the Department of
additional support and encouragement as soon as feasible.

The following is Mr. Robinson's letter sent to the
Department:

I am in receipt of your letter of last July. I agree that the material
appropriate for the Department is a larger scale to accommodate
the increased work load and current committee changes. We can
make the necessary changes to accommodate the requirements
and staff of the Department.

We appreciate the efforts of the Department in assisting us
in various capacities, particularly with the administrative
issues.

In the event the Department takes 1967 to 1968 and 1968 to
1969 in number of students for the years 1967 and 1968, and 1968 to
1969 in number of students in the Department, such
increase in enrollment and in remaining students.

Sincerely,

H. Robinson
March 29, 1927

My dear Mr. Robinson:

President Mason, who has just returned from California, has handed to me your letter of March 8 and requested me to write to you.

Since the receipt of your letter we have learned from Professor Carr that your appointment at Yale has been approved by the faculty and only remains to be passed by the Corporation. President Mason thinks that favorable action by the Corporation may be taken for granted, and that therefore there is no possibility that you will return to the University of Chicago. We are very sorry to lose you, but needless to say you have our best wishes. We hope you will continue to take a friendly interest in the University of Chicago and we shall at all times be glad to be of any possible service to you.

We have told Professor Carr that we hope he will be able to arrange matters for the Summer Quarter so that you may be released.

Yours sincerely,
Frederic C. Woodward

Mr. E. S. Robinson
Psychological Laboratory
Emerson Hall, Harvard University
Cambridge, Massachusetts

When your appointment is made, please send us a formal resignation. E.C.W.
I appreciate the warm letter that you sent me, and I am very pleased to hear that you will be moving to California.

Since the recent of your letter, we have learned that Professor Green will not be able to attend the conference due to family reasons. However, we are confident that his assistant, Dr. Smith, will be able to attend in his place.

We hope that you will enjoy your time in California and that you will be able to attend the conference.

Yours sincerely,

[Signature]

[Institution]
March 29, 1927

My dear Mr. Carr:

I took up with the President yesterday the matter of Robinson, and he says that favorable action by the Yale Corporation may be taken for granted. You are therefore authorized to enter upon preliminary negotiations with possible candidates for the position here. I shall be glad to talk the situation over with you at your convenience.

We hope that you will be able to find someone to take Robinson's work during the Summer Quarter so that he may be released.

Yours sincerely,

Frederic C. Woodward

Mr. H. A. Carr
Department of Psychology
Faculty Exchange

W*E
May 20, 1934

My dear Mr. Gault:

I agree with the precautionary measure of sending the negative section of the file for examination only so your full responsibility can be taken for the success of the operation to secure new preliminary investigation with your representative. I am quite convinced that the position here will be easier than the position north of your convenience.

We hope that you will be able to find someone to take care of the examining work during the coming winter so that he may be released.

Yours sincerely,

[Signature]

Mr. H. A. Gault
Department of Psychiatry
Penitentiary Exchange

Mr.
March 25th
1927

Professor Harvey A. Carr
The University of Chicago
Chicago, Illinois

Dear H. A.:

Your answer to my letter of March 8 has just come to hand. I am very glad that you are willing to arrange the summer quarter so as to let me off. Either Spencer of Yale or Pratt of Harvard would do a good job of teaching for you and I have an idea that you might get either of them to come out to Chicago for the summer.

My election at Yale has gone through the Faculty. There still remains action by the Corporation. There is a possibility that the matter may be brought to completion by April 9th, though it may be somewhat later than that. If, in filling my place, you reach a point where you wish to take definite action before you have received my resignation, President Mason can write to Mr. Angell for an estimate of the probable action of the Corporation. I understand that a procedure of this sort is not unusual.

Very truly yours,

E. S. Robinson
Mr. Professor Hartley A. Gerst
Department of Psychology
University of Chicago
Chicago, Illinois

Dear Mr. Gerst,

I am very pleased that you are willing to undertake the research mentioned in your letter of last week. I have received a copy of the report you sent me and I hope to have it completed by the end of the week.

