

CITY OF LEEDS SECTION G 1.

TRAINING COLLEGE.

MR. GRAMAM:

REASONS FOR CONFERENCE.

INVESTIGATION INTO THE SYSTEM UNDER WHICH THE TRAINING

1. Before Miss Mercier entered into residence in September 1913, the Principal and I agreed that she should have every chance and we would use our influence to smooth her path. COLLEGE IS CONTROLLED AND MANAGED, WITH SPECIAL REFERENCE TO THE RECENT RESIGNATIONS OF MEMBERS OF THE STAFF.

2. No person could have been shown more kindness and consideration or received more sympathy and support. Everything she asked for was granted by the Governors. She

SECTION G.

3. She nominated each new member appointed to the Staff, and everything was done to make their working conditions all that could be reasonably desired. CONFERENCE OF COLLEGE RESIDENTIAL STAFF AND THE SECRETARY FOR EDUCATION.

4. Every freedom has been given to the whole in their professional work. There has never been the slightest

1. REASONS FOR THE CONFERENCE.

STATEMENT BY THE SECRETARY FOR EDUCATION.

2. COPY OF CORRESPONDENCE BETWEEN THE SECRETARY FOR EDUCATION AND THE VICE-PRINCIPAL. (JULY TO DECEMBER 1913).

3. COPY OF NOTES OF THE TALK.

4. LETTER FROM THE PRINCIPAL TO THE SECRETARY FOR EDUCATION AFTER THE CONFERENCE.

5. The first educational year was unfortunate. An operation for Appendicitis laid Miss Mercier aside from September to Christmas, and from Christmas to Midsummer she was largely absent although rendering service. From September to 15TH AUGUST, 1916.

Christmas, with the concurrence of the Chairman I maintained a personal correspondence with Miss Mercier (copy correspondence is attached) with a view to keeping her informed of what was

SECTION G 1.

MR. GRAHAM:

REASONS FOR CONFERENCE.

1. Before Miss Mercier entered into residence in September, 1913, the Principal and I agreed that she should have every chance and we would use our influence to smooth her path.
2. No person could have been shown more kindness and consideration or received more sympathy and support. Everything she asked for was granted by the Governors. She nominated each new member appointed on the Women's Staff, and everything was done to make their working conditions all that could be reasonably desired.
3. Every freedom has been given to the Staff as a whole in their professional work. There has never been the slightest interference with this, on the contrary it has received every encouragement and support.
4. The policy and principles upon which the Governors desired the Training College, as a Mixed College, to be conducted were fully explained to Miss Mercier.
5. I do not hesitate to say that no Vice-Principal ever had a better, a freer, or a finer opportunity for doing valuable educational work.
6. Miss Mercier has now been in the service of the Leeds Authority during three educational years. During that period she has undergone two operations.
7. The first educational year was unfortunate. An operation for Appendicitis laid Miss Mercier aside from September to Christmas, and from Christmas to Midsummer she was largely recuperating, although rendering service. From September to Christmas, with the concurrence of the Chairman I maintained a personal correspondence with Miss Mercier (copy correspondence is attached) with a view to keeping her informed of what was

taking place in the College and of discussing various matters which required attention, and I invited her to criticise or offer suggestions later on as to the financial and administrative working arrangements for which I was held directly responsible by the Authority.

This provided a reason for paying £250 in salary during that period, on the ground that she was being consulted with regard to the work of the College. The feeling was that this would enable her to meet the heavy expenses of her operation and of furnishing her house, and would thus correspondingly relieve her mind of anxiety on that score, and so enable her to give her best service to the College when she did commence work after the Christmas Vacation.

8. Before the commencement of the second educational year, war was declared. The Educational Block and three of the Halls of Residence were requisitioned by the Military Authorities for hospital purposes, and the college work had largely again to be carried on in temporary premises, with the accompanying disadvantages.

The College has never yet reached the stage when it was working under normal Training College conditions.

In process of time, the College was denuded of men tutors and students and as the War progressed, it has become more and more difficult to secure suitable teachers in the educational market.

It is in such circumstances and under such conditions that the Vice-Principal and the nine Women Tutors resign.

9. The combination of the Principal and the Vice-Principal seemed ideal. The Principal had for more than 20 years been actively engaged in the work of training elementary school teachers and knew that problem and that class of student thoroughly from practical experience. The Vice-Principal

had the experience of the Oxford and Cambridge Colleges behind her. The only requisite to complete success was that the Principal and Vice-Principal should play the game by each other.

10. The first sign of trouble showed itself in September, 1914, when the men tutors protested to the Principal because they had been largely timetabled out of teaching work with the women students.
11. Trouble appeared again at a later date when men tutors found that women students had been told they were not to consult the men tutors.
12. Later that women students were not allowed to go to men tutors when sent for.
13. Finally when a woman student did go to see a man tutor in connection with her work she was chaperoned by a second woman student.
14. The next evidence of independent action on the part of the Vice-Principal was when she gave instructions to the housekeeper of a women's hall to put on a third meat meal daily. Because of the safeguard set up by the Local Authority that I, as Secretary for Education, should be directly responsible for the financial and administrative work of the College, the Housekeeper telephoned me and enquired whether she would be right in embarking upon this additional expense. I roughly calculated the probable cost and estimated that it would mean anything between £1,200 and £1,500 a year. I telephoned the Principal and enquired whether he was aware of this instruction and he said "No". I telephoned the Medical Officer of the College, who is responsible for the dietary, and enquired whether he was aware of this instruction and he said "No". I then asked the Principal and the Medical Officer to consider carefully

with Miss Mercier the question of this third meat meal and to let me have their recommendation. The unanimous opinion of the Medical Officer, the Principal and the Housekeepers was that the third meat meal daily was quite unnecessary.

15. The first open and deliberate attempt to supersede the Medical Officer and the Principal took place at "Whinfield" in connection with the "Platt" case. The correspondence with Miss Mercier on this incident contained a restatement of the general principles upon which the College was organised as a Mixed College.

16. Some time later than the Whinfield incident, it became known that the Tutor in charge of Macaulay Hall had suggested to the Housekeeper a line of action which had for its object the replacement of Dr. Bolton by a woman doctor, and also her statement that were the Principal of the College to go into a women's Hall he would be regarded as an intruder.

17. Noisy conduct, rowdiness and horseplay in the women's Halls, especially at Macaulay began to be remarked upon. Col. Dobson, who was in charge of the Military Hospital, had telephoned "Will you stop that infernal row at Macaulay; it is disturbing the patients in the Hospital".

I had personal experience of this boisterous conduct among the women students on several occasions and was assured by the Principal that it was becoming general - Macaulay in fact had become known as the "noisy" Hall.

18. Parents of applicants for admission to the Training College called at the Education Department and asked that their daughters should not go to Leighton because the Tutors there were not on speaking terms and that there was disunion and lack of harmony in the Hall. I reported this to the Principal and Vice-Principal.

19. Between Christmas and Easter the students had commenced to use the Grange for educational purposes and quite a number of students evidently desired to assert their right to come in at the front door and later to climb through the open windows into the rooms instead of using the students' entrance which adjoins the cloakroom. Mrs. Jackson, the Superintendent Housekeeper, noticed a marked deterioration in the conduct of the women students and said that when spoken to the students persisted in their conduct.
20. The extra work required and the damage done in Leighton and Macaulay, owing to the Governors' rules and regulations being ignored, became heavier as time went on, in fact, both housekeepers and rounkers asked for additional help as they could not cope with the work.
21. From January to Easter 1916 I had several interviews with the Principal. I pointed out that with the loss of men to the army, with the difficulty in obtaining domestic staff, and with the steady rise in prices of everything it was necessary that the wearing of outdoor boots in the Halls, which damaged the floors and involved so much additional work and expense, and the boisterous conduct of the students, which resulted in unnecessary damage to furniture, etc., needed urgent attention.
22. The Principal informed me that:
- (a) He was concerned at the changed tone amongst the women students.
 - (b) Matters had progressed so far that women students were rebuked if they saw the Principal without previously obtaining permission to do so.
 - (c) Women students had communicated with the Principal through the post, although he lived on the estate and they saw him daily in the College.
 - (d) The rowdiness and noise in Macaulay had improved but was still bad.

(e) The cigarette smoking had been stopped amongst the women students, but if the women tutors smoked in their rooms as some had done, the students, in all probability, would detect this and it might lead to surreptitious smoking in the students own rooms.

