CROSS REFERENCE SHEET

Name or Subject  Arnett, Trevor

Regarding

Date

SEE

Name or Subject

Swift, Harold
Correspondence Study
Needs
Auditor
Trustees

File No.

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."
Feb. 14th, 1902.

My dear Mr. Arnett:

I suggest that the sum of $100 be appropriated for the work in Accounting this quarter. I understand that it requires two hours a week. We are accustomed, as you know, to arrange for extra courses on the basis of $100 a course. This is putting it on the basis of $200.

Hoping that this will be satisfactory, I remain

Yours very truly,
My dear President Harper,

I am just making up the Pay Roll for January and would like to know how much I am to receive for the course in accounting this quarter. There will be a balance in Political Economy due of $400.

Yours truly, Trevor Arnett
Chicago, July 31, 1913.

My dear President Judson:-

I hope that you and Mrs. Judson are continuing to enjoy your vacation and that you are not meeting with any more exciting aquatic adventures than the one Mrs. Judson described to Mrs. Underhill. We are very glad you escaped some of the very hot weather which we had here at the end of June and at the beginning of July, but for the rest of July up until two days ago the weather has been delightfully cool, clear, and fine. Either the weather or some other inducement has influenced about 360 more students to remain for the second term of this quarter than remained for the same term last Summer Quarter. The increased attendance, of course, is reflected in the increased receipts which at the present time are about $7500. more for the second term than they were for last year. This gain is largely in excess of the gain for the first term, which was about 90.

You have, of course, heard of the smallpox episode which fortunately turned out without any other case except the original one developing and that one I understand speedily was cured. I was afraid that it might have painful effect upon the attendance of the Summer Quarter, because, of course, it was considerable annoyance
Chicago, July 30, 1919

My dear President Adams:

I hope that you may find time

the opportunity to express your appreciation of the generous

not meeting with any more striking evidence of the

since the one Mr. Jackson received to take

that the very long you receive some of the very hot weather

which we may have at the end of July and at the beginning

of July, but for the rest of July and until the end

of June, the weather has been exceptionally cool, clear, and

influence upon the weather to some extent in the month of June.

by the area of the change from remaining for the

same few last summer months. The increased attendance

of course is reflected in the increased receipts which

at the present time are about $12,500. more for the

second term than were for last year. This gain

is largely due to the gain for the first term

which we expect to.

You have, of course, heard of the amendment issue

with temporary but not without my active support.

except the agitation are developing and that one I urge.

saying specifically my name. I am always glad to help

have pointed out that the attendance of the German

speaker, because of course it was sacrilegious nonsense
to the students to have to submit to the necessary regulations incident to a contagious disease. However, they all seemed to take the matter good-naturedly and submitted with good grace with a very few exceptions.

We have just about completed the figures for last year on the budget account. There are a few entries yet to be made but they will not affect the surplus very much. As it now stands the total surplus on the budget for the year will be in the neighborhood of $105,000, or about $25,000 more than the surplus reported at the May meeting of the Board. I have not yet gotten the final figures on the University Press but it looks as though they will indicate a very good year and enable it to absorb the great reduction in the Publication inventory which was made last November amounting to $14,000. I think the reduction was quite worth while, because it will place the Press in a position of being on the safe side. The various Commons came out on the right side of the ledger with the exception of the Men's and Greenwood Commons, in whose cases we were expecting a deficit. The actual deficit in the former is $1923.45 and in the latter $730.65. However, the surplus on the other Commons is more than the combined deficit. The University College not only paid all its expenses during the past year but actually made a gain of pretty nearly $1000. The credit balance
on June 30, 1913, was $2013.63. So it appears on the whole that the past year continued the record of good years, and I am glad to say that the indications for the current year are equally favorable.

You will probably be interested to hear that we moved into our new house last week and are enjoying it very much. Mrs. Ryerson has invited us to spend the week end from Friday to Sunday with them at Lake Geneva, so we are anticipating having a very pleasant time. We go to-morrow afternoon, August 1.

Mrs. Arnett has been very much pleased to receive the cards from Mrs. Judson and joins with me in sending kindest regards to you both. I also was very much pleased to get the letter which you wrote upon the steamer. I should judge that it must be a most delightful trip across the ocean on such a magnificent steamer.