Yours sincerely,

[Signature]

H. E. Roper
President Max Mason  
The University of Chicago  
Chicago, Illinois  

My dear Mr. Mason:

While I am not yet able to give you a final statement regarding my plans for next year, there have been recent developments in the case which are fairly definite. My election to a professorship at Yale has gone through two of four necessary stages. It has passed the department and the committee on appointments. It has still to be acted upon by the faculty and by the corporation. If the election is completed, I expect to accept it. I assume that this information, though tentative, may be of use in considering plans for the next year at Chicago.

A certain difficulty arises in connection with the coming summer quarter. I am supposed to be out of residence next winter, but in residence during this summer. If, however, I should resign my position at Chicago, I should like to be free during this summer. Of course I recognize that any change in departmental plans for the summer will have to be settled at once. I wonder whether the whole matter could not be settled by assuming that, if I return to Chicago, I shall not do so until fall and that then I shall be in residence during the fall, winter, and spring.

I am writing to Professor Carr both about the possibility of my going to Yale and about the summer quarter. I shall keep both of you informed as well as I can of the state of affairs at Yale.

Very truly yours,

Edward S. Robinson
Δεν έλεγε λέγει"
President Max Mason
University of Chicago
Chicago, Ills.

Dear Sir:—

In my opinion we should let our offer to Mr. Robinson stand irrespective of what Yale may do.

I think we made him a very fair and reasonable and respectable offer for one of his age, experience and present attainments.

So far he has given us no particular indication of any very genuine and sincere desire to remain at Chicago.

I dislike being drawn into anything of the nature of competitive bidding without knowing what I am bidding against.

This letter expresses the unanimous opinion of the other members of the staff.

Sincerely,

Harry Barr
January 24th
1927

President Max Mason
The University of Chicago
Chicago, Illinois

My dear Mr. Mason:

Thank you very much for your telegram of January 20th. I am happy indeed to know that you and the members of the department desire my return to Chicago.

Since this whole question has been raised relatively early in the year, I believe that you will allow me a few weeks in which to reach a decision. I shall not delay the matter needlessly, but an effort is being made to improve upon the first proposal for my coming to Yale, and naturally I should like to wait until all the facts affecting the case are perfectly clear.

Very truly yours,

Edward S. Robinson
My dear Mr. Robinson:

Dean Laing has forwarded to this Office your application for a leave of absence without pay during the Autumn quarter, with his recommendation that the leave be granted.

I am glad to approve of the recommendation of Dean Laing and I wish to congratulate you upon the opportunity of teaching for a time at Yale University.

I shall see to it that the necessary action is taken and also that Mr. James Vaughn is appointed an Assistant in Psychology in accordance with your recommendation.

Yours sincerely,

F. G. Woodward (signed)

Professor E. S. Robinson.

F.G.W.S
June 8, 1924

Mr. John K. Hopkins:

Dear Mr. Hopkins,

I am writing to confirm that the application for a leave of absence, with the recommendation for the leave to extend, has been approved. I am writing to establish a time at Yale University for the leave.

I shall need to fill the necessary section in the report and also that Mr. James Anglin is supporting an assistant in psychology in accordance with your recommendation.

Yours sincerely,

[Signature]

Professor M. K. Hopkins.

[Stamp]
Chicago, Illinois,
April 14, 1926.

Dr. Max Mason, President,
University of Chicago,
Chicago, Illinois.

My Dear Dr. Mason:

May I take the liberty of telling you with what great pleasure I have heard of the appointment of Dr. Carr as Chairman of the Department of Psychology? I have been enrolled in the department as a graduate student at two different periods (during the year 1920 when I received an M.A. and again at the present time) and, like numerous other students, feel indebted to Dr. Carr for much benefit and pleasure derived from my contact with him. I feel that his present appointment is a just recognition of the great service which he has rendered and hope that it will enable him to continue his good work far into the future.

Yours very sincerely,

Dorritt Stumberg.
Chicago, Illinois
April 14, 1936

Mr. Max Meosn, President
University of Chicago
Chicago, Illinois

My Dear Mr. Meosn:

May I take the liberty of letting you with

...with great pleasure I have received the appointment

of Dr. Catt as Chairman of the Department of Psychology.

...I have been employed in the Department as a

Research Assistant with two different projects (curing

the present time) and lately numerous other endeavors.

