Hammond

THE UNIVERSITY OF CHICAGO
WILLIAM R. HARPER, President

Copy

CHICAGO Jan 6, 1897

Dr. W. R. Harper
My dear Sir.

Referring to your query as to what might be offered me aside from the employment bureau, now that the students have taken entire charge of the boarding department, I would state that since the subject was first broached to me by you I had expected the appointment to the position of Superintendent of Buildings and Grounds. I understand that there is objection among the committee to this appointment, and I am not surprised at it, as I have received intimation of dissatisfaction from members of the committee. This dissatisfaction, however, I claim is the result of a misunderstanding between the members of the committee and myself as to who was my immediate superior.

You will recollect that when you told me of my appointment to the position of steward, you told me distinctly that I was to obey orders from you, or in your absence, from Dr Goodspeed, ~~this~~ I and that no one should stand between you and me. This I have kept in mind, at the same time endeavoring to please the other trustees. I realize that I made a great mistake in consulting the members of the Building Committee about removing my office to the basement, but you will remember that

THE EMPLOYMENT BUREAU

THEODORE M. HAMMOND
Steward

2

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

CHICAGO

you advised me to do so.

In following explicit directions of Dr Goodspeed, as in the cases I cited to you in conversation, I encountered the displeasure of Mr Hinckley. Such things put a man in a dilemma, and make it impossible to be a satisfaction to himself or his superiors.

I submit that ~~in~~ the items of equipment and organization that you personally intrusted to me have been promptly and efficiently carried out, and that had authority in the matter not been taken from me the Beatrice and Drexel dormitories would have been in much better shape for moving into Oct 1st. I submit further that the items of business which have passed through my hands to Dr Goodspeed have been in proper shape and form and that nothing has been lacking in my reports since I ascertained in various ways what the wishes of the committee were. Since September first I have had no authority whatever in the matters of buildings and grounds and have done nothing except upon the order of the Superintendent, some of the trustees, yourself or Dr Goodspeed. It can hardly be expected

you advised me to do so.

In following explicit direction of Mr Goodspeed, as in the case I cited to you in conversation, I encountered the disposition of the Monthly Book Clubs to be a bibliomania, and made it impossible to be a satisfaction to himself or his superiors.

I submit that — the items of expenditure and organization that Mr Goodspeed instructed me have been frequently and sufficiently commented, and that had authority in the matter not been taken from me the Libraries and Book Committee would have been in most better shape for receiving into set 1st. I submit further that the items of business which have passed through my hands & Mr Goodspeed have been in proper shape and form and that nothing has been lacking in my report since I assumed in November over what the writer of the committee were. Since September first I have had no authority whatever in the matter of buildings and grounds and have done nothing except under the orders of the Superintendent, some of the Trustees themselves or Mr Goodspeed. It was thought to expedite

that under these circumstances everyone can be thoroughly satisfied. I am confident, however, that, given proper authority, and one person to whom to report for orders, I could discharge the duties of that office satisfactorily. Nor do I believe any man capable of doing it under any other conditions.

Mr Parker and I work together very harmoniously and each is very willing to supplement the work of the other. Carrying out, then, the plan of Mr Ryerson, for Mr Parker's duties, might not the duties of the steward consist properly of the following.

1. Conduct an employment bureau (as at present)
2. Assign rooms to University students
3. Attend to the distribution, and maintain a register of the Keys of the institution
4. Assign, upon proper requisition, the use of the halls and assembly rooms of the University, and superintend the lighting and seating arrangements of the same.
5. Maintain a time register of all the employees of the University (except the officers of government and instruction)
6. Maintain a register of the addresses and hours of every student, officer and member of the faculty of the University

that under this circumstances courses can be thoroughly satisfied. I am confident however, that, given further authority, and we have to report for week, I could be able to satisfy that office satisfactorily. For is I think any man can possibly of doing it under any other condition.

My chief work together very harmoniously and that is my wishing to supplement the work of the other. Carrying out, then, the plan of all the figures for the further future, might set the matter of the stenographic and secretarial staff of the following:

1. Construct an employment bureau (as at present)
2. Assign rooms to business activities
3. Attend to the institution, and maintain a regards of the [illegible] of the institution
4. Assign office space, the use of the tools and secretary rooms of the University, and supervise [illegible] the lighting and cleaning arrangements of the same.
5. Maintain a time record of all the employees of the University (except the officers of government and instruction)
6. Maintain a record of the absence of persons actually office and measure of the benefit of the University

THE EMPLOYMENT BUREAU

THEODORE M. HAMMOND
Steward

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

CHICAGO

These items will all increase rapidly with the growth of the University and it would seem advisable that a comprehensive system should be inaugurated at once.

As to the objection to paying commissions upon work done by students for the University, I have been ready, from the beginning, for a readjustment of that matter and have been waiting for it.

Under the above arrangement the entire matter of employment, student and otherwise can be systematized and concentrated, to the advantage of students as well as the University. I have many plans for the coming year, by which absolutely no student, willing to work for reasonable pay need want for employment. During these few months of the beginning of the University I have brought students and employers together to the extent of nearly six thousand dollars - which considering the number of students, and the long vacation hours, I claim is a good record. I am deeply interested in this work and have given much time and labor to it which was paid for only in my confidence of a continuance in it until the fruition of the great plans of the institution, and I want to stay, under a readjustment of duties which

I

This letter will be interesting especially with the growth of the University and it would seem advisable that an comprehensive explicit should be arranged at once.

As to the objection of paying commissions upon work done by students for the last month, I have been ready, from the beginning, to a readjustment of that matter and have been waiting for it.

Thus in the above arrangement the Entire direction of employment students and attendance comes to departmental and amounts, I feel, to advantage of students as well as the University. I have no very plan for the coming year, by which absolutely no student, soliciting to work in vacancies for need, must for employment.

During these few months of the beginning of the University I have brought students and employers together to the extent of nearly one thousand dollars - which considering the number of students, in the long vacation hours, I claim is a good record. If our department interested in this work and have given some time and labor to it, rather we feel only in our employers of a continuance in a matter the function of the great pleasure of the institution, and I want to say, under a readjustment of duties which

THE EMPLOYMENT BUREAU

THEODORE M. HAMMOND
Steward

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

5

CHICAGO

Shall give me a chance to show what I can do, unhampered by conflicting authorities

Sincerely

T. M. Hammond

Hammond.

THE UNIVERSITY OF CHICAGO
WILLIAM R. HARPER, President

Now

CHICAGO Feb 1 1893

Dr. W. R. Harper

My dear Sir.