(f) Two of the women tutors (who have now resigned) used the sanguinary adjective in their conversation.

(g) Attendance at Church by the women students was not as regular as formerly.

(h) Rules and regulations, which experience had shown to be necessary, were ignored.

(i) He did not agree with the wearing of outdoor boots in the Halls.

(j) He did not consider the general wearing of the gym costume by the women students about the estate as seemly or becoming.

23. The Principal spoke with regret of the steady disappearance during three years of the unity of organisation, unity of aim, and unity of interest of the College as a whole.

24. For three years the Vice-Principal had been allowed to manage and control the women students in her own way, but in view of the obvious result the time had now come for action in order that matters might be placed on a more satisfactory basis for the ensuing educational year. It was essential that economy should be effected in the Halls and generally throughout the estate. The question of economy and the conduct in the Halls were closely involved in view of the damage which was arising.

25. The Chairman of the Governors had on several occasions pointed out to me matters which were developing in connection with the college life on the women's side which did not meet with his approval.

Shortly before Easter after my discussion with the Principal I mentioned to the Chairman that the time had arrived when it was considered necessary that I should meet the whole of the Residential Staff, restate the policy of the

Governors, and deal with a number of matters which I enumerated to the Chairman.

26. It was arranged with the Principal that I should meet the Residential Staff immediately after the Easter Vacation, but as Miss Hardy, the Tutor in charge of Macaulay Hall, did not return to the College for some weeks after that Vacation owing to illness, the meeting was postponed.

As soon after Miss Hardy's return as convenient I met the Residential Staff. (December 1913).

SECTION G 2.

COPY OF CORRESPONDENCE BETWEEN THE SECRETARY FOR
EDUCATION AND THE VICE-PRINCIPAL OF THE
TRAINING COLLEGE.

(March to December 1913).

Education Offices,

LEEDS,

11th March, 1913.

Dear Mr. Graham,

Thank you for your letter and your kind words of encourage-
PERSONAL. am very sensible of the honour which the Governors of
the Training College have, in recommending me for the appoint-

Dear Miss Mercier,

I have pleasure in informing you that at a Meeting of
the Governors of the City of Leeds Training College yesterday,
it was decided to recommend you for the appointment of Lady
Vice-Principal.

The recommendation is subject to the approval of the
Education Committee and of the City Council, but I thought
I would let you know at once, in order that you may make
arrangements to be at liberty to take up the work in Leeds
as early as possible.

No doubt there will be an opportunity for us to discuss
the work of the College before you commence duty. In the
meantime I send you my personal congratulations on your
appointment to a position which will allow the exercise of a
wide influence through the large body of teachers who will
pass through the City of Leeds Training College.

With kind regards,

I am,

Yours faithfully,

(Signed) JAMES GRAHAM,

Secretary for
Education.

Miss Mercier,
Girton College,
CAMBRIDGE.

Cloverfield,
King's Somborne,
Hants.,
13th March, 1913.

Dear Mr. Graham,

Thank you for your letter and your kind words of encouragement. I am very sensible of the honour which the Governors of the Training College do me, in recommending me for the appointment of Vice-Principal, and if I am appointed I hope I shall be able to justify their choice.

I think I said when you were at Girton that I should be unable to take up the full duties until September. It is far too late in the year now to hope to find anyone to take over my work at Girton, and the three months' notice of resignation which I have to give to the College will not terminate till June, when the University Term is nearly over.

If I could in the meantime be of any service in coming up to Leeds for any special occasions I could quite easily do so, and in any case, as you suggest, I shall be very glad indeed to come and discuss the work of the College with you.

I am leaving England to-morrow for Italy where I am spending the rest of the Vacation, but I return to Girton College on April 9th. In the meantime should you wish to communicate with me for any reason I shall be at the

Pension Jennings-Riccilli,
Lungarno delle Grazie,
Florence

from March 19th till April 1st or 2nd.

Believe me,
Yours sincerely,
(Signed) Winifred Mercier.

Education Offices,
LEEDS,
31st March, 1913.

Dear Miss Mercier,

I have just returned from Switzerland and find your letter of the 23rd March awaiting me. No date was mentioned in the letter offering you the formal position of Lady Vice-Principal of the Training College because, from a short interview I had with you at an earlier date, I gathered that you would be loth to leave Girton before the students in your charge had sat for the Examinations for the Tripos in History and Economics. On your return to Cambridge I think it would be desirable for you to pay a visit to Leeds during which we might discuss the needs of your Girton students and the needs of the Training College and arrive at a date mutually convenient to both for taking up your duties here.

Perhaps you will write me as to when you can come to Leeds. We shall be pleased to extend hospitality to you.

Yours sincerely,

(Signed) JAMES GRAHAM.

Yours sincerely,

Miss W. Mercier,
Pension Jennings-Riccioli,
9 Corso Tintori,
FLORENCE.

(Signed) Winifred Mercier.

Girton College,
Cambridge,
April 11th, 1913.

Dear Mr. Graham,

I enclose a formal acceptance, and I have just repeated, as to date, what I said when you came up here, and wrote also to you after your letter telling me of the Governors' decision.

I should very much like to come up to Leeds some time in the week after next if that will be convenient - either perhaps April 25th, 26th or 26th - 28th. It is so very difficult for me always to get away from College in this Term that I cannot say for a few days exactly when I can leave, but I shall know better on Monday or Tuesday next after I have arranged the Term's work a little.

Thank you very much for the kind offer of hospitality.

Is the house I am to have papered yet? perhaps, if not, I might have some choice in the matter of papers.

I will write again early in next week more definitely as to date, unless I hear from you in the meantime that any time would be more convenient than another to you.

Yours sincerely,

(Signed) Winifred Mercier.

Girton College,
Cambridge,
11th April, 1913.

Dear Mr. Graham,

I am in receipt of your letter of March 19th, in which you inform me that the Education Committee has appointed me as Vice-Principal of the City of Leeds Training College, at a salary at the rate of £500 per annum, with a house (including rates). I understand that the appointment is subject to determination by three months' notice on either side, the notice to expire at the end of a calendar month.

I am very sensible of the honour which the Education Committee have done me in selecting me for this position, and I shall do my best to justify their choice.

As I mentioned to the Deputation when they came to Girton in February, and wrote to you last month, I shall be unable to take up the full duties of the post until September next.

Yours faithfully,

(Signed) Winifred Mercier.

You will perhaps remember that I am leaving on the 15th the Monday for Leeds or so. I think you said that one of the Halls would kindly receive us for the time being.

I hope we shall have this good weather for the 15th. It is well seen you have no superstitious.

Yours sincerely,

(signed) WINIFRED MERCIER.

Copy

Girton College,

7th June, 1913.

Dear Miss Mercier,

June 9th, 1913.

I am pleased you are able to be present at the Official Opening of the Training College. Let me know when you will arrive in Leeds and I will make arrangements for your being met either at the Railway Station or at the College. Can you not get back to Cambridge on the same (Friday) evening by taking the G.N.R. Express at 5.30 for London, change at Peterboro?

Thank you very much for your letter

I am arranging for you to go into residence at Bronte Hall from the 16th instant: the Library and Writing Room is being turned into a Sitting Room, and I am sure you will be very comfortable. Your ten days residence at, and experience of Bronte will give you an insight into our College and Hostel life, which should be very helpful to you from September on-wards. Mrs. Graham desired you to stay with us but, after consideration, I felt that the experience you could gain at Bronte Hall during the ten days would be too valuable to you when entering upon your full time duties in September next, to be lost. In any case, we hope to see a great deal of you.

I am sending you some of the promised Memoranda. They will assist in putting you au fait with our rather large organisation, and with the broad lines of the new problem which now lies before you. We can discuss these Memoranda during the ten days you are at Bronte Hall, and I hope you will fire all kinds of questions at me. Kindly return the Memoranda later.

I have no superstitions. I do not go even so far as an adjoining firm of Signwriters who say "We are not superstitious but we believe in "signs".

Yours sincerely,

Yours sincerely,

(Signed) WINIFRED MERCIER.

(Signed) JAMES GRAHAM.

Miss W. Mercier,
Girton College,
CAMBRIDGE.

C o p y

C O P Y

Girton College,

10th June, 1913.

CAMBRIDGE.

June 9th, 1913.