Yours very sincerely

President Harry Pratt Judson,

Union of London & Smith's Bank, Ltd.,

2 Princes Street, Mansion House,

on June 30, 1979, we $801,629.69 to conversed, or the
wrote that the best way to continue the research. It was
years, and I imagine to say that the information for
the current year was similarly favorable.
You will please note your interest to keep that we
wrote into the new demand, and we are now
which has been an important factor, and to explain
the week and from Thursday to Sunday with them to take
Canaan, so we are anticipating having a very pleasant
I think, we got to meet your situation. About I
We, after being very much pleased to receive
the card from you, I thought that it was very much
knowledge value to you. If I were the very much
pleased to write the letter which you wrote upon the
accompany I thought perhaps that it would be a most helpful
after seeing the card in order to make a meaningful statement.
Yours very sincerely,

President Harry Pratt Leboeuf
Union of London & Smith's Bank, Ltd.
2 Prince Street, Kensington House
London, E. C. Westminster
President Harry Pratt Judson,
Carnegie, Mr. Frederick T. Gates,
Lake George, New York.

My dear President Judson:

I have just returned from Chicago, where I had a most interesting interview with Mr. Arnett in regard to his undertaking to prepare for us a manual on college and university finances. Mr. Arnett was very much interested in the project and feels that it would be feasible if he could procure leave of absence on condition that from time to time he should return to the university when needed. He will doubtless work out the details during the next few days in order to submit the proposition to you on your return to Chicago.

Dr. Buttrick, who was with me at the interview, concurs in the hope that the Trustees may see their way clear to giving Mr. Arnett such leave as will make it possible for him and for the University of Chicago through him to render this great service to higher education in America.

I am sending a copy of this letter to Chicago on the chance that it may miss you at Lake George.
I may ask Professor Judd who is a man to decide at heart.
H.P.J.

I may add that I also had an interesting talk with Professor Judd, who is very happy over the prospect of our helping him and his men to do some things that he and they have much at heart.

Very sincerely yours,

[Signature]

AF/EOW
Chicago, August 4, 1915

Dear Mr. Flexner:—

Your favor of the 27th of July was duly received. I have talked over the matter with Mr. Arnett, and asked him to draft a specific plan for the conduct of his work at the University, for presentation to the University Board. I have no doubt that we can make suitable arrangements. Judd has written me, with a copy of his letter to you on the matters to be carried on in his Department. It seems to me altogether probable that we shall get some good results from these things.

With best wishes, I am,

Very truly yours,

H.P.J. — L.

Mr. Abraham Flexner,
General Education Board,
61 Broadway, New York City.
Dear Mr. President:

Your letter of the 3rd of July was only received. I have carefully read the matter with Mr. Young and I am very glad to have the opportunity to express my views on the question of the University of the University. I have in mind the possibility of making an arrangement with the University Board to have the work of the University of the University Board.

I am glad to hear that we can make arrangements for the purchase of the property. It seems to me that this property should be purchased by the University Board. It seems to me that we should not spend any money on the purchase of the property. If we buy any property, it should be for the University. We may get some good property from these sources.

With best wishes,

Very truly yours,

[Signature]
Chicago, October 21, 1915.

My dear President Judson:-

I am sending you herewith with my compliments a copy of the address on College Finance which I delivered last May at Knox College before the Illinois Federation of Colleges. It has been printed at the request of Dr. Burton by the Board of Education of the Northern Baptist Convention for distribution to the trustees and officers of the colleges in the denomination.

Yours truly,

President Harry Pratt Judson,
Enclosure.
Chicago, October 21, 1917

Mr. President:

I am sending you herewith a copy of the notice of College Examinations which appeared in the May 1 issue of your College Bulletin. It has been my desire to inform you of the examination of the students of the College of the University of Chicago. As the President of the College, you are the President of the University, and it is my duty to inform you of the examination of the students of the College of the University of Chicago.

Yours truly,

[Signature]

President

[Inscribed]
Chicago, October 23, 1915

Dear Mr. Arnett:—

Thanks for your address on "College Finance". I shall enjoy reading it. I am enclosing a letter from Mr. Flexner which will explain itself.

Very truly yours,

H.F.J. — L.

Mr. Trevor Arnett,
The University of Chicago.
Dear Mr. Address:

Thank you for your notice on "College Finance". I am currently teaching in Mr. Inxong's class, and I am an economics major. I believe that Mr. Inxong's approach to explaining economics is very effective.

I recently learned of your interest in the field of economics and want to express my support for your efforts. I would be happy to help you in any way that I can.