Herewith are the reports showing the condition of the University commons in the several departments, also a statement of the Morgan Park Academy for January. I am not satisfied with this condition, nor do I feel under obligation to shoulder the entire responsibility for it. You have raised objection to the fact that you were not officially notified before my report of the extent of the commons deficit.

My arrangement was to make a quarterly report, but at the time I opened a bank account with the boarding club funds I arranged with Dr. Goodspeed and Mr Ryerson that my ac-

counts should be checked up and vouchers examined and approved monthly. It being understood of course that this examination would disclose the exact situation just that often.

November first I requested Dr Goodspeed to make such examination and he said he would do so at his first opportunity. Sometime later I spoke to him about it again and was told that the University was employing an accountant who would do this and devise new books for me. I then spoke to the accountant regarding it and was told he would reach my department soon. But he has not yet finished the other offices.

The Commons department was not furnished with a cent with which to lay in any stock of staple provisions but started and has run on bare ground, being compelled in the case of the Beatrice to pay outside help out of

THE EMPLOYMENT BUREAU

THEODORE M. HAMMOND
Steward

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

CHICAGO

the common funds and wait until the next month for reimbursement from the University. And as the cost of board has exceeded the income the bills could not all be paid with the money which came to my hands.

The first months have been trying ones with one person responsible for the results of several different authority. Liabilities incurred without my authority or knowledge and my appointments and arrangements disregarded, often, perhaps, to advantage, but all tending to entangle me, and during all the time, with these three departments on my hands, to say nothing of the detail work of

the employment bureau, and the multitude of details naturally attendant upon the opening of the institution, the application which I made for office assistance such as every other office had in abundance, was refused, and all my purchasing, book keeping, correspondence and everything else has been done without assistance, except at a total expense of less than fifteen dollars for occasional stenography, and there is sometimes a limit to what a man can do. With all, however, the duties of timekeeper and paymaster have been fulfilled without error. The employment bureau has covered ~~the ground~~ fired and is developing much for next summer, and the commons has done well, I claim, considering the pressure brought from one side to improve the quality and service in any event, and the struggle, against

THE EMPLOYMENT BUREAU

THEODORE M. HAMMOND
Steward

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

CHICAGO

constantly increasing prices to keep expenses down.

I make this claim — that the goods which I have bought could not have been bought to better advantage and could not have been dealt out more sparingly without creating a greater dissatisfaction than did exist and you know that was great enough.

Very truly yours

T. M. Hammond

THE EMPLOYMENT BUREAU

THEODORE M. HAMMOND
Steward

THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

Hammond

Pooled

CHICAGO Nov 9

Dear Dr Harper,

The enclosed is an accurate statement made from the teachers records. You are mistaken if you suppose I am working only in the University, at the same time I propose to supply what help is needed here, and as speedily as possible.

I have been trying for a long time to do something for Pollock, but his is one of those peculiar cases that nothing seems to fit, so far. He is tied up with a wife and an expensive flat. I sent him to a clothing store to work Saturdays, but he thought the work was worth more than they would pay. I offered

him the janitorship of a private school, but he didn't want that. What he wants particularly is a lamp lighting route, and that is not to be had just now for anybody. I have a job of tutoring that I shall offer him today if he can take care of it.

There are very few, if indeed any, applicants for work who have not had something.

I might be getting out more correspondence regarding the bureau but I don't seem to be able to secure the services of any of the corps of stenographers.

Carpenters at work and things bought at the Beatrice. — I am going down this morning on an appointment with the wheel chair man

Yours
J. M. Hammond

The University of Chicago
Founded by John D. Rockefeller

Office of the President

Employment Office

Chicago January 4th, 1906.

Mr. Harry Pratt Judson,

The University of Chicago.

My dear Mr. Judson:-

I have read carefully the report of Mr. Berlin. It indicates very successful work but raises at the same time a very serious problem. The summary of employment secured through the help of the Bureau in the autumn quarter is rather impressive; 227 men at a total ~~rate~~ wage of $8292.75. It is certain that before the establishment of the Bureau a good many students secured outside work and a portion of the effect of the figures which I have quoted is due to the fact that statistics previously scattered have been drawn together and made a matter of record. It is also certain, however, that owing to the vigor and tact with which Mr. Berlin has operated, the volume of employment has been materially increased. I should not be at all surprised if it had been doubled. This is, of course, a significant fact and a great advantage to the University. A large number of our

The University of Chicago
Harry Pratt Judson
Office of the President

Chicago January 4th, 1906.

Mr. Harry Pratt Judson,
The University of Chicago.

My dear Mr. Judson:-

I have read carefully the report of Mr. Berlin. It indicates very successful work but raises at the same time a very serious problem. The summary of employment secured through the help of the Bureau in the autumn quarter is rather impressive; 227 men at a total wage of $8292.75. It is certain that before the establishment of the Bureau a good many students secured outside work and a portion of the effect of the figures which I have quoted is due to the fact that statistics previously scattered have been drawn together and made a matter of record. It is also certain, however, that owing to the vigor and tact with which Mr. Berlin has operated, the volume of employment has been materially increased. I should not be at all surprised if it had been doubled. This is, of course, a significant fact and a great advantage to the University. A large number of our

students are persons who need outside help. I should say that at least half of the letters of inquiry which I receive from prospective students raise this point and the assurance which the Bureau enables us to give that a good man can find work undoubtedly strengthens our position very much in drawing new students. The work of the Bureau is therefore so valauble that we ought to make every effort to retain it.

On the other hand, you may not have noticed that although during the last quarter Mr. Berlin has been receiving his tuition plus $35 for the quarter (he has received $40 for his work in connection with the Bureau of Information at the School of Education) he now takes the ground that his work has passed the experimental stage and asks for $60 a month. It should be said that he is carrying only two courses and that he proposes to give all his afternoons and Saturdays to the work of the Bureau. Whether it will be possible for the University to meet this request, or whether it will be

students are persons who need outside help. I should say that at least half of the letters of inquiry which I receive from prospective students raise this point and the answerers which the Bureau enables us to give that a good man can find work undoubtedly strengthens our position very much in drawing new students. The work of the Bureau is therefore so valuable that we ought to make every effort to retain it.

