Chicago, October 1, 1923

Messes. Martin A. Ryerson
T. H. Donnelley
Julius Rosenwald
Wilber E. Post
Ernest D. Burton

Gentlemen:

Please attend a meeting at eleven o'clock in
Mr. Ryerson's office Tuesday, October 2, to discuss the
medical situation.

HAROLD H. SWIFT

and that you may want to discuss further with me. I shall be
glad to cooperate along that line - of course, preferably in
Chicago as there seem to me several advantages to be gained
from such a procedure, but if for any reason that proves es-
pecially difficulty for you, I would try to come to New York.

Yours cordially,

HAROLD H. SWIFT

HHSxGB

Bertha joins me in warmest regards to you.

I am to point out that the group wishes to maintain
the position that the request be regarded as tentative
and subject to modification in accordance with the
future course of events. Carte blanche will then be given
by Board to act in the matter with you.

Yours sincerely,

Trevor Arnett

This note is an attempt to give a literal report of
referees' views. I hope to utilize this question advantage of
it was expressed for today. I believe that representations have been

with more general regards to Bertha and to yourself,
in all cordially.

Trevor Arnett
Hotel Earls
105 Waverly Place,
New York, N.Y.

Dear Trevor:

105 Waverly Place,
New York, N.Y.

Your good letter of September 23 was received on Saturday. I am very happy to hear from you. I appreciate your interest in the matter and want to reply to your letter.

September 23, 1923

Chicago, Sept. 26, 1923

Dear Trevor:

Thank you for your note of September 23. Mr. Burton was delayed a day in going East, as you perhaps know, but leaves on today's Century so that he will be in New York Thursday and a part of Friday, and then to Gedney Farms for a couple of days' conference.

I note that you are having a difficult time making up your mind in the matter we have under discussion and that you may want to discuss further with me. I shall be glad to cooperate along that line - of course, preferably in Chicago as there seem to me several advantages to be gained from such a procedure, but if for any reason that proves especially difficult for you, I would try to come to New York. My mind and may find it a further conference with you before deciding the

Yours cordially,

HAROLD H. SWIFT

HHS&GB

Bertha joins me in warmest regards to you.

I am

Yours sincerely,

Trevor Arnett

Since this is an attempt to give a literal report of yesterday's meeting, wish to assure the proper understanding of it not to insert any words which indicate this represents the attitude of the entire board. With every personal regard be Bertha and to yourself.

In all sincerity,

Earl H.
Dear [Name],

Thank you for your note of September 33.

Mr. Patten was glad to have you in Chicago, as you were going to be in New York for a couple of days. However, I hope that you are having a difficult time handling my own mind in the matter we have under discussion. May I know what you want to discuss further with me? I am ready to cooperate since I see no reason on my part to prevent any such procedure. If it is for any reason that I cannot return to New York, I would certainly not object to working there or in any other place you might recommend.

Sincerely,

[Your Name]
Chicago - Sept. 15, 1923

Hotel Earle
105 Waverly Place,
New York, N.Y.

Dear Trevor:

Hotel Earle
105 Waverly Place,
New York, N.Y.

Your good letter of September 13 was received on Saturday, for which many thanks. I appreciate the frank way in which you put the situation and want to reply in kind.

September 23, 1923

My dear Harold,

My dear Harold, Scott, and Mr. Burton. Also tried to have all the three vice-presidents present: Mr. Grey and Robert Scott were there; Mr. Dodge was not present in our discussion along the following lines:

Your letter of September 19 reached me on Friday morning, for which I thank you. The officers of our Board left that day for a conference at Gedney Farms and have just returned to New York. Bertha came East on Saturday and spent the week end with us at Gedney Farms.

We have been occupied with the work of the conference and have not had much opportunity to talk over Chicago situation. I am greatly obliged to you for the full and frank way in which you reported the action of the special committee and the satisfactory manner in which you answered my inquiry. I shall be glad to see Dr. Burton when he comes to New York.

I am having considerable difficulty in making up my mind and may find it advisable to have a further conference with you before deciding the question finally.

Bertha joins me in warmest regards to you.

Yours sincerely,

Trevor Arnett

Since this is an attempt to give a literal report of yesterday's meeting, I ought to express the genuine enthusiasm of it and to indicate how truly I believe this represented the attitude of the whole board.