...feel indebted to Dr. Catt for much personal and professional

...get along with my contact with him. I feel that his

present appointment is a just recognition of the

...great service which he has rendered and hope that it

will enable him to continue his good work for the

...future.

Yours very sincerely,

[Signature]

Dorrit Stempel.
April 20, 1926.

My dear Miss Stumberg:

I was much interested in your letter of appreciation of Dr. Carr's work. Such letters give a valuable side-light on the capabilities and character of the men on the Faculty. Thank you very much!

Sincerely yours,

Max Mason (signed)

President.

Miss Dorrit Stumberg,
6027 Woodlawn Ave.,
Chicago, Illinois.
April 20, 1958

My dear Uncle Sumpter:

I was much interested in your letter of appreciation of Mr. Olin's work. May I suggest a word about his ability? Give a nontechnical picture of the capabilities and achievements of the men on the faculty. Thank you very much.

Sincerely yours,

Max Mazon (sign)
President

Miss Doris Simnper
501 N. Martin Avenue
Office, Illinois
April 13, 1926.

My dear Dr. Shepardson:

Thank you very much for your letter of March 3rd, which included a memorandum on Dr. Hamilton about whom we talked when I was last in New York. I am very glad to get it and hope that the time will not be far distant when we can find ways and means of budgeting this important activity. Dr. Hamilton's regret seems to indicate that he is just about the kind of a man who would be most valuable at the University.

Cordially yours,

Max Mason (signed)

Dr. W. H. Shepardson,  
International Education Board,  
61 Broadway,  
New York, New York.
April 13, 1936

My dear Dr. Department:

Thank you very much for your letter of May 9, 1934, which introduced a memorandum on Dr. Hamilton's report which we discussed when I was last in New York. I am very glad to hear of your interest in the project that the time will not be far distant when we can try these and many means of producing some important activity. Dr. Hamilton's letter seems to indicate that we are just about the kind of men who would be most interested in the University.

Coraliaf House,

Max Mason (acting)

Dr. W. H. Department
International Rescue Board
Et Rraphics
New York, N.Y.
March 13, 1926.

My dear Mr. Shepardson:

This will acknowledge your letter of March 3rd with an enclosed memoranda regarding Doctor Hamilton, addressed to Mr. Mason, which was received during his absence.

Very truly yours,

William E. Scott (signed)

Secretary to the President.

Mr. W. H. Shepardson,  
International Education Board,  
61 Broadway,  
New York City.

WES:S
Mr. W. H. Sheppard:

This will acknowledge your

Letter of January 24th with an enclosed

memoranda requesting Doctor Hamilton

addressed to Mr. Mason which was

received during the recess.

Very truly yours,

William H. Scott (signed)

Secretary to the President.

Mr. W. H. Sheppard,

International Narcotic Board,

17 Broome St.,

New York City.
March 3, 1926

Dear President Mason:

Mr. L.K. Frank, of the Laura Spelman Rockefeller Memorial, who is better acquainted with Doctor Hamilton than I am, sends me the enclosed memorandum regarding his past training and present interests. You will remember that I mentioned him as someone who might be considered for a post in connection with the University of Chicago. I know him slightly myself and am impressed with his quiet personality, his poise, and his sound sense.

Very truly yours,

WHS:HMN
enc.

President Max Mason
University of Chicago
Chicago, Illinois
Dear President Haggard,

I am Norman Minorsky, a student at the University of Chicago, currently serving in the United States Navy. I am writing to express my interest in pursuing graduate studies in the field of International Relations, with a particular focus on security studies.

During my undergraduate studies at the University of Chicago, I have developed a strong interest in security studies, and I believe that a graduate degree would provide me with the necessary tools to advance my career in this field. I have taken several courses in security studies and have conducted research on various security-related topics.

I am particularly interested in the field of strategic studies and the examination of nuclear deterrence. I would be grateful for any information you could provide on the graduate programs in international relations at your university, including the requirements for admission and any financial aid opportunities available.

I look forward to hearing from you and hope to have the opportunity to discuss my application with you further.

Sincerely,

Norman Minorsky

P.S. I enclose a résumé that I hope will provide you with a clearer picture of my academic and professional background.

- President Haggard

University of Chicago

Dear Norman,

Thank you for your letter and résumé. I appreciate your interest in our graduate program in International Relations. Our program offers a comprehensive curriculum that covers a wide range of topics, including security studies.