On the other hand, you may not have noticed that although during the last quarter Mr. Berlin has been receiving his tuition plus $35 for the quarter (he has received $40 for his work in connection with the Bureau of Information at the School of Education) he now takes the ground that his work has passed the experimental stage and asks for $60 a month. It should be said that he is carrying only two courses and that he proposes to give all his afternoons and Saturdays to the work of the Bureau. Whether it will be possible for the University to meet this request, or whether it will be

even desirable I do not know. I think it probable that Mr. Berlin would be satisfied with a smaller sum, perhaps $50 a month. On the other hand it must be admitted that the success of Mr. Berlin is really remarkable. His energy is unwearying and he evidently understands how to get close to large employers of men. He is fertile in ideas, never getting into a rut, and he is careful. When he undertook the work I feared that on account of his lack of culture and some unpleasant personal qualities, he would give offense and might injure us by bad English and bad manners. I am obliged to say and I am glad to say that his letters which I have followed are correct in the main and businesslike and that he seems to have made friends among the business men whose good will is important.

These are the main elements of the problem. Whatever is done ought to be done promptly so that we may not be confronted later with the argument that by permitting Mr. Berlin to go on and saying nothing we have tacitly consented to the terms which

even desirable I do not know. I think it probable that Mr. Berlin would be satisfied with a smaller sum, perhaps $50 a month. On the other hand it must be admitted that the success of Mr. Berlin is really remarkable. His energy is unwearying and he evidently understands how to get close to large employers of men. He is fertile in ideas, never getting into a rut, and he is careful. When he undertook the work I feared that on account of his lack of culture and some unpleasant personal qualities, he would give offense and might injure us by bad English and bad manners. I am obliged to say and I am glad to say that his letters which I have followed are correct in the main and businesslike and that he seems to have made friends among the business men whose good will is important.

These are the main elements of the problem. Whatever is done ought to be done promptly so that we may not be confronted later with the argument that by permitting Mr. Berlin to go on and saying nothing we have tacitly consented to the terms which

The University of Chicago
Founded by John D. Rockefeller

Office of the President

Chicago

he states in his letter of the 20th ultimo. Whether with anything that we can offer we shall be able to retain Mr.Berlin I do not know but certainly complications can be avoided by present action. It is important that we should know where we are.

Yours very truly,

Henry Pratt Chandler

The University of Chicago
Founded by John D. Rockefeller

Office of the President

Chicago

He states in his letter of the 20th ultimo. Whether with anything that we can offer we shall be able to retain Mr. Berlin I do not know but certainly complications can be avoided by present action. It is important that we should know where we are.

Yours very truly,

Harper

Employment Office

December 18, 1908

Dear Sir:-

Your favor of the 15th inst. is at hand. I shall be interested to have you here pursuing your education further, and should be glad to be of any reasonable service in the matter. We have an employment Bureau, of which Mr. Abraham Bowers is the Director. He can be addressed at the University. It is his business to secure employment for as many as possible of our students. It would not be practicable to assure you, however, of any specific amount which might be earned. He will give you any details on the matter.

Very truly yours,

H. P. Judson

Mr. J. W. Lester,
℅ Business College,
Bluffton, Indiana.

December 18, 1908

Dear Sir:-

Your favor of the 15th inst. is at hand. I shall be interested to have you here pursuing your education further, and should be glad to be of any reasonable service in the matter. We have an employment Bureau, of which Mr. Abraham Bowers is the Director. He can be addressed at the University. It is his business to secure employment for as many as possible of our students. It would not be practicable to assure you, however, of any specific amount which might be earned. He will give you any details on the matter.

Very truly yours,

H. P. Judson

Mr. J. W. Lester,
Business College,
Bluffton, Indiana.

J. W. LESTER, Manager
H. L. MILLER, Principal
A. D. ASHBAUCHER. Assistant Principal

BLUFFTON BUSINESS COLLEGE

STUDENTS RECEIVED AT ANY TIME.

OFFICE HELP
Furnished on Short Notice

COR. WABASH AND WILLIAMS STS.

Complete Courses in Bookkeeping, Shorthand, Typewriting and All Subjects Necessary for a Thorough Business Education

BLUFFTON, INDIANA, Dec. 15, 1908.

President, Chicago University,
Chicago, Illinois.

My dear Sir:

As organizer of this college I have instituted a plan of assisting worthy young persons, especially children of widows, too poor to pay for a course of training, by allowing them to pay a part or all of their tuition after securing a position, also making them especially low rates. As examples: A widow lady completed short hand at a cost of $15. and now holds a position with the C. B. & C. R. R. Co., at Huntington, which pays a salary of $50; Curtis Fields, Private Secretary at De Pauw University, was given a course here for less than $20. Many other instances could be mentioned, but it is my desire to arrange if possible to extend my operations, and a better education would be the shortest means to the end. I have tried for twelve years to secure higher education, but an injury to my knee necessitating an operation in 1893 at the Presbyterian Hospital, Chicago , disabled me for several years, after which a series of operations on myself and wife, deaths, and severe illness, have until the past year prevented the consumation of my plans. Having come thru all with sound body and health I have determined to try again. I succeeded in working my way

BLUFFTON INDIANA Dec. 15, 1908.

President, Chicago University,

Chicago, Illinois.

My dear Sir:

As organizer of this college I have instituted a plan of assisting worthy young persons, especially children of widows, too poor to pay for a course of training, by allowing them to pay a part or all of their tuition after securing a position, also making them especially low rates. As example: A widow lady completed short hand at a cost of $15. and now holds a position with the C. B. & Q. R. R. Co., at Huntington, which pays a salary of $50; Curtis Fields, Private Secretary at De Pauw University, was given a course here for less than $20. Many other instances could be mentioned, but it is my desire to arrange if possible to extend my operations, and a better education would be the shortest means to the end. I have tried for twelve years to secure higher education, but an injury to my knee necessitating an operation in 1893 at the Presbyterian Hospital, Chicago, disabled me for several years, after which a series of operations on myself and wife, death, and severe illness, have until the past year prevented the consummation of my plans. Having come thru all with sound body and health I have determined to try again. I succeeded in working my way

W. LESTER,
Manager

H. L. MILLER,
Principal

A. D. ASHBAUCHER.
Assistant Principal

BLUFFTON BUSINESS COLLEGE

STUDENTS RECEIVED AT ANY TIME.

OFFICE HELP
Furnished on Short Notice

COR. WABASH AND WILLIAMS STS.

Complete Courses in Bookkeeping, Shorthand, Typewriting and All Subjects Necessary for a Thorough Business Education

BLUFFTON, INDIANA,

12/15/'08.
Pres., C. U.--2.

thru a commercial school at Ft. Wayne, soon after leaving high school, and have since taken review courses at Chicago and Cleveland, also receiving private instructions in various bramches, music, latin, etc. I have been employed at general office work in the offices of the Star Windmill Co., Red Cross Mfg. Co., and others, holding the positions of stenographer, correspondent, entry clerk, bill clerk, foreign correspondent, etc.