Dear Miss Mercier,

Dear Mr. Graham,

Thank you very much for your letter and the enclosures, which I am finding very useful. I will arrive in Leeds on Friday at 12.41 and come straight up to the Training College. If I can catch the 5.30 train I can get back here very conveniently the same evening.

It is very kind of Mrs. Graham to have thought of my staying with you when I come up, but I feel that as you say - ten days and residence in one of the Halls will give me an insight into the Hostel life at once, which is far too valuable to be lost.

Thank you very much for your kindness in making arrangements for me at Bronte.

Yours sincerely,

(Signed) WINIFRED MERCIER.

C o p y

10th June, 1913.

Girton College,

CAMBRIDGE.

5th July, 1913.

Dear Miss Mercier,

Thank you for your letter. I note that you will arrive in Leeds at 12.41 on Friday and that you will proceed direct to the College. I have made arrangements for you to be received at the Bronte Hall and a Sitting Room will be set apart for you in case you desire to use it during the afternoon.

Yours sincerely,

(Signed) JAMES GRAHAM.

Miss Mercier,
Girton College,
CAMBRIDGE.

C o p y

10th June, 1913.

Girton College,

CAMBRIDGE.

22nd July, 1913.

Dear Miss Mercier,

Thank you for your letter. I note that you will arrive in Leeds at 12.41 on Friday and that you will proceed direct to the College. I have made arrangements for you to be received at the Bronte Hall and a Sitting Room will be set apart for you in case you desire to use it during the afternoon.

Yours sincerely,

(Signed) JAMES GRAHAM.

Miss Mercier,
Girton College,
CAMBRIDGE.

to us, but that she had not received the Form at the time of writing. I thought I had better mention this to you, as it is important that, as we are late in the field, we should not lose the best people just by a day or so, and I have also written to Mr. Parsons.

I cannot imagine that we could have a better candidate than Miss Hardy. She is a woman of quite uncommon ability and enterprise. Her geographical work is splendid; she has worked a great deal with Mr. Harbertson both officially and unofficially, and has a real genius for reading a country and making it an education to the students. She has moreover, had a wider experience of both men and affairs than most women Teachers get, and she would be invaluable in a Hostel.

C o p y

equally congenial and stimulating to both staff and students.

Girton College,

With kind regards,

Yours sincerely,
CAMBRIDGE.

(Signed)

5th July, 1913.

Dear Mr. Graham,

You may remember that I mentioned a Miss Hardy to you in connection with one of our vacant posts, preferably the Geography. She has had a temporary post at the Moorfields, and I hear from her this morning that the L.C.C. will probably offer her attractive work for next year again sometime in the next week, probably on Thursday. She would however much prefer work which was definitely permanent, and is not, I fancy, particularly keen on staying longer in London. She tells me that she is making an application to us, but that she had not received the Form at the moment of writing. I thought I had better mention this to you, as it is important that, as we are late in the field, we should not lose the best people just by a day or so, and I have also written to Mr. Parsons.

I cannot imagine that we could have a better candidate than Miss Hardy. She is a woman of quite uncommon ability and enterprise. Her geographical work is splendid; she has worked a great deal with Mr. Herbertson both officially unofficially, and has a real genius for reading a country and making it an education to the students. She has moreover, had a wider experience of both men and affairs than most women Teachers get, and she would be invaluable in a Hostel,

copy

equally congenial and stimulating to both staff and students.

With kind regards,

Yours sincerely,

(Signed) WINIFRED MERCIER.

Dear Miss Mercier,

Thanks for your letter of the 9th July.

We will keep in touch with Miss King, and see that her application receives very careful consideration.

The appointments should be made at the next meeting of the Staffing Sub-Committee on Tuesday, 16th July. I hope you will be able to attend when the candidates are interviewed. Your expenses of course will be paid by the Committee.

I am,

Yours faithfully,

(Signed) JAMES GRABAN.

Secretary for Education.

Miss W. Mercier,
Girton College,
CAMBRIDGE.

C o p y

Education Offices,
Education Offices,

L E E D S.
L E E D S.

5th July, 1913.
7th July, 1913.

Dear Miss Mercier,

Thanks for your letter of the 5th July.

I am sending you on the attached paper a list
of the candidates who have been invited to attend for
interview at the Education Department on Tuesday next, in
connection with the appointments at the City of Leeds Training
meeting of the Staffing Sub-Committee on Tuesday, 15th July.

The appointments should be made at the next
meeting of the Staffing Sub-Committee on Tuesday, 15th July.

I hope you will be able to attend when the candidates are
interviewed. Your expenses of course will be paid by the
Committee.

I am,

Yours faithfully,

I hope you will find it convenient to be in

Leeds on that date.

(SIGNED)

JAMES GRAHAM.

With kind regards,

Secretary for
Education.

I am,

Yours faithfully,

Miss W. Mercier,
Girton College,
CAMBRIDGE.

(SIGNED)

JAMES GRAHAM

Secretary for
Education.

Miss W. Mercier,
Girton College,
CAMBRIDGE.

C o p y

Education Offices,

L E E D S.

Education Offices,

9th July, 1913.

10th July, 1913.

Dear Miss Mercier,

I am sending you on the attached paper a list of the candidates who have been invited to attend for interview at the Education Department on Tuesday next, in connection with the appointments at the City of Leeds Training College.

The selected candidates have been asked to be at the Office at 2 o'clock. This will give you and Mr. Parsons time to interview them before they come before the Staffing Sub-Committee.

I hope you will find it convenient to be in Leeds on that date.

With kind regards,

I am, (SIGNED) JAMES GRAHAM

Yours faithfully,

Miss W. Mercier,
Girton College,
CAMBRIDGE.

(SIGNED) JAMES GRAHAM

Secretary for
Education.

Miss W. Mercier,
Girton College,
CAMBRIDGE.

COPY
C o p y

EDUCATION OFFICE,
Education Offices,

L E E D S. 1913.

10th July, 1913.

Dear Miss Mercier,

City of Leeds Training College.

the sum of £2. 8. 6. for expenses in connection with
your visit to Leeds last week.

Dear Miss Mercier,

Thank you for your letter of yesterday. I am glad
to hear that you will be able to be in Leeds on Tuesday
next. I am arranging for you to stay at the Bronte Hall
overnight.

With kind regards,

I am,

Yours faithfully,

Miss Mercier,

King's Buildings,

Leeds.

(SIGNED) JAMES GRAHAM

Secretary for
Education.

Miss W. Mercier,
Girton College,
CAMBRIDGE.

C o p y

EDUCATION OFFICES,
LEEDS.

31st July, 1913.
22nd July, 1913.

Dear Miss Mercier,

I am sending herewith a remittance for the sum of £2. 8. 6. for expenses in connection with your visit to Leeds last week.

Kindly sign the enclosed receipt and forward it to the Office at your early convenience.

Yours very truly,

(Signed) JAMES GRAHAM.

(Signed) JAMES GRAHAM.

Miss Mercier,
King's Somborne,
Hants.

C o p y .

EDUCATION OFFICES,

C R E E D S.

31st July, 1913.

30th October, 1913.

(Dictated in haste)

Dear Miss Mercier,

Messrs. G. Dobson & Sons inform me that
Messrs. Bontor & Wells have removed their premises from
Cutler Street to 6, Snow Hill, E.C. I send you this
note in case you have not yet been to see about your
Carpets and Rugs.

Yours very truly,

(Signed) JAMES GRAHAM.

Now with regard to the Training College. I am enclosing
a few notes which I have asked Mr. Armitage to draft and which
will bring you up to date as regards some of the happenings there.
I have asked him to supply us with a similar set of notes weekly
and these I will forward. I have not been able to give much
time to the Training College of late, although I feel there is
an enormous amount of leeway to make up before the educational
work, the social work and corporate life, the interests, the
general outlook, are up to the standard of the site,
the buildings, the attitude of the schemes, but in any
case I feel we are far ahead of our Local University in
practically all these respects and that they will have to travel
a very considerable distance before reaching our present standard
of corporate life and enthusiasm. When you are quite well,
Mr. Parsons, you, and I, will tackle this big problem and my
experience of life goes for nothing if we, large, working alone
as a group, do not solve it. I am convinced we shall, especially
when you come back quite strong and ready to "take the roof off
the College".

I called at Priestley to see Miss Hardy for the first
time since her appointment. She struck us as being particularly
nice and very capable, and I feel pleased that we have secured
her as a member of the College Staff. What a miserable sitting-
room she has, just like a passage with a door at the end, and
having regard to the shape of the room her furniture seems very
inevitable. I am afraid we overlooked the fact that the
architect, who provided the elevation of Priestley Hall,
sacrificed it to his elevation.