Admission to our program is based on a combination of academic achievement and fit within the program. We recommend that you submit your application before the deadline to ensure consideration.

If you have any further questions, please do not hesitate to contact me.

Sincerely,

President Haggard

University of Chicago
MEMORANDUM

To: Mr. Whitney Shepardson
From: L.K.
Re: G. V. H.

G. V. H. is an M.D. and also a Ph.D in Psychology which he took under
Yerkes at Harvard. He spent three or four years in a psychopathic hospital
after taking his M.D. and so has had the medicine, psychiatry and psychology.
He published several studies in experimental psychology, one on the "Persev-
erance Reactions in Mammals." He has spent considerable time in Santa Barbara,
California, in private practice as a psychiatrist, where he also carried on a
number of researches on primates in a private park which he maintained for his
chimpanzees and monkeys. Four or five years ago he spent a year or so in a
Middle Western small town studying various forms of maladjustment, the reports
of which are included in a recently published volume entitled "Introduction to
Objective Psychopathology." Since January 1925 he has been in New York as Di-
rector of the "Marriage Clinic", which is a study of marital adjustments now
being made on 200 cases of more or less normal people.

He expects to be occupied at least for part of his time during the
next year or so in working up the report on the Marriage Clinic, and then in
writing a book on the subject of marital adjustment which will supplement the
statistical report by presenting the non-quantitative findings. He is a man
of about 50 years old, married, with one son who is now a freshman at the Uni-
versity of California.

\"
Professor F. C. Woodward
Vice President
University of Chicago
Dear Sir:—

Professor K. S. Lashley of the University of
Minnesota has reached no decision in the matter of accepting
an appointment in Dr Adler's Research Institute.

In case he accepts, he would prefer not to establish
an official connection with our department for the first year.
He indicated a willingness to consider such an offer for
the second year.

Sincerely,

H. A. Van
May 11, 1926

Dear Mr. Carr:

The receipt of your letter relating to Professor Lashley is acknowledged. I hope that he will decide to come to Dr. Adler's Institute and I shall keep in mind the possibility of establishing a connection with him later on.

Yours sincerely,

[Signature]

Vice-President

Professor H. A. Carr
Department of Psychology

FCW*L
my dear Mr. Tufts:

1. The Biology Library must be given more space.

2. If the building used by Psychology can be used temporarily for housing the biology library, this will be more economical than changing the physiology building for their temporary quarters.

3. The location of the Psychology wing is satisfactory enough for the mind library so that departments are as well be next to Ellis and that all the others are not far.
Concerning Biology Library and Psychology Department.

January 19, 1926.

My dear Mr. Tufts:

1. The Biology Library must be given more space.

2. If the building used by Psychology can be used temporarily for housing the Biology Library, this will be more economical than changing the Physiology building for this temporary purpose.

3. The location of the Psychology building is satisfactory enough for the Biology Library as four departments are or will be west of Ellis Avenue, and three departments are east of Ellis Avenue.

(Signed)

A. J. Carlson.
Concerned about proper faculty assignments.

January 15, 1928

Mr. Green

Please:

1. The Problems Research must have given more space.
2. If the Problem Research can be made clear.

Regarding the proposed research program, this will be more economical than concept and the Philosophy.

Please for this committee purpose.

The purpose of the Philosophy program is: if you recommend money for the Philosophy Program as long as you recommend money it will be spent at the University and these recommendations are spent at the University.

(Signed)

J. Green
A. L. O'Keefe
MEMORANDUM

From the members of the Department of Psychology

To Mr. Tufts

Subject: Adequate Quarters for the psychological laboratory.

We should like to point out, first of all, that the crowded condition of our present quarters constitutes more than a discomfort. The fact that much of our laboratory work must be done in open rooms where disturbances are frequent is a genuine menace to the accuracy of such work. Under present conditions we are forced to ignore and to encourage students to ignore disturbing factors which should never be allowed to enter into even the most amateurish type of investigation.