With warm personal regards to Bertha and to yourself,

In all cordiality,

HAROLD H. SWIFT
September 5th, 1933

Mr. General Hospital

Your letter of September 5th reached me on Friday morning. For which I thank you. The office of our Board left this gap for a conference at General Hospital and I have since returned to New York. Perhaps some week on Saturday and Sunday next week and with you at General Hospital.

We have been occupied with the work of the committee, and have had no opportunity to talk over the situation. I am greatly obliged to you for the full and frank way in which you express the reception of the special committee and the satisfaction which I know you have in your endeavors to work with whom you come to New York. I am writing to see if you will be able to see Dr. Draper when he comes to New York. I am having considerable difficulty in making up my mind and may find it necessary to have a further conference with you before I come to New York. Perhaps some week on Saturday and Sunday next week.

Yours sincerely,

[Signature]
Mr. Trevor Arnett,
Hotel Earle,
105 Waverly Place,
New York, N.Y.

Dear Trevor:

Your good letter of September 15 was received on Saturday, for which many thanks. I appreciate the frank way in which you put the situation and want to reply in kind.

Yesterday I called together our Committee consisting of Mr. Ryerson, Robert Scott, and Mr. Burton. Also tried to have all the three vice-presidents present; Mr. Grey and Robert Scott were there; Mr. Donnelley could not come, but is in agreement with our discussion along the following lines:

(1) The salary is $15,000.

(2) We discussed the retiring allowance plan now applicable to the educational staffs at the University and came definitely to the conclusion that the University ought to spread the plan to the business offices; we committed ourselves to a policy of bringing about such a procedure as soon as practical. Also we recognized that for the business staff at least we ought to increase the University's payment of premiums beyond the $300.00 per year now fixed as a maximum. Thus I feel sure we would have no difficulty in coming to what you would consider a reasonable arrangement in the matter.

The group also agreed that since you might logically prefer to have a more definite agreement in reference to yourself than mere assurance to the effect that at a later date we hope to install the plan, that they would be glad to recommend to the Board a specific action on a plan that might mutually be agreed upon in reference to yourself.

The question of title was also discussed and we should want to comply with your preference in this matter. Of course, you would not want to use Counsel, and you may feel that Business Manager has been somewhat overworked. We should be glad to have suggestions from you in this regard.

I hope that this reply answers questions in your mind both generally and specifically, but if it does not, please let me try again. I want to point out that the group wished its attitude in the matters under consideration to be represented as pliable, so please do not hesitate in full expression if further points occur to you. If you desire certain points that you may indicate confirmed by Board action, I think we can arrange accordingly.

Since this is an attempt to give a literal report of yesterday's meeting, I ought to express the genuine enthusiasm of it and to indicate how truly I believe this represented the attitude of the whole board.

With warm personal regards to Bertha and to yourself,

HAROLD H. SWIFT

In all cordiality,
Dear Mr. Fowke,

I received your letter of September 15, expressed my receipt of it in writing, and now wish to reply to the subject matter of your letter. I understand the point you make, and it is true that the letter of advice you enclosed was handled by the proper authority. However, I feel that the matter is closed and that further discussion on it is unnecessary. I feel that the letter of advice was given for the purpose of providing guidance and was not intended to be binding. Therefore, I do not believe that further discussion is necessary.

Your letter brought to my attention a point of law that is of interest to me. I feel that the matter should be handled in a professional manner, and I believe that the advice given in your letter is sound. I am in agreement with your position, and I believe that the matter should be handled in a professional manner.

Thank you for your letter, and I look forward to your continued guidance in this matter.

Sincerely,

[signature]
October 4, 1923

Messrs. Ernest D. Burton
Robert L. Scott.

Gentlemen:

I got Mr. Ryerson on the phone this morning, read to him our proposed letter and asked for suggestions. His only suggestion of change was in reference to a clause in the second paragraph, viz:

"We value your interest in the educational projects of the University and felt sure we would have your full cooperation along these lines."

his point being that the word "cooperation" was almost a request that he extend his sphere to the educational lines, while we might better avoid asking him to do this; therefore, the sentence was changed to --

"... have felt sure we could count upon it;"

The letter, of which attach herewith a copy, has gone on today's Century.