Willard Waugh, deceased, recently of your college, was an intimate friend, and I can give you the name of his brother, Frank Waugh, of this city, as reference; also Rep. J. B. Merriman, Hon. Henry Eichhorn, and Hon. Walter Hamilton (Mayor), all of Bluffton; J. E. Lang, Sec., R. W. L. Mfg. Co., Kendallville, Ind., and others if desired. I might add the name of E. V. Livers, Mgr., Ft. Wayne Windmill Co., Ft. Wayne, Ind.

You will have surmised that my object in writing this letter is to find out whether or not there would be any chance of securing employment with sufficient remuneration to pay the expenses of myself and wife while taking a medical or literary course at your college.

I ask that you kindly keep this matter in confidence, as the nature of our business demands.

Trusting to receive a proposition from you, I am,
Very truly yours, J. W. Lester

12\15\'08.
Pres., C. U.--2.

thru a commercial school at Ft. Wayne, soon after leaving high school, and have since taken review courses at Chicago and Cleveland, also receiving private instructions in various branches, music, latin, etc. I have been employed at general office work in the offices of the Star Windmill Co., Red Cross Mfg. Co., and others, holding the positions of stenographer, correspondent, entry clerk, bill clerk, foreign correspondent, etc.

Willard Baugh, deceased, recently of your college, was an intimate friend, and I can give you the name of his brother, Frank Baugh, of this city, as reference; also Rep. J. R. Merriman, Hon. Henry Rinehart, and Hon. Walter Hamilton (Mayor), all of Bluffton; J. F. Lang, Sec., R. W. L. Mfg. Co., Kendallville, Ind., and others if desired. I might add the name of F. V. Livers, Mgr., Ft. Wayne Windmill Co., Ft. Wayne, Ind.

You will have surmised that my object in writing this letter is to find out whether or not there would be any chance of securing employment with sufficient remuneration to pay the expenses of myself and wife while taking a medical or literary course at your college.

I ask that you kindly keep this matter in confidence, as the nature of our business demands.

Trusting to receive a position from you, I am,

Very truly yours,

J. W. LESTER,
Manager

H. L. MILLER,
Principal

A. D. ASHBAUCHER.
Assistant Principal

BLUFFTON BUSINESS COLLEGE

STUDENTS RECEIVED AT ANY TIME.

OFFICE HELP
Furnished on Short Notice

COR. WABASH AND WILLIAMS STS.

Complete Courses in Bookkeeping, Shorthand, Typewriting and All Subjects Necessary for a Thorough Business Education

BLUFFTON, INDIANA,

TO WHOM THIS MAY BE PRESENTED:

This is to certify that I am intimately acquainted with Mr. J. W. Lester of this city. Having been associated with him for more than two years I know him to be a very capable and resourceful instructor in commercial studies. His success in that line is attested by scores of young people who are holding responsible office positions in this city as well as in the larger cities of our country.

Respectfully yours,
(Signed) P. A. Allen.
Superintendent of Public Schools

TO ALL WHO MAY BE INTERESTED:

We take pleasure in recommending Mr. J. W. Lester, who has been in our employ for the past four years in various clerical and commercial capacities. He leaves us at our sincere regrets, but for the purpose of establishing a business of his own. The least we can say as to his business ability is that he is well schooled and expercienced in all branches of clerical and commercial work, from the highest class of stenography, on through business correspondence, bookkeeping, and so forth, and also expert and very accurate in figures.

During Mr. Lester's association with us he has had entire charge of our Foreign Business, and inaugurated many valuable short-cuts and economical systems in our office. As to his character and habits, they are most correct and exemplary.

With our best wishes for his success, we are,
Yours truly,
(Signed) J. A. Ullman.
Gen. Mgr. Red Cross Mfg. Co

TO THE PUBLIC:

I take pleasure in saying that I personally know J. W. Lester of the Bluffton Business College, having been acquainted with him for the past fourteen years, and I know him to be a young man of splendid moral and intellectual qualities. He has held a number of responsible positions and in all proven himself a competent and upright man.

Young men and women committed to the care of Mr. Allen and Mr. Lester of the Bluffton Business College, will certainly be in safe and efficient hands.

(Signed) L. A. Beeks
Pastor M. E. Church, Elkart, Ind

November 9th, 1904.

My dear Mr. Barnes:-

It seems quite certain that something more tangible should be done in connection with the Employment Bureau, to assist students who desire to earn something during their residence in college. I note that great progress has been made in this matter at Yale, Columbia and Harvard within the last year or two. I should like to find six or eight persons who are not now too fully engaged andhave the philanthropic feeling in their hearts, and who at the same time are practical persons, to form a special committee to take hold of the whole matter and put it on its feet.

One of the sources of embarrassment is the fact that we cannot employ an agent because (a) we would not like to take a percentage of the money earned by students, and on the other hand (b) we have no fund from which to pay a salary.

I am writing to ask you to give this matter some thought, and to send me at your early convenience a list of names of persons who, in your opinion, would possibly be interested in a matter of this kind. I am sure that there are five or six persons in the faculty who are not to-day engaged in any administrative work and who would really like to do something of a practical nature.

Hoping to hear from you, I remain

Yours very truly,

W. R. Harper

November 9th, 1904.

My dear Mr. Barnes:-

It seems quite certain that something more tangible should be done in connection with the Employment Bureau, to assist students who desire to earn something during their residence in college. I note that great progress has been made in this matter at Yale, Columbia and Harvard within the last year or two. I should like to find six or eight persons who are not now too fully engaged and have the philanthropic feeling in their hearts, and who at the same time are practical persons, to form a special committee to take hold of the whole matter and put it on its feet.

One of the sources of embarrassment is the fact that we cannot employ an agent because (a) we would not like to take a percentage of the money earned by students, and on the other hand (b) we have no fund from which to pay a salary.

I am writing to ask you to give this matter some thought, and to send me at your early convenience a list of names of persons who, in your opinion, would possibly be interested in a matter of this kind. I am sure that there are five or six persons in the faculty who are not to-day engaged in any administrative work and who would really like to do something of a practical nature.

Hoping to hear from you, I remain

Yours very truly,

W. R. Harper

Employment Office

November 21st, 1904.