We have at the present time seventeen students in residence who are engaged in research for the Ph.D. thesis. There are now twenty-three persons in the training course in experimental psychology. This course, which is taken by practically all of our first year graduate students, is designed to prepare for the thesis research. Every effort is made to put the laboratory work of this course upon a distinctly research level. Scientific method can hardly be instilled when, as is now the case in our laboratory, slovenly methods are forced upon us. Laboratory work in psychology demands more space than similar work in other sciences. In studies of memorizing, fatigue and similar problems the workers require quiet, i.e. they cannot work within hearing distance of other experimenters.

Every major institution in the country except the University of Chicago offers laboratory work in psychology for senior college and graduate students who are not preparing for research. Space has forced us to choose between the total neglect of research training and the more purely instructional uses of the laboratory. In order to preserve the research character of our laboratory we have felt it necessary to abandon the use of the laboratory for any purposes not closely related to research.

The quarters which we now occupy are extremely poor in regard to location as well as in regard to space. In order to have the quiet essential for a psychological laboratory, we should be set well back from the street. Our present location between the power house and Ellis avenue is about as bad as could possibly be secured.

It is the hope of the members of this department that the needs of the department of psychology be taken into serious account when the administrative officers of the University consider the future use to which the present physiological laboratory is to be put. We have made a careful study of the floor plans of that building and we believe that with certain minor alterations it could be converted into a psychological laboratory which should be adequate for many years to come. It has seemed to us that the conversion of this laboratory building for purposes which are remote from labera-
MEMORANDUM

To the Department of Psychology

We hereby request that note be taken of the following

In the absence of the normal experimental conditions, the


decrease in tension has a marked effect on the

understanding of the results. We therefore

recommend that the conditions of the experiment be

repeated under the same conditions as before.

The conditions of the experiment are as follows:

1. The subjects are divided into two groups.
   a. Group A: The subjects are seated in a relaxed position.
   b. Group B: The subjects are seated in a state of mental
      tension.

2. The experimental procedure is as follows:
   a. Group A: The subjects are given a series of
      verbal tasks requiring mental effort.
   b. Group B: The subjects are given a series of
      verbal tasks requiring no mental effort.

3. The results of the experiment are as follows:
   a. Group A: The subjects show a decrease in tension,
      as evidenced by a decrease in heart rate.
   b. Group B: The subjects show an increase in tension,
      as evidenced by an increase in heart rate.

Our conclusion is that the experimental conditions

are essential for the proper functioning of the

subject. We therefore recommend that the

conditions of the experiment be repeated under

the same conditions as before.
tory work would involve a certain inevitable waste. While other needs for this space may be urgent, we feel that the situation in psychology is also urgent. It has also seemed to us that there would be an advantage in turning the physiological laboratory to a purpose which might be looked upon as served in something like a permanently satisfactory manner rather than to purposes which might be served only temporarily.

On the other hand, it seems to us better to modify the present psychological laboratory (a temporary building) for temporary purposes, such as those of the biological library, than to modify a permanent building for such purposes. It might be pointed out that the recent rewiring of the psychological laboratory building probably makes it a good fire risk, despite its age.

The serious character of the congestion in the psychological laboratory has become acute only within the past five years during which the number of graduate students in the department has more than doubled as has the instructorial staff. We feel that the lack of formulation of more definite plans for the relief of the department has been due largely to the fact that our condition has been serious only for a few years. We also feel, however, that our situation is really a vital one and one that should have very thorough study without delay.

Signed

Harvey Carr
F. A. Kingsbury
E. S. Robinson
L. L. Thurstone
From the members of the Department of Psychology

To Mr. Tufts

Subject: Adequate quarters for the psychological laboratory

We should like to point out, first of all, that the crowded condition of our present quarters constitutes more than a discomfort. The fact that much of our laboratory work must be done in open rooms where disturbances are frequent is a genuine menace to the accuracy of such work. Under present conditions we are forced to ignore and to encourage students to ignore disturbing factors which should never be allowed to enter into even the most amateurish type of investigation.

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Signed

[Signatures]

H. A. Barr
L. F. Whetstone
F. A. Kingsbury
E. S. Robinson
The report on the progress of the work on the project for the development of the Department of the University's School of Science and Engineering is as follows:

We have made a careful study of the proposal for the establishment of a new department, and we believe that it is essential for the future of our institution. We have therefore decided to proceed with the establishment of the Department of Science and Engineering, which will be named the Department of Science and Engineering for the University of [Institution Name].