Yours cordially,

cc M.A.Ryerson
October 4, 1923

Dear Trevor:

Our Committee, augmented by some other members of the Board, met Tuesday to hear Mr. Burton's report of his conference with you. Mr. Burton spoke of your recent broad experience in educational problems and of your desire to be a factor along those lines as well as in the business administration. He said that you and he had discussed the possibility that such an arrangement might be effected through a professorship or some other method of membership in the Senate, or possibly a Vice Presidency of the University.

The matter has had a good deal of thought and discussion and the conclusion reached is as follows: We value your interest in the educational projects of the University and have felt sure we could count upon it; yet our responsibility as Trustees gives us no option but to put the fullest emphasis on the importance of the business requirements of the position. We feel that the holder of the position preeminently should be considered a member of the Financial and Business staff of the University and that it is not feasible to create the position of Vice President as a part of the business administration.

We believe, however, that it is practical and not inconsistent to work out an arrangement to give you standing in the educational departments, perhaps by a Professorship of University Administration or by some method which would carry membership in the Senate and perhaps membership in the General Administrative Board.

We hope, upon thinking the matter through, that you will concur in our judgment and that event should be very glad if you would come to Chicago at our expense next week further to work out the matter along lines previously outlined in my letter of September 19. You perhaps remember that our Board meeting is on Thursday so that if you can be here Tuesday or Wednesday we might put the proposition in such shape as to permit presentation to the Board. May I not look for a wire Saturday or Sunday that you will be here next week?

Let me emphasize Mr. Burton's cordiality in presenting the matter and his enthusiasm for the future with you in the position. The University opened Monday with tremendous enthusiasm. These are great days and we want you with us.

With warm personal regards to Bertha and yourself, I am

Yours cordially,

HAROLD H. SWIFT

Mr. Trevor Arnett,
Hotel Earle,
105 Waverly Place,
New York, N.Y.

HHS*GB
cc - EDE - MAR - RLS
October 4, 1928.

My dear Mr. Arnett:

I have just wired you as follows:

Mr. Swift writing you Century today after conference with committee on matter discussed at White Plains. Hope for your approval his suggestions, and happy outcome. Letter follows.

The whole matter has received our very careful consideration and I am earnestly hoping for an outcome that will secure to the University your valued services, and to me the great pleasure of working in close personal relationships with you.

You will be interested to know that Mr. Tufts and Mr. Judd, whom I consulted confidentially on the matter, will heartily welcome you to a place on the Faculty and Senate. I have not thought it desirable to consult others, feeling that these men would sufficiently represent the sentiment of their colleagues. I am sure you know that you have a very strong personal hold on the Faculty, but the welcome you will receive here will be not only personal, but on account of your professional competence.

Very truly yours,

Mr. Trevor Arnett,
Hotel Saratoga,
103 Waverly Place, New York City.
October 6, 1935

Mr. Great Name:

I have just received your message and I must say that, as usual, your communications are not only prompt but also most interesting. I am very pleased to hear from you and I hope that we shall have the opportunity of working with you again soon.

In the meantime, please accept my best wishes for a happy and successful life.

Very truly yours,

[Signature]
occasions I shall do all that lies in my power to advance her interests and to assist you and Dr. Burton in every way I can.

With kindest regards to you, Dr. Burton and the trustees,
I am always,

Best cordially yours,
(Sgd.) TREVOR ARMANT

My dear Harold:

I am in receipt of your letter of October fourth for which I thank you.

I have considered carefully and earnestly, the conditions and duties of the office of Business Manager of the University which you and your committee have so kindly offered to me. I appreciate most highly the honor of being given the opportunity and regret exceedingly that I must decline it.

Since I have been with the General Education Board my work has brought me in contact with all phases of the educational problem, and has been most stimulating and inspiring. I feel that it would be unsatisfying to me to occupy again a position restricted entirely to the financial aspects of the subject, both by definition and in the minds of the public.

I feel confident that the University is destined to play an increasingly important part in the development of higher education in this country and that under your and Dr. Burton's able and inspiring leadership that day is close at hand. It is therefore a matter of deep regret to me to decline the alluring opportunity of assisting you in this development.

You may be assured, however, that my affection and high esteem for the University is in no wise diminished, and that on every
October 8, 1972

My dear John,

I am in receipt of your letter of October 6th and I appreciate

your congratulations and your compliment regarding the confluence

of my academic and writing interests. I am glad that the University

has provided me with an opportunity to continue my research

and to develop my skills in your field of interest. I am currently

engaged in a project on the history of science and technology,

which I believe will contribute to the understanding of the
cultural evolution of our society.