Sincerely,

[Signature]
Chicago, June 7, 1918

Dear Mr. Arnett:

I have read with much interest your report on the service which the Auditor's Office has rendered to various institutions of learning. That service is certainly very striking. I congratulate you on behalf of the University.

Very truly yours,

H.P.J. - L.

Mr. Trevor Arnett
The University of Chicago
Dear Mr. Andrews:

I have read with much interest your report on the service which the Auditor's Office has rendered to various institutions of learning. I congratulate you on your ability and efficiency. I congratulate you very truly your

Very truly yours,

[Signatures]

Mr. Treasurer, University of Chicago
April 3d, 1918.

My dear President Judson:

For your information I beg to report that $189.00 was received from members of the University faculty as contribution to the War Recreation Board of Illinois. You will remember that you appointed Mr. Soares chairman of this Committee, and at his request I acted as treasurer.

Yours very truly,

[Signature]

President Harry Pratt Judson,
Harper Library.
Mr. Geo. R. Weed,

I have received your letter and the accompanying
bill from Mr. Geo. Weed, and was glad to learn that
you have taken the necessary steps to reconstitute
your firm at the earliest possible moment.

I am enclosing a copy of the minutes of the meeting
of the committee, and trust that the information
will be of service to you.

Yours very truly,

[Signature]

[Title]

[Institution]
Chicago, April 5, 1918

Dear Mr. Arnett:

President Judson asks me to acknowledge the receipt of your letter of April 3d with regard to the contribution toward the War Recreation Board of Illinois.

Yours very truly,

Private Secretary

Mr. Trevor Arnett
The University of Chicago
Office, April 6, 1918

Dear Mr. Atwood:

I received your letter of April 3rd with interest in the construction toward the war reconstruction Board of Illinois.

Yours very truly,

[Signature]

Nurse Superintendent

[Signature]

Mr. Roosevelt

[Signature]

The University of Chicago
Chicago, December 26, 1917

Dear Mr. Arnett:

In the enclosed copy of cash payments for instruction in the summer quarter, 1915, I am wondering whether the History record can be correct. It seems to me surprisingly small.

Very truly yours,

H.P.J. - L.

Mr. Trevor Arnett
The University of Chicago
December 26th, 1971

Post Office

Dear Mr. Andersen:

I am writing in regards to your query regarding the winter vacation. If I am correct, you mentioned a free ski trip for employees. I believe that I may be a suitable candidate for this opportunity. I am currently working in the mailroom and would greatly appreciate the chance to travel and enjoy the outdoors.

I look forward to hearing from you soon.

Very truly yours,

[Signature]
Chicago, August 29, 1917.

Dear Mr. Arnett:

Thanks for your note of the 27th inst. enclosing letters from Dr. Dodson and Dr. Young with regard to medical examinations for the Summer Quarter. I shall take up the matter with the committee.

Very truly yours,

[Signature]

R. P. J. -D.
Ottawa, August 20, 1914

Dear Mr. Agents:

Thank you for your note of the 8th instant conveying to the effect that Dr. Young will arrive on the evening of the 10th instant for the purpose of the examination for the summer quarter. I shall take up the matter with the committee.

Very truly yours,

[Signature]

Mr. P. W. D.
Aug. 26, 1913

My dear President Judson:

I was very much pleased to receive your letter telling of the enjoyable trip you & Mrs. Judson were having in England and Scotland. You must have a very good effect on the English weather for it is most unusual for it to remain dry for such an extended period. We have been very happy to hear from Mrs. Judson from time to time giving us information of your progress. I was delighted with the violet satchel bag which she sent from Chester.

The election of Mr. Selans to a trustee ship to succeed Mr. MacVeagh took place at the regular July meeting. In making the nomination Mr. Bartlett spoke of the fact that Mr. Selans's duties took him away from the
city frequently, but that he would feel honored at his election and he wished it to be understood that if it were found impossible for him to attend a sufficient number of meetings he would wish to resign at that time. He also said that he was an Overseer of Harvard, and if that were considered an obstacle, he wished it to be known that at the August meeting he was out of town.

I presented the annual report at the August meeting and the members of the Board present expressed their gratification at the good showing. The final surplus for the year on the budget was $105,773.58, of which $105,000 had been transferred to surplus during the year. I gave a list of the items which you had gone over of things to be taken from the surplus, and appropriations were made for starting the Durrell collection, $1000; extra cataloguing, $400; and special binding, $500, and on the other it was suggested that action be deferred until your return.
to be as good as the record, and I think it is a mistake to attempt to meet this situation, which cannot be avoided, by any device of the kind. The answer, I think, is best, let us think thoroughly and deliberate, and...
June 29, 1923

Dr. Wickliffe Rose,
Hotel Fairmont,
San Francisco, California.