My dear Dr. Goodspeed:-

As was agreed between us in a talk some time ago, it is very important that we take definite and active steps to organize a plan for securing work for students. I have been consulting with a good many people and am now drawing up details. I submit to you the following question: We can find seven or eight persons wh will take a large and philanthropic interest in this matter and will actually do a good deal of work. Several men have already pledged themselves. But you and I know that unless we have some person who is really responsible, it will be hard to bring things to a point. We cannot get a man to take the responsibility and give a considerable amount of time to it without paying him something. Now my query- Inasmuch as this Board is to help students to secure money with which to pay not only their expenses but their tuition fees, and inasmuch therefore as it will increase the tuition account of the University very considerable, would we not be justified at least in the form of an experiment in taking three or five hundred dollars from the Student Service, or if not from the Student Service from the Scholarship Fund?

My point is this: With this $500. we ought to be able to get ten, twenty or even thirty thousand dollars worth of work for students.

My dear Dr. Goodspeed:-

As was agreed between us in a talk some time ago, it is very important that we take definite and active steps to organize a plan for securing work for students. I have been consulting with a good many people and am now drawing up details. I submit to you the following questions: We can find seven or eight persons who will take a large and philanthropic interest in this matter and will actually do a good deal of work. Several men have already pledged themselves. But you and I know that unless we have some person who is really responsible, it will be hard to bring things to a point. We cannot get a man to take the responsibility and give a considerable amount of time to it without paying him something. Now my query- Inasmuch as this Board is to help students to secure money with which to pay not only their expenses but their tuition fees, and inasmuch therefore as it will increase the tuition account of the University very considerable, would we not be justified at least in the form of an experiment in taking three or five hundred dollars from the Student Service, or if not from the Student Service from the Scholarship Fund?

My point is this: With this $500. we ought to be able to get ten, twenty or even thirty thousand dollars worth of work for students.

This would bring a good many dollars to the University, certainly 20% of the whole sum would come to the University in one form or another. I am asking you then two questions: 1) Would you think we would be justified in attempting this for the year beginning next July, and 2) what man is there who has in his heart this particular interest and at the same time would be ~~delighted~~ to to give it a good deal of time by receiving a salary of three to five hundred dollars. Perhaps we might start on $300. and see what was accomplished. It would better be some instructor. Can you name him? Will you kindly give this your most considerate thought? I am very anxious to get this matter into shape.

Yours very truly,

W. R. Harper

W. R. Harper

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

Office of the President

Blanchard
Cutler
Gale
Hewitt
Jordan
Merriam
Millikan
Reynolds

H. P. J.

The University of Chicago
Founded by John D. Rockefeller
Office of the President

Chicago November 8th, 1904.

My dear Mr. Judson:-

It seems quite certain that something more tangible should be done in connection with the Employment Bureau, to assist students who desire to earn something during their residence in college. I note that great progress has been made in this matter at Yale, Columbia and Harvard within the last year or two. I should like to find six or eight persons who are not now too fully engaged and have the philanthropic feeling in their hearts, and who at the same time are practical persons, to form a special committee to take hold of the whole matter and put it on its feet.

One of the sources of embarrassment is the fact that we cannot employ an agent because (a) we would not like to take a percentage of the money earned by students, and on the other hand (b) we have no fund from which to pay a salary.

I am writing to ask you to give this matter some thought, and to send me at your early convenience a list of names of persons who, in your opinion, would possibly be interested in a matter of this kind. I am sure that there are five or six persons in the faculty who are not to-day engaged in any administrative work, and who would really like to do something of a practical nature.

Hoping to hear from you, I remain

Yours very truly,

William R. Harper

The University of Michigan
Founded by Ezra R. Westfallor
Office of the President

Michigan November 8th, 1904.

My dear Mr. Judson:-

It seems quite certain that something more tangible should be done in connection with the Employment Bureau, to assist students who desire to earn something during their residence in college. I note that great progress has been made in this matter at Yale, Columbia and Harvard within the last year or two. I should like to find six or eight persons who are not now too fully engaged and have the philanthropic feeling in their hearts, and who at the same time are practical persons, to form a special committee to take hold of the whole matter and put it on its feet.

One of the sources of embarrassment is the fact that we cannot employ an agent because (a) we would not like to take a percentage of the money earned by students, and on the other hand (b) we have no fund from which to pay a salary.

I am writing to ask you to give this matter some thought, and to send me at your early convenience a list of names of persons who, in your opinion, would possibly be interested in a matter of this kind. I am sure that there are five or six persons in the faculty who are not to-day engaged in any administrative work, and who would really like to do something of a practical nature.

Hoping to hear from you, I remain

Yours very truly,

November 9th, 1904.

My dear Mr. Shepardson:-

It seems quite certain that something more tangible should be done in connection with the Employment Bureau, to assist students who desire to earn something during their residence in college. I note that great progress has been made in this matter at Yale, Columbia and Harvard within the last year or two. I should like to find six or eight persons who are not now too fully engaged and have the philanthropic feeling in their hearts, and who at the same time are practical persons, to form a special committee to take hold of the whole matter and put it on its feet.

One of the sources of embarrassment is the fact that we cannot employ an agent because (a) we would not like to take a percentage of the money earned by students, and on the other hand (b) we have no fund from which to pay a salary.

I am writing to ask you to give this matter some thought, and to send me at your early convenience a list of names of persons who, in your opinion, would possibly be interested in a matter of this kind. I am sure that there are five or six persons in the faculty who are not to-day engaged in any administrative work, and who would really like to do something of a practical nature.

Hoping to hear from you, I remain

Yours very truly,

H. P. Chandler
Secretary to the President

November 9th, 1904.

My dear Mr. Sheperdson:-

It seems quite certain that something more tangible should be done in connection with the Employment Bureau, to assist students who desire to earn something during their residence in college. I note that great progress has been made in this matter at Yale, Columbia and Harvard within the last year or two. I should like to find six or eight persons who are not now too fully engaged and have the philanthropic feeling in their hearts, and who at the same time are practical persons, to form a special committee to take hold of the whole matter and put it on its feet.

One of the sources of embarrassment is the fact that we cannot employ an agent because (a) we would not like to take a percentage of the money earned by students, and on the other hand (b) we have no fund from which to pay a salary.

I am writing to ask you to give this matter some thought, and to send me at your early convenience a list of names of persons who, in your opinion, would possibly be interested in a matter of this kind. I am sure that there are five or six persons in the faculty who are not to-day engaged in any administrative work, and who would really like to do something of a practical nature.

Hoping to hear from you, I remain

Yours very truly,

H. P. Chandler
Secretary to the President

The University of Chicago
Founded by John D. Rockefeller

Office of the Superintendent of Buildings and Grounds

Chicago November 15th, 1904.