Since I have been at the University, I have had the opportunity
to collaborate with many talented teachers and scholars. Their

insights and guidance have been invaluable to my work. I

am grateful for the support and encouragement I have received,

and I look forward to continuing my research and teaching

in the coming years.

I feel confident that the University is committed to providing

an opportunity for excellence in research and scholarship.

I am also encouraged by the opportunities for collaboration

and interdisciplinary work that the University offers.

I am glad to be part of this community and I look forward to

making a significant contribution to the field of science and

technology.

Yours sincerely,

[Signature]
occasion I shall do all that lies in my power to advance her interests and to assist you and Dr. Burton in every way I can.

With kindest regards to you, Dr. Burton and the trustees,

I am always,

Most cordially yours,

(3gd.) TREVOR ARNETT
occasional I felt, that free in my power, to shave per inequality

may to prevent your having in your capacity, I can and

With kindlest regards to you, as I remain and ever yours,

I am, ever

[Signature]

[Date]

Dear Professor [Name],

The year passed

I am in receipt of your letter of December twenty-first

Since I returned from the General Assembly, I have

Indecisive report to connect with the information

I am glad to know that your efforts will be continued

With kind respects to you, I remain

[Signature]

[Date]
My deep affection for you + Harold and the
university itself will
always prompt me to do
whatever lies in my power
to make your administration
a success.

With affectionate regards
to you and Mrs. Burton in
which Bertha joins, I am,
Yours sincerely

Trevor Arrowd

Oct 9, 1923

My dear Dr. Burton,

I received your telegram on Thursday last
and your letter of Oct 4
yesterday afternoon. It is
very good of you to do
what you have done on
my behalf and I appreciate
it very much. However, after
being carefully my responsibilities and opportunities for service to the cause of education here and in Chicago, I am forced to the conclusion that I ought to remain here and I have written to Harold to that effect.

I greatly regret that this decision deprives me of the great pleasure of working with you and Harold, and in participating actively in the forward movement of the University which I am sure is coming under your joint leadership. I feel that I may be of more service to the University in what I am now doing than if I were to be its Business Manager.
October 15, 1923.

My dear Mr. Arnett:

I greatly appreciate your most generous and kindly letter of October 9th. Since then some telegrams have passed back and forward and from ours you have learned how earnestly we are still cherishing the hope that you will give us a chance to talk the matter over face to face. We should like to do it soon, altho it is much more important that we have this opportunity than that we have it one week rather than another. I am sure you know that my heart is set on your coming to take your part in our work and how much I count on the joy of working with you.

Very sincerely yours,

Mr. Trevor Arnett,
61 Broadway,
New York City.
Send the following message, subject to the terms on back hereof, which are hereby agreed to:

Copy - EDB - MAR - RLS  (From Harold H. Swift)

Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York City.

After full discussion at the meeting today Board unwilling accept your letter October eighth as final. Anxious to continue negotiations. Greatly hope you can arrange come Chicago our expense for full frank review early next week, bringing Bertha. Best regards to both.

HAROLD H. SWIFT

October 11, 1923
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 hereby makes 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. 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-
Send the following message, subject to the terms on back hereof, which are hereby agreed to

Copy EDB MAR RLS  (From Harold H. Swift)

Chicago, Oct. 12, 1923

Trevor Arnett,
Hotel Holley,
36 Washington Sq.,
New York, N.Y.

Answering: Greatly hope and urgently request hold matter open for discussion and review. Believe real advantage to hold such interview Chicago promptly as consistent with your convenience. Burton and others join me in such request.

HAROLD SWIFT

HHS*GB 1030 AM
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 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 especially valued; nor in any case for delays arising from unavoidable interruption in the working of its lines, nor for errors in other offices or message systems.

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 whenever 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 shall 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 title 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.

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 addressee, 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 telegraph rate for 50 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 addressee, 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.
Send the following message, subject to the terms on back hereof, which are hereby agreed to:

Copy EDB MAR RLS (From Harold H. Swift)

New York, Oct. 12, 1923

Harold H. Swift,
Chicago, Ill.

Before mailing recent letter considered matter settled.
Doubt wisdom reconssidering. Am writing.