Dear Dr. Rose:

A matter of importance in connection with the University of Chicago has arisen in that Mr. Wallace Heckman, the business manager, has presented his resignation to be accepted at the convenience of the Board. Because of Mr. Heckman's age, this has not been unexpected and for some time some of us have been looking about for the logical successor to the office. Naturally, our eyes fell upon Mr. Arnett. His general ability, his detailed knowledge of the University, as well as his studies along financial lines, are all outstanding assets to the position. However, the committee is not willing to approach Mr. Arnett or even to put the matter to our Board without reviewing with you.

When we found that Mr. Burton was to be in New York on June 18, we asked him to see you and to establish whether you would be entirely agreeable to our discussing the matter with Mr. Arnett. Unfortunately he found you were out of the city. Would you be good enough frankly and freely to indicate your preference in the matter? We do not want to make any move that shall not have your entire approval.

I am apologetic for bothering you with any business on your vacation, which I hope is proving a satisfactory one. We are hoping that you will have time to stop off with us a day or so in Chicago on your return so that you may see our institution first hand.

Yours cordially,

HAROLD H. SWIFT

HHS asked Dr. Burton to secure Dr. Rose's address. He wired Dr. Buttrick as follows: "Our committee appreciates your cordial attitude in reference to the matter discussed in New York June 18 and in your letter of June 19. They are also most desirous to extend to Dr. Rose every courtesy and therefore with your consent would like to write to him also. Can you give us his address?"

Dr. Buttrick replied as follows:
"Dr. Rose at Hotel Fairmont, San Francisco, Calif. June 28 to July 6. Please do not mention that you have conferred with me about it. He should consider it as though it first came to him."

On that account, reference of having put the matter to Dr. Buttrick was omitted in my letter.

HHS
June 8, 1933

Dear Mr. Kaiser,

A matter of importance in connection with the question of
the division of attention in the preparation of the project for the con-
ference on foreign trade. The balance of the funds, the need for a
return of some of the money that has been invested,

the necessity of using the same for the purpose of

the meeting, and the necessity of the meeting,

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Mr. Harold Swift,
Union Stock Yards,
Chicago, Illinois.

Dear Mr. Swift:

Your letter of June 29th with reference to the position of Business Manager of the University of Chicago, has just reached me.

We should like to have you talk the situation over with Mr. Arnett. We should wish him to exercise his own judgment in arriving at a decision. As a member of the staff of the General Education Board he is invaluable. He has an extremely clear mind. He discriminates between fact and fancy. He thinks straight and thinks things thru. In judgment he is objective and sound. He has personal qualities which are of the highest value in his present work. He has the confidence and warm esteem of his associates on the Board and on its administrative staff. In his present position he is contributing increasingly to the development of education in this country and plans now being matured promise to extend these services to other countries. These things I mention to indicate to you in some measure what lies before Mr. Arnett here and how serious would be the Board's loss if and when he go. With the facts before him, however, he will decide. Knowing him as I do I should expect him to follow the course which would in his judgment offer opportunity for the largest service.

Thank you very much for the invitation to stop over in Chicago on my return. It now looks as if this may not be feasible. I shall take occasion however, to visit the University some time in the near future when business calls me to Chicago.

Very sincerely yours,

(Signed) Wickliffe Rose.

(Copies to Martin A. Ryerson
Ernest D. Burton.)
Chicago, August 2, 1923

Messrs. Martin A. Ryerson,
Ernest D. Burton,
Robert L. Scott.

Gentlemen:

As authorized by the last Board meeting which left
the decision to me, I have had an informal discussion with Mr. Arnett
as to the possibility of his returning to the University, assuming
the position of Business Manager. I put the whole situation to him
as clearly as I could -- how much we valued his ability and desired
his return, and at the same time our strong desire that such a pro-
cedure would not be considered an unfriendly act in the East.

Mr. Arnett was much gratified and said that he would
like to think over the situation, that he might want to discuss the
matter further, but that he would give me his definite judgment some
time in September after he had had an opportunity of coming in contact
again with Mr. Rose who is in the West until September, and with Mr.
Buttrick who is ill.