Doctor William R. Harper,

University of Chicago,

Dear Sir:-

My dear Mr. MacLean:-

I wish to acknowledge your kind letter of November 5th ~~and the very~~ helpful suggestions which it contains concerning the Employment Bureau. I appreciate the fact that your time is fully occupied. I think, however, that it would be very excellent if we could have your presence on the proposed board.

Yours very truly,

H. P. Chandler
Secretary to the President

342

If we are to get good results from the employment bureau it is absolutely essential that we get the right people interested in this work. In order to secure jobs for students from business men in the city we must bring influence to bear upon them. I would raise the following questions for your consideration.

1. How would it do to put the work of the employment bureau in charge of the Young Mens Christian Association? This system is followed successfully in other universities. The Y. M. C. A. would have the advantage of the city connections that the Central Y. M. C. A. has through it's own employment bureau. Mr. L. W. Messner, General Secretary, Y. M. C. A. has considerable influence with business men in Chicago. The secretary of the University association would not expect extra remuneration for his services.

2. How would it do to appoint a committee from the Faculty, with possibly a member from the Board of Trustees, and some of the many influential friends of the University to cooperate with the Y.M.C.A?

3. Would it be well to interest the women of the University in this work? This might be well by having a womens auxilary, possibly directed by the Womens Union. Among the younger men of the University I would suggest the names of Mr. C. A. Merriman, and Mr. A. E. Bestor as men who could render services in this work.

November 13th, 1934.

The Murray of Elibank
Edinburgh
Scotland

My dear Mr. Maclean:-

I wish to acknowledge your kind letter of November 5th and the very helpful suggestions which it contains concerning the Employment Bureau. I appreciate the fact that your time is fully occupied. I think, however, that it would be very excellent if we could have your presence on the proposed board.

Yours very truly,

H. P. Chandler
Secretary to the President

Chicago Nov., 5-04.

Doctor William R. Harper,

University of Chicago,

Dear Sir:- 342

If we are to get good results from the employment bureau it is absolutely essential that we get the right people interested in this work. In order to secure jobs for students from business men in the city we must bring influence to bear upon them. I would raise the following questions for your consideration.

1. How would it do to put the work of the employment bureau in charge of the Young Mens Christian Association? This system is followed successfully in other universities. The Y. M. C. A. would have the advantage of the city connections that the Central Y. M. C. A. has through it's own employment bureau. Mr. L. W. Messner, General Secretary, Y. M. C. A. has considerable influence with business men in Chicago. The secretary of the University association would not expect extra remuneration for his services.

2. How would it do to appoint a committee from the Faculty, with possibly a member from the Board of Trustees, and some of the many influential friends of the University to cooperate with the Y.M.C.A?

3. Would it be well to interest the women of the University in this work? This might be well by having a womens auxilary, possibly directed by the Womens Union. Among the younger men of the University I would suggest the names of Mr. C. A. Merriman, and Mr. A. E. Bestor as men who could render services in this work.

The University of Chicago
Founded by John D. Rockefeller

Office of the Superintendent of Buildings and Grounds

Chicago, Nov. 9, 1904.

Doctor William R. Harper,

University of Chicago,

Dear Sir:-

If we are to get good results from the employment bureau it is absolutely essential that we get the right people interested in this work. In order to secure jobs for students from business men in the city we must bring influence to bear upon them. I would raise the following questions for your consideration.

1. How would it do to put the work of the employment bureau in charge of the Young Mens Christian Association? This system is followed successfully in other universities. The Y. M. C. A. would have the advantage of the city connections that the central Y. M. C. A. has through its own employment bureau. Mr. L. W. Messner, General Secretary, Y. M. C. A. has considerably influence with business men in Chicago. The secretary of the University association would not expect extra remuneration for his services.

2. How would it do to appoint a committee from the Faculty, with possibly a member from the Board of Trustees, and some of the many influential friends of the University to cooperate with the Y.M.C.A?

3. Would it be well to interest the women of the University in this work? This might be well by having a womens auxiliary, possibly directed by the Womens Union. Among the younger men of the University I would suggest the names of Mr. C. A. Merriman, and Mr. A. R. Beeler as men who could render services in this work.

The University of Chicago
Founded by John D. Rockefeller

Office of the Superintendent of Buildings and Grounds

Chicago Nov., 5-04.

Personally I will be glad to aid in this work in any way possible. I feel it to be my duty though to say that my present work takes every minute of my time every day in the week. It is only by constantly watching the numberless matters that come up for the attention of this office that I am able to keep things going. It would not be possible for me to give my time to the work of the employment bureau and properly care for the work in this office. I could find time to deal with some special cases and to interest certain of my friends who are in business in the city in the work, but would not be able to meet students who are looking for jobs.

Yours truly,

M. MacLean.

The University of Chicago
Founded by John D. Rockefeller

Office of the Superintendent of Buildings and Grounds

Chicago Nov., 5-04.

Personally I will be glad to aid in this work in any way possible. I feel it to be my duty though to say that my present work takes every minute of my time every day in the week. It is only by constantly watching the numberless matters that come up for the attention of this office that I am able to keep things going. It would not be possible for me to give my time to the work of the employment bureau and properly care for the work in this office. I could find time to deal with some special cases and to interest certain of my friends who are in business in the city in the work, but would not be able to meet students who are looking for jobs.

Yours truly,

Matthews

The Quadrangle Club

Employment Bureau

November 15th, 1904.

Mr. James Westfall Thompson,

My dear Mr. Thompson:-

I am very grateful to you for your kind letter of November 10th. This gives me some excellent information. I think the names you have given are excellent, and I think we may proceed soon in the direction of undertaking this work. I am wondering now that you have been relieved of the work of the Club you would yourself like to be a member of this new Board.

Yours very truly,

H. P. Chandler
Secretary to the President

CHICAGO

Chicago Nov. 16- 1904

November 15th, 1904.

THE ENTERTAINERS' CLUB

Mr. James Westfall Thompson,

My dear Mr. Thompson:-

I am very grateful to you for your kind letter of November 10th. This gives me some excellent information. I think the names you have given are excellent, and I think we may proceed soon in the direction of undertaking this work. I am wondering now that you have been relieved of the work of the Club you would yourself like to be a member of this new Board.

Yours very truly,

H. P. Chandler
Secretary to the President

(334)

Dear Dr. Harper:-

I doubt not that you have seen the article by Prof. O. F. Lewis in the current November issue of the North American Review regarding "The Self-Supporting Student in American Colleges". Since receiving your letter of the 9th about the matter of the University Employment Bureau I have gone over the roster of the university ruling bodies with an eye to choosing, as you suggest "six or eight persons who are not now too fully engaged, and have the philanthropic feeling in their hearts, and who at the same time are practical persons".