TREVOR ARNETT 926 AM
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 unRepeated message rate is charged in addition. Unless otherwise indicated on its face, this is an unRepeated 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 unRepeated-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 contract for him for such delivery at a reasonable price.

5. No responsibility attaches to the 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.

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 addresses, 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-
October 13, 1923.

Telegram suggested by President Burton to Mr. Sturdy in answer to Mr. A's.

Much prefer waiting till your visit to Chicago rather than closing matter now.
Four weeks is a short time, compared with twenty years.
December 16, 1953

Professor Smith

I am writing to request a meeting with you.

Thank you in advance for any assistance you can provide in this matter.

Sincerely,

[Name]
October 13, 1923.

Harold H. Swift,
Chicago, Ill.

Yours and Mr. Gilkey's telegram received. Expect come to Chicago Nov. 10th to speak at dinner State University presidents and regents and following Monday regret appointments and preparation for Board meeting prevent my coming earlier. Therefore you had better consider declination October final. Bertha and my affectionate regards.

T. A.
October 15, 1923

Dear Trevor:

Next Tuesday evening I am giving a dinner for President and Mrs. Burton and I hastily wish you and Bertha could be present. Cannot you and she arrange a trip to Chicago in connection with the matter we have under consideration, and to attend that dinner? It would please Mr. and Mrs. Burton tremendously and my pleasure would be beyond measure.

Yours cordially,

HAROLD H. SWIFT

[Signature]

I acknowledge receival of the letter that it arrived at 100. We earnestly hope you can arrange to come sooner. Can you get any of the work in preparation for your Board meeting on the train? November 10 comes after the November meeting, while our hopes to have the whole matter cleared up by conference and special Board meeting this month will you not get whatever time can be afforded? A Saturday and Sunday to arrive would be good. Call time from your office as any other. Very much accountable if you could do so.

I expect the meeting will be held on or November 14th, until I get something better.

Yours generally,

[Signature]
October 16
1952

Dear [Name],

Next Tuesday evening I am giving a dinner
for Professor Smith and his wife. I would like you to attend and if you can, I would appreciate it very much.

I am enclosing an invitation and if you cannot come, please let me know.

Yours sincerely,

HARRY G. SMITH

[Signature]
October 15, 1923

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.

Dear Trevor:

Now that the floodgate of telegrams seems to be halted at least temporarily, I want to write the substance of what I have been trying to say by wire.

I was pleased at our Board meeting to find the real concern with which the members of the Board greeted your letter of October 8, and at their attitude that it could not be accepted as final, but that there must be a common ground where we could arrive. After all, we are reasonable men and all have the same best interest in view so that the important thing is to understand each other and then to arrive at common ground. Our hope has been that we might discuss the matter freely in Chicago where we could get Board action promptly.

I acknowledge your wire indicating that it would be difficult for you to be here before November 10. We earnestly hope, Trevor, you can arrange to come sooner. Can you not do much of the work in preparation for your Board meeting on the train? November 10 comes after our November meeting, while our hope is to have the whole matter cleared up by conference and special Board meeting this month. Will you not see whether this can be affected? A Saturday and Sunday in Chicago would not take much time from your office; or any other time suits our convenience if you could plan it.

Of course, I'm steadfastly holding on to November 10th, until I get something better!

Yours cordially,

HAROLD H. SWIFT
WESTERN UNION TELEGRAM

Chicago, Oct. 13, 1923

Trevor Arnett,
Hotel Holley,
36 Washington Sq.,
New York, N.Y.

Not willing consider matter closed and will figure conference for November 10th. Hope we can get together before than. Perhaps you will find it possible spend some Saturday and Sunday morning Chicago before that time. Will write you first of week.

Affectionate regards to both.

HAROLD SWIFT
WIRELESS UNION TELEGRAM

Office of A-1, 1925

New York, N.Y.

Western Union Telegraph

Treven Norvell
Hotel Ritz

10 West 42nd St.

New York, N.Y.

We will hold conference matter closed and will require
conference for November 10th. Hope we can get together before then.

Would you care if I do not spend some extra time and spend
morning conference portion first time? Will write you later in week.

Affecto yours,navbar to part.

Herold Smith
WESTERN UNION TELEGRAM

New York, Oct. 13, 1923

Harold H. Swift,
U.S. Yards, Chicago.

