In order to meet more adequately the growing responsibilities and opportunities of the University and to bring about the close relationship between the educational and business interests of the University which the Committee believes to be desirable, the Committee recommends that it be given authority to take the necessary steps

1) For the election of James H. Tufts, Dean of the Faculties, to be also a Vice President of the University;

2) For the appointment of Trevor Arnett at such date as may be agreed upon, to be Business Manager of the University, responsible as such to the Board of Trustees; with the understanding that in order to effect the closer relationship above referred to

   a) He shall also, during his tenure of office as Business Manager, be a Vice President of the University, and as such shall cooperate with the President in coordinating the educational and the business policies and administration of the University.

   b) He shall have a seat in the Senate

   c) His salary shall be $15,000 a year

   d) Provision shall be made for an adequate retiring allowance ($5000 to $7500) on the jointly contributing basis.
Dear Trevor:

The way things are piling up, November 10 will be here before we know it and I want to be sure to have an abundant amount of time to talk over the matter we have in mind; therefore, won't you and Bertha stay at our house when you are in town next week-end? You almost owe it to me because you didn't come to Mr. Burton's dinner. Moreover, there are so many things I want to put across to you that it is going to take most of the three days that you are in town.

Mr. Burton says he finds himself more at home in my library than in his new one so that I am sure this will work conveniently for him also.

Yours cordially,

HAROLD H. SWIFT

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, New York.
November 9, 1923.

My dear Mr. Arnett:

Welcome to Chicago! I understand from Mr. Swift that you are planning to go directly to the Quadrangle Club. May I say that I should be glad to see you in my office at any time at your convenience between ten and twelve; and that Mrs. Burton and I would very much like to have you take luncheon with us at the President's House at 12:30. We are very sorry that Mrs. Arnett, I understand, is not to be with you. But we are looking forward to the pleasure of seeing you as representing you both in our new home.

Cordially yours,

Mr. Trevor Arnett.
Nov. 14, 1923

My dear Dr. Brunton,

I saw Dr. Rose this morning and carried out my program as planned. She and all my colleagues are mourning as a result of my decision to go to Chicago but are perfectly splendid about it. They wish me and the University all success and say they will do anything they can to help me.
I sent Harold a telegram tonight and asked him to telephone to you.

Now that I am coming to Chicago I am looking forward with great anticipation to my work with you and Harold and I am already making plans.

I suggested to Harold that it would be courteous to withhold public announcement until after our Board meets Nov. 11.

Bertha joins me in affectionate greetings to you.

This Burton, I am.

Sincerely yours.

Trevor Annett
November 14, 1923

As soon as it was convenient after I reached the office this morning, I telegraphed the new offer and said that it was such that my duty to the University compelled me to accept. He was very much disturbed at the news, which he characterized as bad, but said that he knew my decision was a sincere and earnest one and that he would do all he could to help me in my new work.

Trevor Arnett, 36 Washington Square, New York, N.Y.

Telegram and letter received with genuine satisfaction and happiness. Withholding publicity as requested. Regards to Bertha and yourself. I am sure they think I am doing the right thing.

(Sgd.) HAROLD SWIFT

I sent you a telegram announcing my interview with Rose yesterday and suggesting that any public announcement be withheld until our Board meets next Thursday, November 22, since that would be more convenient for them.

Now that the matter is finally decided, I am eagerly planning to return to Chicago.

A very nice time at your home and enjoyed my visit very much.

Bertha is well and joins me in most cordial regards.

Yours sincerely,

(Sgd.) TREVOR ARNETT
Miss Fever

To all Trustees except Huges
Wardwell
Wardwell

COPY OF WESTERN UNION TELEGRAM

Office No. November 16, 1888

Telephone Hotel New York, N.Y.

Telegram and Letter receiv'd with regret

satisfaction and happiness with pleasant prospects as

respected. Regards to yourself and family

Harold Swift

11:10 A.M.
CITY OF WESTERN UNION TELEGRAM

New York, Nov. 14, 1923

Harold H. Swift
Chicago, Illinois.

My dear Harold:

As soon as it was convenient after I reached the office this morning, I saw Dr. Rose and told him of the new offer and said that it was such that my duty to the University compelled me to accept. He was very much disturbed at the news, which he characterized as bad, but said that he knew my decision was a sincere and earnest one and that he was ready to do all he could to help me in my new work.

I told Dr. Rose that I wanted to have my resignation take effect upon his return from abroad or such time before as suited his convenience. He said he was too stunned to make any plans upon the spot. Dr. Rose is the salt of the earth. Dr. Buttram, Dr. Flexner, and Mr. Thorkelson are grieving at my going, but I am sure they think I am doing the right thing.

I sent you a telegram announcing my interview with Rose and suggesting that any public announcement be withheld until our Board meets next Thursday, November 22, since that would be more courteous to them.

Now that the matter is finally decided, I am eagerly planning things to be done in Chicago.

I had a very nice time at your home and enjoyed my visit very much.

Bertha is well and joins me in most cordial regards.

Yours sincerely,

(Sgd.) TREVOR ARNETT
November 4, 1935

My dear Harriet:

As soon as it was convenient after I reached the office

the morning, I saw Dr. Rose and told him of the new offer and said

that if we were fortunate to find an opportunity coming into the

office, he was very much interested, and to the person who had

contacted him. I told him I wanted to have my resignation take
effect when I return from a trip to my home in New York.