May I offer the following names, with a personal observation in regard to each?-

Mr. J. P. Goode, whose administrative ability and practical sense I have a high opinion of, judging from observation and what I know of his work at Pennsylvania. Moreover, the economic nature of his subject draws him out into the manufacturing and employing world.

Mr. Hill, whose organizing ability has been displayed in the promotion of practical politics, & who has a large acquaintance through the City Club and the Citizens Association with men in the city.

Mr. Linn, whose, as you know is Miss Jane Addams' nephew and whose associations, inclination and social relations may be said to be "philanthropic".

Dear Dorothy:

I don't see that you have seen the article in "Civil O.F." there in the current November issue of the North American Review under the "The Self-Help Movement in Russia" by Prince Kropotkin. Since receiving your letter of the 4th about the Commonwealth College, I have read the Kropotkin book with the eye of the sociologist & the sociologist's training & have gone over the Universal Employment Bureau Bulletin. I also saw the one closing up your correspondence with Philosophy & feeling that you were too fully engaged, and where there was practical work in other fields, and who at the Commonwealth, there are practical men."

Does Jeffer's letter following Commonwealth & Labor Times in response to Grace?

Mr. J. O. Woods, whose economic notions strikingly and practically same as those of Henry George, is leaving from Chevrolet and what I know of his work at Commonwealth, however, the economic notions [illegible] under the wrong pretense and confusing world.

Mr. Hill, whose organizing ability has been all I hoped in the organization of practical politics, gives too a large representation of the City Club of the Citizens association with men in it.

Mr. Fuller, who comes from a living from statesmen' welfare and labor associations, nationalism and state relations was for said to be "plain as the day".

The Quadrangle Club

CHICAGO

I named odd

Mr. A. W. Moore

" Millikan

" Moncrief

" H. O. Ellett of School of Education.

A board drawn from this number would be representative of the faculty of Arts and Letters, Science, Education, and the Divinity School. In my judgment, the chairman should be either Mr. Goode, Mr. Hill or Mr. Moore.

I have taken the liberty to write so freely — perhaps personally — because I have thought your letter asked for so full a treatment of the subject.

Sincerely yours

James West Gall Thompson

Yours and
Mr. W. W. Moore
" Millikan
" Lawrence
" W.O. Gulick Director of Education

I have consulted the members associated in making up the Faculty of this Academy, Teachers, Subscribers, and the Friends of this and believe, the enclosed should be strongly favored. In my judgment, the chairman should be either Mr. Moore, Mr. Hill or Mr. Moore.

I then later the liberty to write so freely — partly to personally — because I have always felt a heartiness for the work.

Sincerely yours —

Jennie Walker Smith —

THE FACULTIES OF
ARTS, LITERATURE, AND SCIENCE

OFFICE OF THE DEAN OF THE
JUNIOR COLLEGES

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO Nov. 15,1904.

President Harper,

My dear Dr. Harper:-

In answer to your letter of Nov. 9th concerning the effective administration of the Employment Bureau I would say that I firmly believe that much could be accomplished from an aggressive and intellectual administration of this bureau. I have recently read the report of this work at Yale. You have doubtless noted that the success there seems to be due to the fact that the head of the bureau gives personal attention to the general policy while a subordinate devotes his time to the carrying out of this policy in detail.

Of course you recognize the fact that this work can never be done well until it is put upon some sort of basis,namely of administration under a paid manager.

However I agree with you that something temporary can be done under the auspices of the right committee. I suggest the following names: Mr. Percy H.Boynton;Mr. Joseph Iddings;Mr. G.J.Laing;Miss Myra Reynolds;Mr. Frank B.Tarbell;Mr. J.H.Tufts & Mr. Joseph Warren.

I think all of these persons would be interested in such work and might be counted upon to take an active part.

Sincerely yours,

George E. Vincent.

Dean.

V.

President Harper,

My dear Dr. Harper:-

In answer to your letter of Nov. 9th concerning the effective administration of the Employment Bureau I would say that I firmly believe that much could be accomplished from an aggressive and intellectual administration of this bureau. I have recently read the report of this work at Yale. You have doubtless noted that the success there seems to be due to the fact that the head of the bureau gives personal attention to the general policy while a subordinate devotes his time to the carrying out of this policy in detail.

Of course you recognize the fact that this work can never be done well until it is put upon some sort of basis, namely of administration under a paid manager.

However I agree with you that something temporary can be done under the auspices of the right committee. I suggest the following names: Mr. Percy H. Boynton; Mr. Joseph Lathrop; Mr. G. J. Lustig; Miss Myra Reynolds; Mr. Frank H. Sarbell; Mr. J. J. Tufts & Mr. Joseph Warren.

I think all of these persons would be interested in such work and might be counted upon to take an active part.

Sincerely yours,

Dean.

V.

November 21st, 1904.

My dear Mr. MacLean:-

Suppose I could find three, four or five hundred dollars, the sum ordinarily paid a dean for his services, with which to compensate the executive officer of the Board of Student Assistance, that is the officer who would take charge of the detail and see that things came to pass- Can you from your experience indicate the best man for that work? He ought to be one of our younger instructors- he ought to be a man of philanthropic spirit- he ought to know Chicago pretty well- he ought to know the students well and be a good judge of mankind etc.

Yours very truly,

H. P. Chandler
Secretary to the President

November 21st, 1904.

My dear Mr. Maclean:-

Suppose I could find three, four or five hundred dollars, the sum ordinarily paid a dean for his services, with which to compensate the executive officer of the Board of Student Assistance, that is the officer who would take charge of the detail and see that things came to pass- Can you from your experience indicate the best man for that work? He ought to be one of our younger instructors- he ought to be a man of philanthropic spirit- he ought to know Chicago pretty well- he ought to know the students well and be a good judge of mankind etc.

Yours very truly,

H. P. Chandler
Secretary to the President

The University of Chicago
Founded by John D. Rockefeller

Office of Information and Exchange

Chicago 1/13/1905.

President William R.Harper:

Dear Sir:

In reference to the report on the Department of Self-Help at the last convocation, I beg to submit the following for your consideration in view of the fact that our Bureau of Self-Help must enlarge its scope to meet the increasing demand for its services.

I have found that students prefer not to and seldom do engage in canvassing or the taking of agencies for goods which manufacturers desire to introduce into the college world. They are ready and eager to engage in any kind of manual or clerical work which their strength and experience will permit.