Yours and Mr. Gilkey's telegrams received.
Expect come Chicago November 10th, to speak at dinner State
University regents and Presidents on following Monday.
Regret appointments and preparation for November
Board meeting prevent my coming earlier, therefore, you had
better consider declination October 8th final.

Bertha's and my affectionate regards.

TREVOR ARNETT
WORTH IN THE SERVICE

For your consideration,

John Smith

[Signature]

[Date]

In view of the importance of this matter to the community and the interest of each other, I hope we can come to a mutual agreement.

I appreciate your cooperation.

[Signature]

[Date]
October 18, 1923

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.

Dear President Burton:

This seems to raise several matters for consideration:

1. Whether it is at all possible to get him along any lines heretofore discussed.

2. If not, what then?

3. Whether an appointment should not be made promptly to discuss with Mr. Rose and others matters that we hope to have considered at their Board meeting.

Yours cordially,

[Signature]

Harold H. Swift
Union Stock Yards
Chicago
HOTEL HOLLEY
Washington Square West
New York

October 16, 1923

My dear Harold:

Your letters of Oct. 15 came today. We surely wish that we might accept your cordial invitation to dinner next Tuesday in honor of Dr. and Mrs. Burton. It would give us the greatest pleasure to do so but appointments made at my office for every day this week and next with persons from all parts of the country concerning applications for grants which may be brought up for consideration at our next Board meeting prevent. Failure to present them may be embarrassing if due to failure to keep appointments.

With regard to the desire of the Trustees of the University for a conference so that if possible a common ground may be reached, I shall of course be glad to talk the matter over at the first opportunity, but I should not be justified in giving the impression that my decision would be changed. The reason for my deciding to remain in New York is based on the fundamental difference between holding a position highly specialized and restricted and one broad in its contacts and scope.

I am glad to hear of the auspicious opening of the Autumn Quarter with no decrease in attendance because of higher fees and stricter selection.

Bertha joins me in most cordial regards. I am

Yours sincerely,

(SGD.) TREVOR ARNETT

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Illinois.
October 26, 1938

My dear Mr. Hendry:

Your letter of Oct. 24 came today. We enclose
your letter with this, and copy your contract variation to
Mr. Hendry in hand of. My wife asks me. M. Hendry. If you
will please send me your written notice of acceptance of
our offer of employment, I will see that the necessary
arrangements are made to meet your wishes, and will
speedily forward your application to the department of
this company to which I believe you will be transferred. On
receipt of my letter, please make every effort to come to
New York on the earliest practicable date. I am anxious to
have your immediate services in this office.

Yours sincerely,

[Signature]

[Addressee]
Mr. Trevor Arnett  
General Education Board  
61 Broadway  
New York City

Arrive on Century Thursday morning. Your office  
ten-thirty.

Ernest D. Burton

Prepaid night letter
COPY - WESTERN UNION NIGHT LETTER

Scranton, Pa. - October 30, 1923.

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

Good talk. Attitude unchanged. Most cordial, but announced decision probably difficult to alter. Would have recognized and assumed full business responsibilities with definite plans. No difficulty two vice presidents. Had vision of creative opportunity unifying University administration (education and business) widely needed. Regarded Committee's letter as explicitly closing this door. Unwilling coerce or pursue us since Board does not see his point.

CHARLES W. GILKEY
would have to be at least three October 30, 1923, of investments in stocks and bonds, one in charge of real estate.

My dear Mr. Swift: I am the care of the real estate already acquired. Further thought convinces me that there would be a abundance of the kinds of work with which this office has been struggling of late, to occupy all of Mr. Arnett's time. In tasks that would be congenial to him and in which his help would be invaluable. I have in mind such proposals as have come to us from the Immanuel Church, from the Wieboldt Foundation, from the County Home for Crippled or Children, and proposals that originated with us such as that of the Library Commission, the College Commission, etc., the Housing Commission etc. One might indeed suggest that the glut of such matters is temporary, and that the foremost of the little would all clear the deck and have no need of for sale which special help persons in this field. I am persuaded that on the contrary, therefore, carrying through of these enterprises, social bring others to us. So the duties of Business Manager in chief. Whether Mr. Arnett could care for such matters as these and also preside over the affairs now cared for by the Business Manager is a question that I am not wholly able to answer. Of course, he could do so only by assigning each of Union Stock Yards, the main divisions of the Business Manager's business to a thoroughly competent subordinate. I should suppose there
would have to be at least three such; one in charge of investments in stocks and bonds; one in charge of real estate investments; and one having the care of the real estate already acquired by the University for educational purposes including construction, repairs, etc.