He said that his selfish preferences would promptly lead
him back to Chicago but that while he naturally would give considera-
tion to Mrs. Arnett's and his own comforts in the matter he would be
inclined to work out the matter on the question of where he could give
the greater service. He seemed genuinely puzzled as to which place
offered him the greater opportunity. He thought there was much to be
said in making the University a model of the Business Department co-
operating to the greatest efficiency with the Educational Department
and giving it much the same standing as it already had in Auditing
and Accounting; he didn't know but that a model plant might be as
valuable as putting his efforts to a lesser extent over many institu-
tions as at present.
An confidential report that has been written and distributed to the members.

The objective of this report is to highlight the importance of maintaining a high level of efficiency in the organization. It is essential to ensure that all employees are aware of the importance of their roles and responsibilities. The report also emphasizes the need for continuous improvement and the importance of teamwork.

As a result of this report, it is recommended that a meeting be held to discuss the findings and to address any concerns. It is also suggested that a follow-up report be prepared to assess the progress made in implementing the recommendations.

The report is intended to be used as a tool for managers to evaluate the performance of their teams and to identify areas for improvement. It is hoped that this report will serve as a catalyst for change and will contribute to the success of the organization.

Sincerely,

[Signature]
He specifically stated that he would not come to us if he thought it would result in any feeling of resentment among our Eastern friends.

I suggest if you see Mr. Arnett you mention the matter to him. You will remember, however, that the authority was given in Board meeting at the time that Messrs. Heckman and Plimpton were out of the room so that they are not apprized of the action.

I am sending copies of this letter to Messrs. Grey and Donnelley in their official capacities as Vice Presidents.

Yours cordially,

[Signature]
If at all possible, I would like to see you in my Faculty of Journalism now.

I need your help in the editing of the next issue of the magazine. If you are available, please come and see me.

Yours sincerely,

[Signature]
New York.

PRIVATE
My dear Harold:

Messrs. Ernest D. Burton, Martin A. Ryerson, Robert L. Scott,
New York Tuesday morning and found you was away for a few days. He
came back and we had a long talk in the afternoon on the subject of their interest to all of us.

Gentlemen:

As I anticipated, I found the case hopeless to remain with the Board and particularly with him and
he pointed out what great influence he felt I should have in moulding the policy of the company.
Early next week H.H.S. will call a meeting on this subject, probably at luncheon Tuesday, September 18 if
it is found that Mr. Ryerson will be in the city and available at that time.

Yours sincerely,

[Signature]

Harold Swift

I suggested that we all wait for a while before making a final decision and I do not want to recess
till the end of next week and I shall discuss the matter in all its bearings with her before the subject is settled. Mr. Burton,

...you know I must be anxious that I remain here and feel that 

"humanly speaking" my place cannot be filled.

In my conferences with you, we did not speak of
the financial aspects of the matter because it will not be
affected on that ground; but therefore they are relatively im-
portant, but before reaching a final conclusion I should like
to know in general what they would be. Perhaps I should tell
you that our Board at its meeting in May last adopted a plan
of retiring allowances and insurance for its officers and
employees, according to which it agrees to carry a group in-
urance policy for $6,000 in my life in favor of my estate,
and also agrees to pay monthly 6% of the amount of my salary
provided I pay a similar sum to the Teachers Insurance and
Annuity Association for the purpose of purchasing a retire-
ing allowance when I am due to retire. It further agrees to pay
into the Association as of Jan. 1, 1924 the full 10% on the
amount of my salary covering my period of service up to that
date with interest at 6%, and promises to add enough to the
policy when I retire to assure the purchase of the customary
amount of annuity provided it does not exceed either 6/4 of my
salary or a maximum of $10,000 per year. Would the University
be willing to make a reasonable arrangement in this respect?
September 16, 1933

Office

EXHIBIT

Mesne, Executor & Benefactor

Merlita A. Redford

Robert L. Redford

Relief

Early next week H.M.S. will call a meeting on
the subject—property as imposed Tuesday, September 18.
If I telegraph Mr. Redford will go to the city and examine
of Great Lake.

Yours sincerely,

[Signature]
E.D. Burton, Private
M.A. Ryerson "
R.L. Scott "
(From Harold H. Swift)

Hotel Earle,
103-105 Waverly Place
New York.

September 13, 1923

My dear Harold:

I reached New York Tuesday morning and found upon my return that Dr. Rose was away for a few days. He came back yesterday and we had a long talk in the afternoon on the subject of much interest to all of us.