Miss Minnie Mercer,
Christland Gate,
BLACKPOOL.

C O P Y.

Education Offices,

LEEDS.

30th October, 1913.

(Dictated in haste)

Dear Miss Mercier,

I was pleased to hear that you feel you are making slow but sure progress towards recovery and I hope that by Christmas you will be quite strong again - stronger than you have ever been before.

Blackpool is quite nice at this time of the year when you can enjoy its sea and its sky without having to pick your way through innumerable trippers who are either hustling along the Promenade or seated on door steps or kerb stones eating a queer assortment of food out of newspapers. Mrs. Graham and Irene were at Blackpool recently for three weeks and quite enjoyed their stay, but be careful not to imitate them and catch a severe chill through not wrapping up sufficiently as a result of a run of particularly warm weather.

Now with regard to the Training College. I am enclosing a few notes which I have asked Mr. Armitage to draft and which will bring you up to date as regards some of the happenings there. I have asked him to supply me with a similar set of notes weekly and these I will forward. I have not been able to give much time to the Training College of late, although I feel there is an enormous amount of leeway to make up before the educational work, the social work and corporate life, the interests, the games, the tone, the outlook, are up to the standard of the site, the buildings, in short, the magnitude of the scheme, but in any case I feel we are streets ahead of our Local University in practically all these respects and that they will have to travel a very considerable distance before reaching our present standard of corporate life and enthusiasm. When you are quite well, Mr. Parsons, you, and I, will tackle this big problem and my experience of life goes for nothing if we three, working alone as a group, do not solve it. I am convinced we shall, especially when you come back quite strong and ready to "take the roof off the College".

I called at Priestley to see Miss Hardy for the first time since her appointment. She struck me as being particularly nice and very capable, and I feel pleased that we have secured her as a member of the College Staff. What a miserable sitting-room she has, just like a passage with a door at the end, and having regard to the shape of the room her furniture seems very unsuitable. I am afraid we overlooked the fact that the Architect, who provided the elevation of Priestley Hall, sacrificed it to his elevation.

Miss Winifred Mercier,
2 Rutland Gate,
BLACKPOOL.

Everything seems to be going along very nicely at all the Halls with perhaps the exception of Caedmon. I was afraid the other day I would be receiving the resignation of Miss Sharpe, the Matron. She is very capable and very plucky, so much so that she would make no complaint to me, but said that everything was going on fairly well, and that any complaints she had to make were really so small and trivial that they were not worth mentioning. But, there is no doubt that she has been irritated and annoyed more than a little by Miss Goodfellow, who, while quite anxious for the success of the College and in her own opinion, quite convinced that she is working in its interests in the very best way, possesses a peculiar manner of saying and doing little things to which immediate exception can not very well be taken, but which leaves the person or persons affected in a condition of increasing resentment. Miss Sharpe found Mr. Kerr, on the other side, somewhat of a problem, but she told Miss Roberts the other day that he is a perfect angel compared with Miss Goodfellow. I think I must make it in my way to call and see Miss Goodfellow and discuss this particular problem with her and also another, which I had hoped you might have been able to deal with ere this, namely, her failure to appreciate the position which Miss Walford should occupy in the life of the Hall. I am practically certain that Miss Walford is being kept very very much in the background and is not allowed to give to the Hall of her best. I am afraid that the general principles which should govern the working relationship of the two Tutors in each Hall have not been discussed with the tutors as a whole and the point pressed forcibly home that they are colleagues and not Head Mistress and Junior Assistant respectively.

Then there has been a little trouble with Bronte. It seems the students at Bronte have continued to do what they did last year and what the girl students did in Mrs. Jackson's Hostel all along, namely, that on the day when their bedroom rugs were due to be shaken by the maids, each student rolled up her bedroom rug nicely, carried it down to the ground floor, and left it in or near the boot room, and that later, when this rug had been shaken, each student carried it back from the ground floor to her bedroom. You will readily see that this was a great relief to the maids. Without saying a word to Miss Roberts, the students at Bronte did not bring down their rugs on a particular morning, as previously, and Miss Roberts was very much hurt, because the girls who had omitted to do this were 2nd Year students. Their reason, which they subsequently gave to Mr. Parsons, was that students in other Hostels did not do it and, therefore, they thought they ought not to. The whole trouble, of course, arose from a want of uniformity in the internal working of the Hostels in this and in other respects. A Meeting of the Housekeepers has been held and for the future the internal working arrangements of the various Hostels will probably be fairly uniform. The only question which is left in doubt is as to whether the students should bring down and take up their bedroom rugs and so relieve one or two maids from making numerous journeys up and down the staircases. The students point out, and there is something in their objection, that they are not suitably attired when leaving for or returning from College for doing this particular piece of work and that hairs from the rugs become attached to their dress. Miss Mitchell expressed the opinion that perhaps it would do good to a few of the unreasonable proud and stuck-up girl students if they had to do this piece of work. Mr. Parsons seems to be pretty definitely of the opinion that the students might regard it as a grievance and on the whole he thinks we might be satisfied if they rolled up the rug and placed it outside the bedroom door ready for the maids to handle. Perhaps on the whole we might agree to this as a future working arrangement.

There is, of course, another side to all this. The mere taking down and carrying up of a rug might not apparently effect the question, which is that we shall expect our girl students later on to be teaching girls, who will be the mothers of the future, the principles and the dignity and so forth, of Household Work, and at an early date we ought certainly to equip two or more of the rooms of the College with a view to providing a Practical Course in Domestic Training for our girl students in order that later on they may be able in the Schools to face the next greatest development which is bound to come, namely, Practical Work for boys and girls during the last 18 months of their Elementary School career. At the College we are training men, through the Woodwork and Metalwork Shops, to be ready for this development. We ought also to be training the women in the Domestic Section to be equally ready. At present the attitude of mind of the girls towards household work is, I am afraid, not quite running in right channels. I wish I could feel convinced that the girl students object to carrying the rugs because they are unsuitably attired and not because they despise doing so from a feeling of false pride.

Our Head Gardener, Mr. Kidd, is leaving us on Saturday, having secured a better appointment elsewhere, and I am on the look out for a successor.

Now, don't you think I have proved a first class gossip?

I should like to hear from you at least once a week as to your progress.

Believe me, With kind regards,

Yours sincerely,
JAMES GRAHAM.

P.S. I am forwarding a copy of the Uniform Internal Working arrangements as at present in draft.

I am no lover of regulations. I dislike them. In fact, I have, in a weak moment, rather boasted that in connection with the life of the College, we have no regulations, and if persons would only exercise ordinary judgment, common sense, and consideration in their dealings with others, regulations would be unnecessary, and friction and undesirable feeling absent. An instance of to-day: a Senior Tutor has arranged a Social Evening for the students of a Hall next Saturday, inviting half the students of another Hall to spend the evening and take tea and supper. The Senior Tutor has not yet mentioned this matter to the Housekeeper, who, of course, has to arrange for the extra catering. The Housekeeper hears of it for the first time to-day by receiving a written invitation from the students to participate and this a week after other invitations have been issued. It is petty things such as this that cause undesirable feeling to arise quite unnecessarily.

W. S. England date
BLACKPOOL

COPY.

Within the last ten days the following two things
have happened:

Education Offices,

LEEDS.

8th November, 1913.

In great haste.

Dear Miss Mercier,

Thank you very much indeed for the long letter I received from you. You need never fear that I shall tire of the length of your letter or of your case so long as either aims at raising the standard of, or developing the intellectual and the social life of the College; in fact, you can go further and criticise frankly the administrative and financial side of the College work, for which I am wholly responsible, if, at any time, you feel convinced that either can be improved. It is only necessary that you, Mr. Parsons, and I, should have absolute confidence in each other, and that we should not take criticism as personal, but as having been made in the interest of the College, for the intellectual and social work of the College to make rapid strides in a comparatively short period.

A minimum of uniformity is necessary in order that the whole machine may work in gear. This can be secured without regulations being published to students, tutors, housekeepers or maids, provided you, Mr. Parsons and I, are of one opinion in regard to that minimum and quietly and tactfully secure it. Beyond that there is plenty of scope for development of strong individuality and patriotism in the various Hostels on the lines suggested by you.