While I am a bit diffident about supposing that the Board should gather around this office such a galaxy of high salaried cooperators with the President as this plan proposes, adding to the Secretary to the President and the Dean of the Faculties a Vice President (for the study of special problems), (not that this will be his title), and a financial field agent, (this also of course not his title), I am nevertheless convinced that the service which Mr. Arnett could render would justify us in securing his services at the salary which it would be necessary to pay and the title which it would be necessary to give. And this would hold I think whether he took only responsibility for the study of special problems, or added to that the duties of Business Manager in Chief.

Very truly yours,

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Ill.

ED: CB
Dear Mr. Burton:

I am sending you and Harold duplicates of the same report I am sending you by overnight express. Please see that it arrives before the meeting on Friday, on which occasion it will have to be handled at both ends of the country.

Ithaca, N.Y.,
224 So. Geneva St.,
November 31, 1923.

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Ill.

Dear Harold:

Trevor and Bertha came with me to the train last night and I spent the first hour of my journey framing a letter which I hope has given you this morning the substance of our talk. This fuller account will fill in the details. I am sending a copy to Dr. Burton at the Commodore Hotel to post him before his appointments in New York tomorrow.

The spirit and attitude of the whole interview were of the frankest and finest. Nothing has happened to change his attitude toward us individually or collectively. His attitude toward the job remains also what it has always been. The one question really doubtful is whether after all that has happened we can now secure him; but at least we must try our utmost.

The three questions we had in mind were quickly and clearly answered. First, he has never had any thought of avoiding or even dividing the full responsibility for the administration of our fifty millions. In his own significant phrase, he recognized and would have assumed that responsibility "one hundred per cent". His desire for some relation to the educational policies of the University did not mean (again in his own phrase) that he would expect to take the President's place in his absence or to sit in on all questions of educational policy; but that when such questions involved problems of financial resource or administration, that he should be present and speak in his own right as a member, for instance, of the Senate. He himself suggested that if there was a conflict between a routine Senate meeting and an insurance appointment downtown, he should of course recognize that the latter was his primary responsibility.
Second, he has definite plans in mind, not only for the handling but for the improvement of our business administration. Two or three incidental comments which I will tell you later showed how clearly some of these points were in his mind. I did not press him into detail as to what his plans would have been for the business administration; partly because our discussion of the first point had reduced this second one to its proper perspective; and partly because he was evidently not disposed to discuss in detail with me what I fear he regards as now a practically closed question.

Third, there would be no slightest difficulty in his mind in the election of another Vice-President specializing in educational policies exactly as he in business administration; in fact, he pointed out that this would be directly in line with his own thought in the matter.

The discussion of these three points greatly clarified my own mind as to just where the obvious misunderstanding has come about. He has had a vision of a new step in University administration on a large scale, which shall draw the business manager out of his previous "isolation" into a much closer coordination with the total progress of a University under the President's leadership. He illustrated the need and opportunity for this out of the previous experience of several institutions, Harvard included; and felt that we in Chicago were peculiarly in a position just now to pioneer in this widely needed advance. It was this opportunity for creative work that interested and appealed to him in our proposition. In his own very significant figure, it was the sugar that would sweeten the coffee— not that he didn't like the coffee or would refuse to drink it, but that he didn't care for it without the sugar! He did feel it important that this larger vision of his job should be clear both to the faculty and to the public, and that was his reason for wanting it explicit in his title.

We on our part have, I think, got the title too much into the forefront of our thought, without understanding the reasoning that in his mind lay behind it or the problem he wanted to work out. The result of this initial misunderstanding has been a marked mis-reading of his motives and perspective in the whole
matter, in which I am sure many of us have done him a serious injustice. I do not think that his feelings have been hurt, but I do think he is disappointed that our committee did not make a more serious effort to understand his point of view and the reasons that underlay his suggestions. He made the significant comment that he knew perfectly well that your letter on behalf of the committee did not speak either for yourself or for the President, and that he thought he could not only imagine the discussion that lay behind it, but could assign the opinions and some of the phrases which it expressed.