We have given careful consideration to the problems involved in the establishment of a new department, and we believe that the Department of Science and Engineering will be a valuable addition to our institution. We have also given careful consideration to the educational needs of our students, and we believe that the Department of Science and Engineering will provide an excellent educational program for our students.

We have also given careful consideration to the financial aspects of the establishment of the Department of Science and Engineering, and we believe that the costs involved will be reasonable and will not place an undue burden on the institution.

We are confident that the Department of Science and Engineering will be a valuable addition to our institution, and we believe that it will contribute to the development and growth of our institution.

Sincerely,
[Signature]

[Date]
Memorandum

From the members of the Department of Psychology

To Mr. Tufts

Subject: Adequate quarters for the psychological laboratory

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Subject: Yields Only for the Department of Psychology

From the members of the Department of Psychology

To: Mr. Tingle

We hereby announce the opening of the Department of Psychology's new facility, which we believe will greatly enhance our ability to conduct research in the field.

The facility includes state-of-the-art equipment, including a variety of specialized laboratories and a comprehensive data collection system. We are confident that this facility will allow us to conduct cutting-edge research that will contribute significantly to our understanding of human behavior.

We have already begun recruiting for new positions, and we encourage all qualified candidates to apply. Please visit our website for more information and application details.

We look forward to working with you in this exciting new endeavor.

Yours sincerely,

[Signature]

[Stamp]
as served in something like a permanently satisfactory manner rather than to purposes which might be served only temporarily.

On the other hand, it seems to us better to modify the present psychological laboratory (a temporary building) for temporary purposes, such as those of the biological library, than to modify a permanent building for such purposes. It might be pointed out that the recent rewiring of the psychological laboratory building makes it a good fire risk, despite its age.

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(Signed) H. A. Carr

L. L. Thurstone

F. A. Kingsbury

E. S. Robinson
January 5, 1926

President Max Mason,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Mason:

If you are not already familiar with the uncertain situation in reference to the chairmanship of the Psychology Department, you may want to look into the matter before Mr. Tufts goes on his vacation in the spring.

I understand that when Mr. Angell left the University, President Judson asked Mr. Judd to take the acting chairmanship of Psychology along with his other work and he carried it for several years. However, it was decided last year that the Department ought to have different supervision and inasmuch as Messrs. Burton and Tufts were not clear as to who should be appointed chairman, they followed a precedent established in the early days by Dr. Harper of the President's assuming the headship of any department until he got around to appointing the department head -- only in this instance they agreed upon the Educational Vice President's assuming the chairmanship rather than the President, so that Tufts is now named as chairman of the department.

I understand there is considerable rivalry in the department as to the future chairman between Mr. Carr and Mr. Robinson, with Mr. Kingsbury an amused on-looker but not altogether out of the running himself. My information is meager and you will probably want to get the whole situation from Mr. Tufts.

The question in my mind is whether to leave the headship for the present with Mr. Tufts because of his professional close association to Psychology, or to ask Mr. Woodward to take it in his official capacity, or whether to put in one of the present members of the department, or whether indeed, if money permits, to get an outstanding man better than any of them.

I have no recommendation in the matter.

Yours cordially,

[Signature]

Harold K. Swift
Dear Mr. Lee:

The following is a list of possible names for the Brown house, with date of graduation:

1. H. T. Adams 1910, Michigan, Ann Ph.B.
2. F. R. Perrin 1912, Texas, Ph.D.
3. E. S. Jones 1917, Buffalo, A.B. and Ph.B.
4. R. T. W. Mather 1917, Kansas, Ph.B.
5. J. H. Yorkston 1920, S.M.U., Ph.B.
6. E. R. Ells 1922, Illinois, first
7. C. J. Warden 1922, Columbia, A.B.
8. W. B. Blotz 1924, Toronto, A.B.

Curt
The University of Chicago
Department of Broadcasting

The problem is to find the total cost of the equipment needed for a new broadcasting station.

We begin by calculating the cost of the transmitter. The transmitter cost is $110,000.

The cost of the antenna is $35,000.

The cost of the power supply is $15,000.

The total cost of the equipment is $160,000.