As I anticipated, I found him most anxious to have me remain with the Board and particularly with him and he pointed out what great influence he felt I should have in moulding the policies not only of the General Education Board but also those of the International Education Board, and that he regarded my services in these respects of far reaching importance to the cause of education here and abroad. I explained to him the opportunities and responsibilities of the Chicago position as I viewed them. This attitude was fair, straightforward and manly in every respect. He said, of course, the decision must rest with me and that whichever way I decided they would know that it was because I felt that way to be the wise one, and they would acquiesce in it.

I suggested that we all think the matter over for awhile before making a final decision. Bertha does not return till the end of next week and I shall discuss the matter in all its bearings with her before the subject is settled. Dr. Buttrick as you know is most anxious that I remain here and feels that "humanly speaking" my place cannot be filled.

In my conferences with you, we did not speak of the financial aspects of the matter because it will not be decided on that ground and therefore they are relatively unimportant, but before reaching a final conclusion I should like to know in general what they would be. Perhaps I should tell you that our Board at its meeting in May last adopted a plan of retiring allowances and insurance for its officers and employees, according to which it agrees to carry a group insurance policy for $5,000 on my life in favor of my estate, and also agrees to pay monthly 5% of the amount of my salary provided I pay a similar sum to the Teachers Insurance and Annuity Association for the purpose of purchasing a retiring allowance when I am due to retire. It further agrees to pay into the Association as of Jan. 1, 1924 the full 10% on the amount of my salary covering my period of service up to that date with interest at 4%, and promises to add enough to the policy when I retire to assure the purchase of the customary amount of annuity provided it does not exceed either 3/4 of my salary or a maximum of $10,000 per year. Would the University be willing to make a reasonable arrangement in this respect?
Hope Estate
105-100 West 23rd Street
New York

September 15, 1933

Mr. George H. Smith

I received your letter today. I am very glad to hear from you. I hope all is well with you.

In my contacts with your firm, we find your products to be of great value to us. The quality of your goods is excellent and we believe they will meet our needs.

Unfortunately, I have been faced with some difficulties lately. Our operations have been affected by a recent economic downturn. However, we are taking steps to improve our situation and we believe we will be able to weather this storm.

I look forward to the opportunity to continue our business relationship. Please let us know how we can assist you in any way possible.

Sincerely yours,

[Signature]
I am considering the question most carefully and I sincerely hope that I shall arrive at the right conclusion.

Bertha and I greatly enjoyed our all too brief visits with you this summer and wished that we could have seen more of you.

With most cordial regards, I am

Yours sincerely,

(Sgd.) TREVOR ARNETT
I am currently at the decision more carefully any
I sincerely hope that I sent many of the right information
because any I recently enjoyed our if our plant
affairs with you while staying may supply that we can't have seen
more of you.

With most grateful regards, I am

Yours sincerely,

(Seal) TREVOR ARMITT
Send the following message, subject to the terms on back hereof, which are hereby agreed to.

Tovor Arnett

Hotel Seneca, Rochester, New York

Committee on Social Surveys meets Sidney Farms Hotel, near White Plains Station.

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it repeated, that is, telegraphed back to the originating office for comparison. For this, one-half the unrepeatable message rate is charged in addition. Unless otherwise indicated on its face, this is an unrepeatable message and paid for as such, in consideration whereof it is agreed between the sender of the message and this company as follows:

1. The company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the unrepeatable-message rate beyond the sum of five hundred dollars, nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the repeated-message rate beyond the sum of five thousand dollars, unless specially valued, nor in any case for delays arising from unavoidable interruption in the working of its lines, nor for errors in cipher or obscure messages.

2. In any event the company shall not be liable for damages for mistakes or delays in the transmission or delivery, or for the non-delivery, of any message, whether caused by the negligence of its servants or otherwise, beyond the sum of five thousand dollars, at which amount each message is deemed to be valued, unless a greater value additional charge equal to one-tenth of one per cent of the amount by which such valuation shall exceed five thousand dollars.

3. The company hereby made the agent of the sender, without liability, to forward this message over the lines of any other company when necessary to reach its destination.

4. Messages will be delivered free within one-half mile of the company's office in towns of 5,000 population or less, and within one mile of such office in other cities or towns. Beyond these limits the company does not undertake to make delivery, but will without liability, at the sender's request, as his agent and at his expense, endeavor to contract for him for such delivery at a reasonable price.

5. No responsibility attaches to this company concerning messages until the same are accepted at one of its transmitting offices; and if a message is sent to such office by one of the company's messengers, he acts for that purpose as the agent of the sender.