My difficulty is that in a number of comparatively small matters, possibilities of petty friction have not been sufficiently anticipated and that one is in the midst of "a storm in a teacup" before that little section of work is considered, adjudicated upon, and organised. Sand should not be allowed to get into the bearings or parts to get out of order when tactful foresight could clearly prevent both. Ergo, when a succession of petty troubles arise in this way, some form of regulation to those responsible for the running of the College or Halls results.

I am no lover of regulations. I dislike them. In fact, I have, in a weak moment, rather boasted that in connection with the life of the College, we have no regulations, and if persons would only exercise ordinary judgment, common sense, and consideration in their dealings with others, regulations would be unnecessary, and friction and undesirable feeling absent. An instance of to-day: a Senior Tutor has arranged a Social Evening for the students of a Hall next Saturday, inviting half the students of another Hall to spend the evening and take tea and supper. The Senior Tutor has not yet mentioned this matter to the Housekeeper, who, of course, has to arrange for the extra catering. The Housekeeper hears of it for the first time to-day by receiving a written invitation from the students to participate and this a week after other invitations have been issued. It is petty things such as this that cause undesirable feeling to arise quite unnecessarily.

Miss Winifred Mercier,
2, Rutland Gate,
BLACKPOOL.

COPY

Within the last ten days the following two things have happened;

(i) Firstly, last weekend a half term holiday was given at the end of four weeks work, which is absurd. To make this doubly absurd, the Annual Re-union takes place this week-end and we have few beds to offer to the old students who come from great distances because all the students of the first and second years are in residence. Why could not the half term holiday have been arranged for this week-end and some 240 beds on the Women's side and 120 beds on the Men's side been placed at the disposal of students coming from a distance?

(ii) Secondly, the Housekeepers were in absolute ignorance of the numbers they would have to cater for on Thursday morning. During the day approximate numbers were given and the Housekeepers had to make out Requisition Sheets for supplies of food required for to-day Saturday. These Requisition Sheets reached the Department late on Thursday afternoon, others follow on Friday morning and a still further supply on Friday afternoon and the whole of my clerks connected with the Stores Department have had to work overtime. The result is undesirable feeling amongst the whole of the Housekeepers and resentment amongst the whole of the Stores Staff. All this is quite unnecessary. All this could be prevented with foresight if only the arrangements had been taken in hand early enough. At present, there is an unholy scramble everywhere, although I have no doubt, we will muddle through alright.

to you. I have written Miss Burstall. I hope she may have someone suitable to recommend as Assistant Housekeeper. Our experience has shown, however, that a thorough knowledge of Cookery must be insisted upon.

Yours very truly,

I am glad to hear that you are getting on so well and I hope that the fresh wind has continued and brought about the results you hoped for.

(SIGNED) JAMES GRAHAM.

Yours sincerely,

Miss Winifred Marcier,

2, Rutland Gate, (Signed) JAMES GRAHAM.

BLACKPOOL.

P.S. I enclose notes and a copy of the Programme of the Fourth Annual Re-Union.

Copy

Copy

EDUCATION OFFICES,

L E E D S.

Education Offices, 1913.

L E E D S.

Dear Miss Mercier,

Thank you for your letter received this morning.
10th November, 1913.

Nothing was said in the advertisement about residence, as everything depends upon the suitability of the candidate appointed. We always make it a practice to keep the

Dear Miss Mercier, and residence quite separate. We shall, of course, send I think the enclosed correspondence with Mr. Keen, the Secretary of the Association of Directors and Secretaries for Education (and the Director of Education for the County of Cambridge) will be of interest to you. I feel sure that, after reading the correspondence you will agree with the line I have taken up.

of the staff that they may be interested members of residential tutors at one of the Hostels and ask whether they would be willing to undertake the work if required.

If you know of any likely candidate, you could perhaps put
Miss Winifred Mercier,
2, Rutland Gate,
BLACKPOOL.

With kind regards,

Yours sincerely,

(Signed) JAMES GRAHAM.

Miss W. Mercier,
2, Rutland Gate,
BLACKPOOL.

C o p y

C o p y

EDUCATION OFFICES,

L E E D S.

Education Offices,

21st November, 1913.

Dear Miss Mercier,

1st December, 1913.

Thank you for your letter received this morning.

Nothing was said in the advertisement about residence, as everything depends upon the suitability of the candidate appointed. We always make it a practice to keep the question of salary and residence quite separate. We shall, of course, want someone to take up residence in place of Miss Mackay, but as to whether the candidate appointed is asked to take up this duty or whether it should fall upon one of the other members of the staff, is a matter for discussion later.

We generally put it to all newly appointed members of the staff that they may be required at any time to become residential Tutors at one of the Hostels and ask whether they would be willing to undertake the work if required. If you know of any likely candidate, you could perhaps put it to her in this way.

With kind regards,

Yours sincerely,

(Signed) JAMES GRAHAM.

Miss W. Mercier,
2, Rutland Gate,
BLACKPOOL.

Miss W. Mercier,
The Falcon Inn,
Arncliffe,
Luton,
SHIPPON.

C o p y

your health has been sufficiently improved, think you would be wise, therefore, not to return to work at too early a date, but to devote yourself to restoring your health.

Education Offices,

L E E D S.

I shall be glad to hear how the Arncliffe air suits you.

1st December, 1913.

Yours sincerely,

Dear Miss Mercier,

I am sorry to hear that you have not felt quite so well recently and hope the change to Arncliffe will prove beneficial. I did think of suggesting a change from Blackpool to Grange-over-Sands as a place more likely to suit you. But at Arncliffe you will certainly have fresh pure air and will, I believe, be on the limestone.

I hope you will persuade Miss Walford to apply for the vacant Mathematical post. I am of opinion that we will not get a good field of applicants at such short notice but that we shall be driven to engage temporary help for a term and await the arrival of Miss Walford or some other person with whom we are quite satisfied.

I find that your salary for October and November is lying in the Accountant's Safe. If you will return the enclosed receipts, with an authority for the money to be paid into your account at Barclay's Bank, I will arrange, immediately on receipt of the same, for this to be done.

I have not brought the question of your salary before the Committee. Their rule for absence in case of sickness is one month at full salary, followed by one month at half salary, after which pay ceases until return to duty. Your case has been mentioned to me, but I have been able to say that I am using you in a consultative capacity, that I am writing to you and referring matters to you weekly, and that in this way you are rendering valuable service to the College. I propose, therefore, to continue your salary at full rate until the end of the year, in the hope that your health may be sufficiently re-established to enable you to enter upon your duties in January. Should this happen, it will render it unnecessary for the matter to be considered at all. The Regulations of the Committee would, of course, apply in all cases of subsequent sickness, but having regard to the unfortunate circumstances which have arisen and to the considerable expense to which you have been put, I am anxious to help you to commence your duties under the best of conditions, free from worry, financial or other, as soon as

Miss W. Mercier,
The Falcon Inn,
Arncliffe,
Litton,
SKIPTON.

Copy

EDUCATION OFFICES.

L E E D S.

your health has been sufficiently re-established. I think you would be wise, therefore, not to return to Leeds at too early a date, but to devote yourself to re-establishing your health.

I shall be glad to hear how the Arncliffe air suits you.

Yours sincerely,

(SIGNED) JAMES GRAHAM.

The Committee meets this month rather earlier than usual. Consequently the Staffing Sub-Committee will meet on Monday next when the appointment of a Mathematics Mistress for the Training College should be made. The Committee meets at 3 o'clock, but I am asking selected candidates to be in attendance at 2 o'clock in order that you and Mr. Parsons may see them before they appear before the Committee. I hope it will be quite convenient for you to be at the Education Department at 2 o'clock on Monday afternoon.

We have not yet received an application from Miss Walford at the Bradford Girls' Grammar School, but I sent her a Form yesterday with a covering note telling her that you had mentioned her name as a likely applicant and asked her to fill in the particulars and return the Form at once. If she is an applicant, we shall of course invite her to attend for interview on Monday. The others invited to attend are:

Miss E. B. Stephen, M.A., (Dublin)
who is now Mathematical Mistress
at the Pendleton High School, Manchester.

Miss M. E. Law, B.Sc., (London)
who is now on the staff of
the Cardiff Municipal Secondary
School, Cardiff.

Miss E. C. H. Barron, M.A., (Aberdeen)
who is the Mathematics Mistress
at the Queen Elizabeth Grammar
School for Girls, Barnett.