There are comparatively few business men in this city who know that there is an employment bureau in the University of Chicago, the aim of which is to assist earnest young men and women in assisting themselves through college, and I feel sure that if the commercial men of our city could be appealed to from a business and philanthropic standpoint, they would generously respond. To accomplish this, I suggest that a letter embodying the following statements,

a) That there is an employment bureau at the University for students working their way through college,

b) That the bureau can supply men and women of experience in various lines of work,

c) That by employing such help they would be aiding the cause of education,

be sent to

a) The department stores.

be sent to

a) The department stores,

b) The railroads, manufacturing concerns, collecting agencies, wholesale and retail houses, hotels, contractors, publishers, and individual concerns throughout the city.

I shall be glad to undertake this work if you think it advisable, and to report as to its success.

Respectfully,

C. J. Lennison

MANAGER,
OFFICE OF INFORMATION AND EXCHANGE.

August 9, 1905.

The establishment of an employment bureau occurred to me a few months after I had entered the University (1903). I was successful in obtaining sufficient work for myself and was therefore often approached by young men, especially those who were not well acquainted with the city, to aid them in finding employment. I was successful in finding work for many friends and acquaintances.

At last spring's convocation, President Harper announced that a bureau for student employment was to be established in the near future. This gave my idea new impetus and I formulated plans which, I feel sure, if carried out would prove the enterprise a success.

As I found it necessary to earn sufficient money to defray all my expenses both while in High School and at the University, I was compelled to do various work. I herewith mention a few positions that I held. Any of the below named concerns will gladly answer any questions as to my character and ability, etc.

I was an advertising solicitor and collector for

R. G. Hopkins & Co., 40 Dearborn St.

Advertising manager of "The High School Life".

Foreman in the tin-mounting department of

George F. Cram, 552-556 Wabash Avenue.

Typewriter salesman for W. A. Whitehead, 36 La Salle St.
A clerk at J. Weil
11 N. Broadway

August 9, 1905.

The establishment of an employment bureau occurred to me a few months after I had entered the University (1903). I was successful in obtaining sufficient work for myself and was therefore often approached by young men, especially those who were not well acquainted with the city, to aid them in finding employment. I was successful in finding work for many friends and acquaintances.

At last spring's convocation, President Harper announced that a bureau for student employment was to be established in the near future. This gave my idea new impetus and I formulated plans which, I feel sure, if carried out would prove the enterprise a success.

As I found it necessary to earn sufficient money to defray all my expenses both while in High School and at the University, I was compelled to do various work. I herewith mention a few positions that I held. Any of the below named concerns will gladly answer any questions as to my character and ability, etc.

I was an advertising solicitor and collector for
R. G. Hopkins & Co., 40 Dearborn St.

Advertising manager of "The High School Life".

Foreman in the tin-mounting department of
George F. Cram, 552-556 Wabash Avenue.

Typewriter salesman for W. A. Whitehead, 36 La Salle St.
A clerk at J. Weil
11 N. Broadway

St. Louis (during the World's Fair.)

I am employed presently Saturday afternoons at Webers' Department Store, Clark and Van Buren. I am thoroughly acquainted with the city and with many of its foremost business men. I have been successful in all my work and obtained the best paid salary in each.

I am presently manager of the Information Office at the School of Education. I am recommended for this position by Mr. George H. Locke, Dean of the School of Education.

Among the students of our University may be found young men and women able to do almost any kind of work; besides the work of the present time, is so divided and subdivided that it does not take one very long to learn to perform his task passibly.

The following is a partial list of the work that could be obtained for the students and while he could earn some money, would not interfere with his studies:

1. Department stores, shoe stores, clothing stores, hat stores, and furnishing goods, offer Saturday employment for both young men and women.
2. Addressing and circulating bureaus give home work.
3. Soliciting advertisements for newspapers and magazines.
4. Collecting.
5. Newspaper and magazine clipping bureau.
6. Teaching at night in business colleges, school of music, etc.

St. Louis (during the World's Fair.)

I am employed presently Saturday afternoons at Webers' Department Store, Clark and Van Buren. I am thoroughly acquainted with the city and with many of its foremost business men. I have been successful in all my work and obtained the best paid salary in each.

I am presently manager of the Information Office at the School of Education. I am recommended for this position by Mr. George H. Locke, Dean of the School of Education.

Among the students of our University may be found young men and women able to do almost any kind of work; besides the work of the present time, is so divided and subdivided that it does not take one very long to learn to perform his task passibly.

The following is a partial list of the work that could be obtained for the students and while he could earn some money, would not interfere with his studies:

1. Department stores, shoe stores, clothing stores, hat stores, and furnishing goods, offer Saturday employment for both young men and women.
2. Addressing and circulating bureaus give home work.
3. Soliciting advertisements for newspapers and magazines.
4. Collecting.
5. Newspaper and magazine clipping bureau.
6. Teaching at night in business college, school of music, etc.

7. Teaching night school in city public schools (those who can fulfill the requirements of the Board of Education).

8. Private tutoring.

9. Music lessons, (vocal and instrumental).

10. Ushering at theatres.

11. Relief clerks at drug stores.

12. "Stuffing" Sunday editions of the newspapers.

13. Express Companies have hitherto afforded some work for our students.

14. Students have also been enabled to earn board and room for waiting at table.

15. Tending to furnaces, lawns, etc. Many other positions could be obtained after the bureau was once established.

Necessarily in this work as in all other work - experience is the best teacher. My intentions, however, are to solicit personally and by letter every concern from whom work might be obtained. To keep a list of all "openings" and to place such young men and women as are capable of doing the work creditably. Newspaper advertising may be found profitable, and I believe that I could get such advertisements gratis.

I know what such an undertaking means and if given a chance I believe I could make it a success.

7. Teaching night school in city public schools (those who can fulfill the requirements of the Board of Education).

8. Private tutoring.

9. Music lessons, (vocal and instrumental).

10. Ushering at theatres.

11. Relief clerks at drug stores.

12. "Stuffing" Sunday editions of the newspapers.

13. Express Companies have hitherto afforded some work for our students.

14. Students have also been enabled to earn board and room for waiting at table.

15. Tending to furnaces, lawns, etc. Many other positions could be obtained after the bureau was once established.

Necessarily in this work as in all other work - experience is the best teacher. My intentions, however, are to solicit personally and by letter every concern from whom work might be obtained. To keep a list of all "openings" and to place such young men and women as are capable of doing the work creditably. Newspaper advertising may be found profitable, and I believe that I could get such advertisements gratis.

I know what such an undertaking means and if given a chance I believe I could make it a success.