6. The company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the company for transmission.

7. It is agreed that in any action by the company to recover the tolls for any message or messages the prompt and correct transmission and delivery thereof shall be presumed, subject to rebuttal by competent evidence.

8. Special terms governing the transmission of messages under the classes of messages enumerated below shall apply to messages in each of such respective classes in addition to all the foregoing terms.

9. No employee of the company is authorized to vary the foregoing.

TELEGRAMS
A full-rate expedited service.

NIGHT MESSAGES
Accepted up to 2:00 A.M. at reduced rates to be sent during the night and delivered not earlier than the morning of the ensuing business day.

Night Messages may at the option of the Telegraph Company be mailed at destination to the addressees, and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such Night Messages at destination, postage prepaid.

DAY LETTERS
A deferred day service at rates lower than the standard telegram rates as follows: One and one-half times the standard Night Letter rate for the transmission of 50 words or less and one-fifth of the initial rates for each additional 10 words or less.

SPECIAL TERMS APPLYING TO DAY LETTERS:
In further consideration of the reduced rate for this special Day Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

A. Day Letters may be forwarded by the Telegraph Company as a deferred service and the transmission and delivery of such Day Letters is, in all respects, subordinate to the priority of transmission and delivery of regular telegrams.

B. Day Letters shall be written in plain English. Code language is not permissible.

C. This Day Letter is received subject to the express understand-
Send the following message, subject to the terms on back hereof, which are hereby agreed to:

Harold Swift
Union Stock Yards, Chicago

Brief interview with Fleming this afternoon
Your contract okay. Rum still in Enisto yet.

Arrive at Rochester, and will lunch with
me. Sidney Farms Hotel, White Plains

Saturday. Your two telegrams received and noted. Leave for Sidney Farms tomorrow.

- Ernest
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it repeated, that is, telegraphed back to the originating office for comparison. For this, one-half the unreported message rate is charged in addition. Unless otherwise indicated on its face, this is an unreported message and paid for as such, in consideration whereof it is agreed between the sender of the message and this company as follows:

1. The company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the unreported-message rate beyond the sum of five hundred dollars; nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the repeated-message rate beyond the sum of five thousand dollars, unless specially valued; nor in any case for delays arising from unavoidable interruption in the working of its lines; nor for errors in cipher or obscure messages.

2. In any event the company shall not be liable for damages for mistakes or delays in the transmission or delivery, or for the non-delivery, of any message, whether caused by the negligence of its servants or otherwise, beyond the sum of five thousand dollars, at which amount each message is deemed to be valued, unless a greater value is stated in writing by the sender thereof at the time the message is tendered for transmission, and unless the repeated-message rate is paid or agreed to be paid, and an additional charge equal to one-tenth of one per cent of the amount by which such valuation shall exceed five thousand dollars.

3. The company is hereby made the agent of the sender, without liability, to forward this message over the lines of any other company when necessary to reach its destination.

4. Messages will be delivered free within one-half mile of the company's office in towns of 5,000 population or less, and within one mile of such office in other cities or towns. Beyond these limits the company does not undertake to make delivery, but will, without liability, at the sender's request, as his agent and at his expense, endeavor to forward the message by one of the company's messengers, he acting for that purpose as the agent of the sender.

5. The company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the company for transmission.

6. It is agreed that in any action by the company to recover the tolls for any message or messages the prompt and correct transmission and delivery thereof shall be presumed, subject to rebuttal by competent evidence.

7. Special terms governing the transmission of messages under the classes of messages enumerated below shall apply to messages in each of such respective classes in addition to all the foregoing terms.

8. No employee of the company is authorized to vary the foregoing.

THE WESTERN UNION TELEGRAPH COMPANY
INCORPORATED
NEWCOMB CARLTON, PRESIDENT

TELEGRAMS
A full-rate expedited service.

NIGHT MESSAGES
Accepted up to 2:00 A.M. at reduced rates to be sent during the night and delivered not earlier than the morning of the ensuing business day.

Night Messages may at the option of the Telegraph Company be mailed at destination to the addressees, and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such Night Messages at destination, postage prepaid.

DAY LETTERS
A deferred day service at rates lower than the standard telegram rates as follows: One and one-half times the standard Night Letter rate for the transmission of 50 words or less and one-fifth of the initial rates for each additional 10 words or less.