Miss D. Snell, M.A., (Edinburgh)
who is the Mathematical Mistress
at the Ministers Daughters' College,
Edinburgh.

I am glad to know you are steadily improving in health.

With kind regards,

I am,

Yours faithfully,

(Signed) JAMES GRAHAM.

Miss V. Mervier,
The Falcon Inn,
Arncliffe,
LITTON,
SKIPTON.

C o p y
C o p y

EDUCATION OFFICES,

L E E D S.

4th December, 1913.

Dear Miss Mercier,

To avoid clashing with the Christmas Vacation, the Committees meet this month rather earlier than usual. Consequently the Staffing Sub-Committee will meet on Monday next when the appointment of a Mathematics Mistress for the Training College should be made. The Committee meets at 3 o'clock, but I am asking selected candidates to be in attendance at the Offices here at 2 o'clock in order that you and Mr. Parsons may see them before they appear before the Committee. I hope it will be quite convenient for you to be at the Education Department at 2 o'clock on Monday afternoon.

We have not yet received an application from Miss Walford at the Bradford Girls' Grammar School, but I sent her a Form yesterday with a covering note telling her that you had mentioned her name as a likely applicant and asked her to fill in the particulars and return the Form at once. If she is an applicant, we shall of course invite her to attend for interview on Monday. The others invited to attend are:

you later Miss L. R. Stephen, M.A., (Dublin)
who is now Mathematical Mistress
at the Pendleton High School, Manchester.

change to Miss M. R. Law, B.Sc., (London) seeing you on
Monday next. who is now on the staff of
the Canton Municipal Secondary
School, Cardiff.

when you Miss E. C. M. Barron, M.A., (Aberdeen) id make up
your mind to who is the Mathematics Mistress
at the Queen Elizabeth Grammar very gradually
School for Girls, Barnett.
grow into the work. If you do not do that, it will probably

take you Miss D. Snell, M.A., (Edinburgh)
who is the Mathematical Mistress
at the Ministers Daughters' College,
Edinburgh.

(Signed) JAMES GRAHAM.

I am glad to know you are steadily improving in health.

With kind regards,

Miss W. Mercier,
The Falcon Inn, I am,
Arncliffe,

Litton. Yours faithfully,
SKIPTON.

(Signed) JAMES GRAHAM.

Miss W. Mercier,
The Falcon Inn,
Arncliffe,
Litton,
SKIPTON.

C o p y

EDUCATION OFFICES,

L E E D S.

5th December, 1913.

Dear Miss Mercier,

I was pleased to hear that the change to Arncliffe was going you good. Enclosed are some notes which I omitted to forward to you last time I wrote.

We have received an application from Miss Walford and are inviting her to be present for interview on Monday next. Summaries of the applications of the five candidates invited to appear before the Committee will be forwarded to you later this afternoon.

I hope you have continued to benefit from your change to Arncliffe and I look forward to seeing you on Monday next.

You must be careful not to attempt to do too much when you return to the College, in fact you should make up your mind to take things very easily, and so very gradually grow into the work. If you do not do that, it will probably take you longer to re-establish your health.

Yours sincerely,

(Signed) JAMES GRAHAM.

Miss W. Mercier,
The Falcon Inn,
Arncliffe,
Litton,
SKIPTON.

Section G.3.

CITY OF LEEDS TRAINING COLLEGE.

Notes of a Talk with the Residential Staff as to Economy and Conduct in the working of the various Halls.

INTRODUCTION.

The reason I have asked to see you is that owing to the War we are losing gardeners, firemen, and rounkers, and experiencing considerable difficulty in maintaining the Domestic Staff of the Halls. The prices of food stuffs have risen seriously, and the cost of everything we require in connection with the maintenance of the Halls and of the work of the College generally, has risen rapidly.

The same facts hold good with regard to the Scheme of Education of the City as a whole. This has necessitated a very careful consideration of ways and means. Several discussions have taken place with representative Headmistresses and Headmasters, and the result has been a modification of the working arrangements throughout the City, but I am pleased and proud to say that, so far, nothing vital in the educational system of Leeds has been weakened or sacrificed, and that in the Schools of the City, College trained women have replaced the men who have temporarily left the Schools to serve with His Majesty's Forces.

With regard to the Training College, its work is so essential to the future success of our Elementary Schools, both Boys' and Girls', that the Local Education Authority desire strongly that its work may, as far as possible, "carry on as usual" from all points of view.

With the help and cordial co-operation of the Residential Staff of the Training College, we feel convinced it is possible to go a very long way by preventing waste, (without being stingy in the direction of all that is necessary), by preventing unnecessary work, (without curtailing the reasonable liberty of the students) and by preventing avoidable damage to property, furniture and equipment.

Before adopting the policy of cutting down or reducing expenditure on the College on hard and fast lines, we want to see how much can be done by preventing waste, preventing unnecessary work, and preventing unnecessary damage. This will lead me to deal with many points and to cover much ground. As this is the first time that I have met the whole of the staff who are particularly interested in the Residential side of the work of the College, I think it advisable to touch upon a variety of questions which need your consideration if the object in view is to be accomplished.

The object we have in view is to secure that staff and students shall work and co-operate from conviction, that the action taken shall be in the best interests of the College and of themselves.

PRICES OF FOOD.

Although the prices of food stuffs have risen rapidly and the best English fed butchers meat is now very dear, and difficult to obtain, the Governors have decided that there shall be no tampering with the quality of the food, particularly butchers meat, supplied to the Hostels, and that as the Governors do not eat margarine themselves, they will continue to supply the best fresh butter to the students. This has been the attitude of mind of the Governors throughout. With care and economy, the standard of quality can be maintained.

ECONOMY OF FOOD.

The greatest economy should be exercised as regards food, and comparative food values should be carefully studied.

It is the duty of resident tutors, as well as the Housekeepers, especially at the present time, to see that there is no waste or extravagance at table. At breakfast for instance, no student should be allowed to eat both butter and bacon. At all meals moderate helpings of food should be served in the first instance, as it is always possible to have a second helping, whereas if the first helping is more than can be eaten, what remains is waste.

Considering the high price and scarcity of milk, it should be made clear that anyone who does not intend to drink the whole of the allowance served in the morning should not take a sip and leave the rest. The provision of this morning milk costs something like £400 a year. If untasted the milk can be used for household purposes, otherwise it is wasted. In the main the milk is apparently appreciated, and as the portion for each person is small (about a quarter of a pint) there is no excuse for any being left.

VISITORS.

The Governors are always pleased to see students or staff entertaining visitors. It would, however, be a distinct gain if notice were always given to the Housekeeper in order that she may have reasonable time in which to provide the meals. If it is desired that visitors should stay overnight or for the week-end, the permission of the Principal and Vice-Principal should be obtained previously, and records should be made in the book provided for the purpose. This is not for the purpose of my personal scrutiny, but for the purpose of systematising Official Records.

LAUNDRY.

Much time is wasted, and inconvenience caused, by garments being sent to the Laundry insufficiently marked, or altogether unmarked, or in a bad state of repair. Many enquiries are received regarding unmarked garments, but it is impossible for the staff at the Laundry to deal with these during term time. The garments are put on one side until the end of the term and then sent to each of the Halls in turn for identification. At the end of the Easter Term there was an accumulation of nearly 200 such garments.

Sometimes garments are sent to the Laundry in which pins, needles, and brooches have been carelessly left. If these are not detected, they constitute a danger to persons washing the garments, and are liable to catch and tear other clothing in the machines. The Governors are responsible for injury to their work-people due to such carelessness.

Before sending garments to the Laundry, students should see that they are plainly marked, that the pockets are emptied, and all pins, needles, brooches and fasteners are removed.

Before a vacation excessive numbers of garments are usually sent to the Laundry. This puts a great tax upon the capacity of the laundry staff, as the hours of work are limited by the Board of Trade Regulations. The congestion could be relieved by students spreading the extra laundry over a longer period.

QUESTION OF HOUSEHOLD EQUIPMENT.

Crockery, cutlery, table furniture, sheets, blankets, etc. should be checked once a month, if possible, and at least at the end of each term. Any deficiencies should be reported at once.

Inventories must be kept quite up to date. On one occasion when a Housekeeper left the College, the extent of the deficiency, due to breakages not having been notified, was somewhat alarming.

BREAKAGES.