The real of the matter is that the issue was already a fairly even one in his own mind when that letter came, and that he and Bertha had agreed to let it be determined by the attitude of our Board toward this larger interpretation of our job as he saw it. The committee's reply was so explicit in its elimination of the very things that would have induced him to leave his present work in the hope of making a constructive contribution to the whole cause of higher education, that it settled the issue at once in his own mind. He showed Mr. Rose a copy of his letter to Dr. Burton, as the best way of announcing his decision to his superiors; and Mr. Rose, expressing his gratification and relief, said that they could now go ahead with the larger plans that had been held up pending his decision. I made the comment that I did not think the door was closed at our end; his only reply was that he was not at all sure it was still open at his end.

They both spoke of their unwillingness to come to Chicago for a conference under these circumstances, lest they should seem to their superiors or to us to be pursuing the matter when our action had closed it. He was also entirely unwilling to make any effort to coerce our Board to any action which it would not do voluntarily and heartily; the more so as the only chance of happiness and success in the job as he saw it, lay in mutual understanding and cordial cooperation in writing a new chapter in University administration.

All this leaves our future course harder to plan at his end, though considerably simpler I think
The Spanish-American War and the Economic Effect on the United States

The Spanish-American War, fought in 1898, had a significant economic impact on the United States. The war led to increased military spending, which in turn stimulated the economy. The U.S. government invested heavily in the war effort, including the procurement of naval bases and military installations abroad.

The war also opened up new markets for American goods. The U.S. acquired territories such as Puerto Rico, Guam, and the Philippines, which provided new trading opportunities. American businesses capitalized on these new markets, particularly in the textile and agricultural sectors.

In addition, the war resulted in increased demand for raw materials, such as sugar and tobacco, which were produced in the territories. This increased demand helped to boost the economies of those regions.

The war's economic effects were felt not only in the territories but also in the United States. The increased military spending and new markets created a demand for goods and services, which in turn stimulated domestic production and employment.

Overall, the Spanish-American War had a significant and lasting impact on the U.S. economy, contributing to its rapid industrialization and expansion.

---

Note: The above text is a general overview of the economic effects of the Spanish-American War. For a more detailed analysis, please refer to historical and economic studies on the topic.
at our own. It is plainly evident that the great pull on him has lain in his personal relations with you and Dr. Burton and his desire to contribute both to the progress of the University and the general cause of education. I think our only possible chance of getting him lies now in the using of these appeals to the full, backed up by the frank admission that a regrettable initial misunderstanding has given place on fuller consideration to a readiness to work the thing out together in mutual confidence and cooperation. I am suggesting to Dr. Burton that he stress the personal elements of disappointments and unwillingness to consider the matter closed, when they meet in New York tomorrow. I want very much to see you well before the committee meeting Friday afternoon to plan out a wise course of procedure there. My hope would be that with sufficient spade work at both ends, we may get the situation into such shape that a frank discussion between the committee and him in Chicago November 10 to 13, will convince him that we really want him to take the job he sees needs to be done, and convince us that we need him to do it — as I certainly believe we do.

Cordially yours,

C. W. S.

P.S. Some remarks of Bertha as well as those made at my place that two personal factors have been working strongly in our favor: his affectionate loyalty for you, Harvard, and the University; and his feeling that Bertha and perhaps he also would be happier living in Chicago instead of Boston in H. P. and me. I think you will do well to stress these elements of keen disappointments on our part and unwillingness to close the matter (until large use of the first-person singular) in any talk you have with him Wednesday, while Harvard and I do our best with the Committee on Friday. In other words, get your case in the best form, then talk to him about it, while we try to buy it with you, at no cost. I hope this will give us the way for mutual understanding and agreement in Chicago Dec. 10th.

Get back in the business game if you please soon: it's unhappy!

C. W. S.
My dear sir,

I trust this finds you in the best of health and spirits. I am writing to express my gratitude for the kind letter you sent me last week. It was a most welcome and reassuring message during these uncertain times.

I appreciate your concern for my well-being and your offer of assistance. I assure you that I am doing my best to maintain my health and continue my work. The current situation has been challenging, but I am determined to persevere.

I am pleased to hear that the laboratory is functioning smoothly and that the experiments are progressing well. Your dedication to scientific research is truly inspiring. I look forward to our future collaborations and the exciting discoveries we can make together.

Please convey my regards to my colleagues and the staff at the laboratory. I hope to visit you soon and discuss our work in person.

Yours sincerely,

[Signature]

[Date]