SPECIAL TERMS APPLYING TO DAY LETTERS:
In further consideration of the reduced rate for this special Day Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

a. Day Letters may be forwarded by the Telegraph Company as a deferred service and the transmission and delivery of such Day Letters is, in all respects, subordinate to the priority of transmission and delivery of regular telegrams.

b. Day Letters shall be written in plain English. Code language is not permissible.

c. This Day Letter is received subject to the express understand-

ing and agreement that the Company does not undertake that a Day Letter shall be delivered on the day of its date absolutely, and at all events; but that the Company's obligation in this respect is subject to the condition that there shall remain sufficient time for the transmission and delivery of such Day Letter on the day of its date during regular office hours, subject to the priority of the transmission of regular telegrams under the conditions named above.

No employee of the Company is authorized to vary the foregoing.

NIGHT LETTERS
Accepted up to 2:00 A.M. for delivery on the morning of the ensuing business day, at rates still lower than standard night message rates, as follows: The standard telegram rate for 10 words shall be charged for the transmission of 50 words or less, and one-fifth of such standard telegram rate for 10 words shall be charged for each additional 10 words or less.

SPECIAL TERMS APPLYING TO NIGHT LETTERS:
In further consideration of the reduced rates for this special Night Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

a. Night Letters may at the option of the Telegraph Company be mailed at destination to the addressees, and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such Night Letters at destination, postage prepaid.

b. Night Letters shall be written in plain English. Code language is not permissible.

No employee of the Company is authorized to vary the foregoing.
19N QX 25

SF UNION STOCKYARDS ILL 751 A SEP 27 1923

ERNEST D BURTON

COMMODORE HOTEL NEW YORK NY

IF YOU CAN CASUALLY LEARN FROM ARNETT HIS SALARY WITH PRESENT EMPLOYERS WOULD BE GLAD KNOW IT BUT SUGGEST NOT MAKE POINTED MATTER OF IT

HAROLD H SWIFT

919A

Bear in mind also, refer written statement to interview
Dr. E. D. Burton,
President, University of Chicago,
Chicago, Ill.

My dear Dr. Burton:

I am returning herewith Mr. Dinmore's communication to you of August 29th, together with papers attached covering his proposal for researches regarding the standardizing of institutional supplies.

I have looked over his plan very carefully, and in the light of what he writes and what he said at the conference which was held at Chicago, I am of the opinion that his proposal is a matter of great importance, both from the point of view of serviceability and from the point of view of reduction in costs. There is no doubt in my mind that the basis for co-operative purchasing must eventually rest upon the standardizing of materials used.

I note that Mr. Dinmore's proposition calls for the establishment of an office or bureau to carry on this work. I am always a little skeptical about the establishment of a bureau or department until the specific job which it is to do is clearly defined and the particular things which it is to take up have been enumerated. As you know, the tendency always is, after the establishment of an office to look about for something to do. My feeling is that the job should seek the office and that the work should be waiting before the office is created. Would it not be well, therefore, to have Mr. Dinmore indicate a few of the specific things now waiting for such an office to perform. He has already referred to the tests made in varnish. What
General Education Board

Date: September 14, 1939

New York City

To whom it may concern,

I am writing to express my strong concern with the current situation regarding the proposed legislation in Congress. The creation of an Interstate Compact for the purpose of coordinating educational policies is a matter of great importance. The bill, if passed, will have far-reaching implications for the educational system, and I believe it is essential that we take steps to ensure its passage in a manner that is consistent with our national interests.

I have recently reviewed the legislation and have found it to be flawed in several respects. The bill fails to address the fundamental issue of educational equality and fails to take into account the unique needs of different regions. As a result, I believe it is imperative that we work together to identify and address these shortcomings.

I hope that through our collective efforts, we can ensure that this legislation is passed in a way that is beneficial to all Americans.

Sincerely,
[Signature]

[Name]

[Position]
other tests could be made just now on which all the institutions are agreed? If there is a number of them and there is agreement on the part of several institutions that they should be made now I think it might be wise to await the result of these tests before setting up a permanent office. The establishment of an office on the basis of one test does not commend itself to me, much as I approve of the purpose which Mr. Dianmore has in mind.

It was a great delight to see you on Saturday and I hope that your journey to Chicago was pleasant.

With cordial regards, in which Bertha joins, I am

Yours very truly,

T. A. A. M.

[Signature]

T. A. A. M.
Mr. Edward A. White
Hotel Metta
New York, N.Y.

Mr. White,

I trust that you are well and enjoying your trip. I was pleased to receive your letter and am glad to hear that you are enjoying yourself.

With kindest regards,

[Signature]