Breakages of crockery, windows, furniture, globes, etc., for which students are responsible, should be paid for by the students concerned, but in case of doubt, the student should have the benefit of the doubt.

SUPERINTENDENCE OF HOSTELS.

For some time, Mrs. Jackson and Miss Roberts, as the Superintendent and Assistant Superintendent of the Hostels, have acted in a consultative and advisory capacity with a view to bringing about greater uniformity of dietary, and of getting the best food values. This work on their part will develop. This does not mean that they will interfere with the detailed internal working of the Halls, which will remain as heretofore.

VISITORS TO THE GRANGE.

Parents of students visiting the College on Saturdays naturally wish to see the Grange. As the building is used for Lectures in the morning, it is only possible to do the cleaning after 12.30. It would be a great advantage if instructions were given that visitors should not be shewn over the Grange before 4.30 p.m. if this can be avoided. This would give the domestic staff time to do the cleaning, and also the place would be seen to advantage. At present visitors often disturb the maids at their work. This fine old house should not be visited whilst in the throes of "Spring Cleaning".

EXTRA NOTES ON HALLS.

No nail or drawing pin should be driven into any wall or wood-work in the Hall. This is for the protection of the building.

The Tutors and Housekeepers are responsible for the careful and considerate use of all furniture or equipment within the Hall.

APPARATUS FOR SCHOOLS AND LESSONS.

An Inventory was recently taken of the apparatus that was removed from the educational block at the time of its occupation as a Hospital. We found that while some of it had been legitimately used up, there were instances of pieces of apparatus being broken (in one case a valuable piece) and no one knew who was responsible for the breakage. Apparatus of various kinds should be obtainable only through responsible members of the staff, who should record its issue and return, and after examination, pass it into store. This is an ordinary business arrangement.

Senior Matron and Junior Matron.

Senior Tutor and Junior Tutor.

The Senior Tutor and the Housekeeper are respectively the first among equals.

The Senior Housekeeper should give the Assistant Housekeeper every facility for learning all that there is to be learnt about the Domestic arrangements of the Hall. The Assistant Housekeeper should be given every opportunity for gaining experience in ordering the quantities required and the methods of utilising such quantities, in other words, she should be taught everything, so that, should the Senior Housekeeper fall ill, the Assistant Housekeeper can, without undue strain, anxiety and worry, undertake the management of the Hall. This is not always done.

The Senior Tutor should similarly give the Junior Tutor scope for taking a full share in controlling the educational and intellectual sides of the life of the Hall. This is not always done.

It is extremely important that cordial working relationships should exist between Tutors and Housekeepers, otherwise the prevention of waste, as well as unnecessary work, avoidable damage, and the successful working of the Hall, are made unnecessarily difficult.

I have seen a Housekeeper cut a Tutor at one of the Social Functions of the College, and a Tutor ignore and pass a Housekeeper and enter into conversation with a Tutor of the same Hall. Such action cannot have a good influence on the students. It is not what the Governors expect. We cannot be a mutual admiration society - that would be ridiculous; but we can be gracious and correct to each other, and set a good example to the students in our charge.

It has always been a cardinal principle that personal misunderstandings and quarrels should not interfere with, and injure work. Clear up any differences that may arise as quickly as possible and forget them for the sake of the work and the students.

Housekeepers, Tutors, and fires.

Throughout the winter, and especially during the late Spring and early Autumn, economy in the use of coal fires should be exercised, and care should be taken not to leave large fires burning when retiring to rest.

Gardeners.

The Housekeeper should not interfere with the work of the Garden, thus coming between the Head Gardener and the work for which he is responsible. The Housekeeper would object if the Gardener interfered with the Domestic work of the Hall. It is best, therefore, to leave the gardens to be controlled by the persons responsible, in order that they may be worked to the best advantage of the College as a whole. Again the Housekeeper has ordinarily very little knowledge of the educational and academic work of the students. The Tutor is responsible for this work; and on the other hand, the Tutor should not interfere with the domestic work of the Hall for which the Housekeeper is responsible. But both Tutor and Housekeeper can do valuable work by cordially co-operating to make every activity of the Hall a success.

Religious Instruction.

The Governors are particularly anxious that the residential life of the College should be utilised to the full in producing young men and women of fine, strong character.

For this reason, the Scheme of Religious Instruction taught in the Schools of the City was introduced into the College in order that the young people who were being trained as teachers should be as well equipped in this as in any other subject of school instruction.

Parents of students declare whether they desire their son or daughter to attend church or chapel, the students being left free to select their own place of worship. It then becomes the duty of the Tutors to see that students follow the wishes of their parents. The parents' wishes should be respected.

Prayers are read morning and night in each Hall, and it is very necessary that the prayers, the portion of the Bible read, and the hymn, should be carried through reverently and from the heart. This duty at times has been hurried through, as though it were something to be got over quickly. If carried through in this way, it had better not be done at all, but if carried through reverently night and morning, the influence on the students over a period of two years, cannot be otherwise than very considerable.

Although we cannot control the religious convictions of adults, yet it is desirable that Tutors in residence should show the students an example in church going, and should not allow men and women to miss Church or Chapel without good and sufficient reason. In any case, as the Tutors are responsible for seeing that the students do go to Church or Chapel, they should not sit outside the Hall smoking, ("No, I'll take that back") or at ease, showing quite evidently no intention of going to Church themselves, when students are leaving the Hall for Church. I think you will agree that this is not quite the correct thing. Tutors should take a real interest in this side of College life.

At one time, cigarette smoking began to be taken up by the women students. The matter was mentioned to Miss Mercier and to Mr. Parsons and the practice was stopped. The girls do not come to us cigarette smokers and I am sure it is not the parents' wish that they should develop into cigarette smokers here.

CONDUCT IN THE HALLS.

Unnecessary Work and Avoidable Damage.

The Governors being in loco parentis, desire to see the students spend a happy and profitable two years in the Halls of Residence. They do not want martinet discipline, but they do want order, which prefects can readily be trained to obtain and maintain. Having obtained order, which is the first essential, freedom and liberty can be given with safety without the danger of degenerating into license. The desire is to see the students treated as a good, sensible, intelligent, and well-educated mother would treat her sons and daughters when on the threshold of responsible life.

I have seen Schools and Institutions controlled in various ways, firstly by fear, secondly by respect, and thirdly by love. We should like to see the corporate life, work, and activities of each Hall controlled in a manner which would swing between respect and love.

If you attempt to give freedom and liberty without first securing order, you get license. I remember approaching a Hall one evening, and from a distance I heard an awful racket which became worse and worse as I approached; discordant noises were being thumped from the piano and groups of students were shouting different notes. As I entered the Hall, to see the Housekeeper on several administrative matters, a student was fired through the door of the Common Room across the corridor and fell on her knees, saving herself from the wall by her hands; a second and a third followed in the same way, and the noise was incredible. This was not order, freedom or liberty, but license.

With regard to the prevention of unnecessary work and avoidable damage:-

Each holiday, on the principle of "a stitch in time saves nine", the furniture of each Hall is examined by an expert and the necessary repairs effected. The number of such repairs is in excess of what is reasonable. At Easter nearly 30 cane chairs had to be repaired from one Hall.

It is also a rule of the College, communicated to the students before they enter into residence, that they should be provided with house-shoes, and with silent slippers for the bedrooms. This reasonable rule is increasingly disregarded. In one Hall, three or four shovel-fuls of dirt are taken up by the Ronukers as against one in any other Hall, and twice as long is taken to ronuk this Hall than any other Hall, and three times the amount of ronuk is needed. This is due to the use of boots with nails or Blakey protectors, and of shoes with projecting sprigs which damage the floors, rugs, and mats unnecessarily. The furniture of the bedrooms is moved about by the students, and in one room the floor is scored in all directions by the continual moving of furniture. All furniture has to be put into proper position before the ronukers can begin their work.

Pianos are removed from room to room by the students, indenting and cutting the floors. A bogie on indiarubber wheels has been provided for the purpose, and instructions have been given that men on the estate will effect all such removals, if due notice is given. In addition to the damage to the floors and to the pianos, there is the risk of students or maids injuring themselves seriously, with consequent claims for compensation.

When students accidentally spill ink, grease, or sweetened tea, they should be encouraged to report the matter at once to the domestic staff. The polish on the floors prevents it soaking into the boards at once. If allowed to lie for some time, the stain becomes permanent. Each generation of students should endeavour to leave the Halls in as good a condition as they found them.

During the hours that maids or roomkeepers are cleaning the upstairs corridors and rooms, the students should not be allowed to go to their bedrooms. This has always been a rule of the College.

In order to keep the central quad in good order, it was arranged that students should invariably use the walks, but they are wearing a path across the quad and walking on the borders. If they must walk across the grass, do let them scatter and not wear paths which may have to be re-laid or re-sown. The students have the use of the quad near their Hall during week-ends, as a privilege.

Recently, the women students, in addition to crossing the quad to the Grange, have straddled into the tuition rooms through the windows instead of entering by the students' entrance, where cloakrooms, etc. have been provided recently at considerable cost. When Mrs. Jackson remonstrated with them, they resented her action.

The Grange was painted white with a "rippolin" finish, in order that it should last for a long time. It has been occupied by women and men five or six years and although they have had a happy and jolly time, its condition is excellent. The wear and tear due to the use of the Grange for teaching purposes will be greater, but it is quite unnecessary that the paint should be spoilt by women students climbing through the windows instead of using the proper entrance. They would not be allowed to do these things at home, or in a hotel, nor will they do them in their own homes later. The damage and expenditure are quite unnecessary.

It is most important that students should be trained in self control and self respect. How can they as teachers, exercise the proper influence on the children of the future, if they have not been adequately trained in these qualities themselves?

Established policy, rules and regulations, which experience has shown to be necessary, should not be ignored by a Tutor. The results become obvious later and involve unnecessary damage and expense.

In Loco Parentis.

A Training College is a special institution, with a special aim and a special problem.

The parents send their boys and girls to us to be educated and trained as teachers. We are asked to produce a fine type of Teacher.

The Governors are desirous that we should produce young men and women of fine character. Great importance is attached to the development of character, and the longer I live, the more convinced I become that character is the sheet anchor of life and probably is of more importance than anything else.

By the provision of gymmasia, playing fields, and the best food, the Governors desire us to produce young men and women of good physique.

With regard to education, the Governors feel that, with the staff they have appointed, the educational side of the College work should come along easily. The educational preparation and training for the work of a teacher is well defined, yet it provides full scope for the highest intellectual ability, aims and ideals.

That circle contains all our essential considerations as an educational institution, and the success of the Boys' and Girls' Schools of the future depends upon our products.

All problems and movements extraneous to this circle are outside the scope of the Training College as such, and only provide subjects of interesting debate and illustration. Nothing is objected to so long as the Tutor leaves the students' minds free, and so long as the true and unbiased academic statement only is given.

I hold strong opinions, but it would be a misuse of my position if I used that position to propagate my private opinions.

In connection with the residential work of the College, we have nothing to do with the pro or anti of anything. Propagandist work of any kind is offensive both to parents and to Governors. It is taking an unfair advantage of immature minds at their most impressionable age. Students should leave the Halls of Residence and the College committed to no particular political movement or devotees of any particular persons or parties, as a result of our instigation, but they should be left free to form judgments for themselves later, after they have reached full manhood and womanhood.

Persons and movements should be debated as problems only, care being taken that the against is equally strongly represented, with the for, in order that the students may get a true unbiased view of each problem. The problem should then be left, the students being told that it is a problem they will meet with and have to consider after they have left College. The students should leave the College with free minds, trained to reason and act for themselves. Judgments which they form then will be arrived at after carefully weighing the facts for and those against, and their convictions will, as a result, endure through life, because they are the result of the reasoning of a mature mind.

At one time an attempt was made to establish a Socialist Society in one of the Men's Halls. This was stopped for the reasons already pointed out, and the men were told that they could debate any subject connected with Socialism on the lines of those connected with other movements, but that the College could not be used for political or religious propaganda.

Similarly, we have nothing to do with the pro or anti of anything, whether it be vaccination, anti-vaccination, conservatism, liberalism, suffrage, or anything else of like description except as interesting problems for debate and unbiased illustration.

There should be no secret societies about the College; no cliques, no factions. Everything should be frank, open and above-board. There is an old and very true French saying: "Innocence and mystery never dwelt long together". The College is one and the Staff is one. These act as a united whole. Be loyal to the parents, to each other, to the Principal and Vice-Principal, and all, including myself, be loyal to the Governors and to the Local Education Authority in regard to their policy, remembering that we cannot be both servant and master.

We are asked to produce a fine type of teacher. Our work essentially begins and ends here. We have enough on hand to accomplish the real object of this institution. Undue prominence should not be given to any problem of life. Certainly the students should not, at our instigation, be attached to any movement. This only unsettles their immature minds, leading them to wander away after vague, far-reaching questions of the future, while overlooking matters that lie around which need immediate attention, and wherein good useful work can be accomplished at once.

The students come into residence from all kinds of homes. During their period of residence with us, a certain number have to learn how to conduct themselves at table, in company, and how to get the best out of life having regard to possibilities and limitations.

I remember the rapid transformation which took place in a certain girl student who became a successful prefect and teacher. The influence of the College training was carried into her home, and the father has frequently spoken in terms of gratitude of what the College did for his daughter and his home. This is the kind of influence which residence ought to give. It is all important.

There must be one way or the other - there is only one alternative. There should be no compromise between the two. Either we do, or we do not, produce teachers who have self-control and self-respect, who are good-mannered, considerate and unselfish, loyal, frank, open, and above-board, neat and tidy in their dress and person, and seemly in their talk and actions. No extraneous unsettling problem should interfere with this work in our College.

Our duty is the claims of each day. The urgency of the specific claims of to-day should not be overlooked by students through the mind being generally occupied with the vague, far-reaching problems of the future. During the past four or five years, through Medical Inspection and Treatment, rickets has practically disappeared in Leeds. The Infant life of the City is now being tackled with a view to preserving and improving it. Each such life is doubly valuable owing to the losses we are sustaining in this war. Women students of the College have kindly offered to assist during afternoons at the Day Nursery. I overheard a student who was returning to the College say "They ought to be drowned; it is wicked that the miserable little things are allowed to live; what we want is a large scheme of Housing Reform, etc." I looked at the student. Her hair was very untidy; her blouse could only be described as dirty, and her skirt where it fastened, had a large, torn opening, and the two ends of the skirt band were pulled together and fastened with a safety pin. It seemed to me that the student's appearance was a reflection of her own mind, which was missing the urgency of the work that lay around her, work which she could easily understand, and was occupied with something vague, which she did not understand. The children, who will be the parents of the future, must be taken in hand and educated to a better and fuller understanding of life. Thrifty, self-respecting families in clean homes and unthrifty and disorderly families in dirty homes, are living side by side in the same street. The difference is generally a matter of upbringing. Education will work changes quicker than Schemes of Housing Reform. Meantime let us be saving the young lives now. It is for us to see that our students while in training see such questions in their true perspective.

The Education Authority will be pleased if the Tutors and Housekeepers become attached to Societies and Associations connected with their particular subjects and work, and will readily grant leave of absence, on request, to attend meetings or pay useful visits of observation and inspection. That is the atmosphere in which we are all working and it is for us to play up to and to take advantage of.

I have been careful to deal with principles only. I have carefully avoided mentioning the names of either Halls or persons. I trust that the residential staff, Tutors and Housekeepers, will cordially co-operate to prevent waste, unnecessary work, and avoidable damage in the Halls and on the estate. You will then assist us to meet the difficult situation that is likely to arise through the loss of men and women on War Service.

I should like to take this opportunity to say how sorry I am that Miss Mercier is leaving us. No one regrets this more than I.

Note: Questions were invited but none were asked.

James Graham

COPY

SECTION G 4.

Beckett's Park, LEEDS.
June 14, 1916.

Copy of letter
from Vice-Principal
to Secretary.

Dear Mr Graham,

Although I have resigned my post as Vice-Principal of this College, and by that act, as you must have realised, I had already expressed the only public form of criticism which is open to a member of the staff of any institution, I yet feel I must express to you my utter dissociation from your address last night.

Both in its general scope and in its details, I naturally recognised your outlook, methods and policy as I have experienced them during the last three years. The address did not thus come to me as any new pronouncement, but I must enter a protest against this policy and these methods having been set forth as an educational ideal to the staff.

Moreover, I cannot but consider it unconstitutional that as Vice-Principal of this College I should not have been consulted before a general statement of the educational policy of the Governors was made to the staff.

Believe me,

Yours truly,

(Signed) Winifred Mercier.

15TH AUGUST, 1916.