I told Dr. Rose that I wanted to have my resignation take
effect when I return from a trip to my home in New York.

conferences. He says he has a few matters to make and plans when the

be extra careful of the affairs. I believe, 1 believe, Dr. Palmer,

I am going the right thing.

I saw your letter and am very much interested in your work.

my suggestion that any publicity announce the position might

favor, and a very fine time at your home any employment

afford. I will write my thanks in most grateful language.

Yours sincerely,

THOMAS ARMETT

(Signed)
New York, Nov. 14, 1923

Harold H. Swift,
4349 Ellis Ave.,
Chicago, Illinois.

Dr. Rose magnanimously acquiesces. Please withhold public announcement till our Board meets.

Telephone President.

(Sgd.) Trevor Arnett
611 pm

MEMO.

Above refers to our invitation that he become Business Manager of the University, carrying with it the title of Vice President, etc.

H.H.S. 11/16/23
November 16, 1923

Dear Trevor:

I want to acknowledge your telegram received at home on Wednesday night and the splendid letter received this morning, which puts the situation in splendid shape and is a source of much satisfaction to us. We are anxious to have you come to us promptly, of course, but please realize that we are even more solicitous that you shall suit Mr. Rose's convenience. I quite understand that he may wish you to remain until he returns from abroad, but on the other hand, he may feel that the responsibility might well rest with those who will carry on, which would result in a fairly prompt release to us. In either event we shall be entirely happy.

You will be interested to know that I had a very satisfactory interview with Mr. Fairweather yesterday, of which I drew up memorandum and attach a copy. Since your letter had not been received, I believed I was justified in saying to him that while we were much encouraged we were still waiting for final affirmative letter, as it seemed to me it would be a good situation if he would volunteer to cooperate in bringing about a favorable result, which is what happened. I presume you have received, or will receive in the near future, a letter from him. There is a rumor that the Chicago Board of Education is looking about to strengthen their business management and have his name on a list, so that it seems to me doubly satisfying to have his expression of satisfaction at the whole arrangement.

We were quite disturbed yesterday to learn that Mr. Heckman had not been well for a day or two and was being sent to the hospital for observation by Dr. Post. There is some likelihood of a severe operation, but we are hoping to avoid it. If necessary to do it, we are assured by Dr. Post of his splendid general condition.

Matters seem to be going along very well at the University. The only difficulty that I see is there aren't enough hours in the day for Dr. Burton to do all he wishes. One of our responsibilities must be to see that he won't overwork, which isn't easy.

It is interesting how human minds work. I find myself exulting over the happy conclusion of the matter we have had so much in my mind recently and at the same time saying, "Now Bestor!" Respectfully referred next week to you and Mr. Burton!

With affectionate regards to Bertha,

Yours cordially,

HAEOLD H. SWIFT

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.
My dear Dr. Burton,

It is very desirable that the University of Chicago take the lead in establishing a chair or division of the Department of Education for the study of administrative problems of higher education and for courses along this line.

The man who more than any other has contributed in a definite and concrete way to such study is Mr. Arnett. It would be a matter of great satisfaction to all the members of our Department and a source of the greatest encouragement to me personally if he could be induced to come and give some courses along these lines.

Very sincerely,

Charles H. Judd

Nov 18, 1923.
November 19, 1933.

Dr. E. D. Burton,
President, University of Chicago,
Chicago, Illinois.

My dear Dr. Burton:

A heavy cold has kept Mr. Arnett at home for the last few days. He wished me to write you in appreciation of your telegram to him, which gave him great delight. As soon as he recovers from his cold he will write you himself.

Yours very truly,

[Signature]

Secretary to Mr. Arnett.
November 19, 1923

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

Dear President Burton:

Since our talk of Saturday, I have gotten up a proposed letter to Mr. Rose on the theory that since I opened negotiations with him, perhaps I ought to close them, and on the further thought that you may have an opportunity to take a similar attitude verbally.

Would you be good enough to indicate frankly whether you agree that I should write a letter, and if the answer is affirmative, to criticise this one freely? Shall be glad if you will call me on the telephone at your convenience not later than noon of Tuesday. I shall be home this evening until 7 o'clock.

Yours cordially,

Harold N. Swift.
November 20, 1923

Dr. Wickliffe Rose,
President, General Education Board,
61 Broadway,
New York, New York.

Dear Dr. Rose:

Our discussion with Mr. Arnett, to which you graciously assented, in connection with the problem of the continuance of the office of Business Manager after Mr. Heckman’s retirement, has as you know resulted in Mr. Arnett’s agreement to come to us. We believe he will so increase the efficiency of the University as to be of real significance to educational institutions throughout the country, which will prove a contribution to the work in which the General Education Board is interested and thus will be gratifying to you as well as to us.

Your cordial letter of the summer to me, and Mr. Arnett’s report of your magnanimous spirit in discussing the matter, would make me feel remiss were I not to convey to you our keen appreciation of your attitude.

Yours cordially,

HAROLD H. SWIFT

HHS&GB

cc President Burton
November 30, 1930

Mr. DEAR MR. AMERICAN:

I have just received a letter of the summer to me, and
sent a complete report of our operations during the past year.
I am writing to express my surprise at the nature of your letter.
I was not aware that you were interested in our work.
Please let me know if you would be interested in lengthening your stay.

Yours sincerely,
HAROLD H. SMITH

Enc.
November 20, 1923.

My dear Mr. Arnett:

Words are quite inadequate to express my pleasure at your decision to cast in your lot with the University again. Not that you have ever been away from us except physically. But it will be very good to have you back physically, mentally and spiritually.

I shall see you in New York at the end of the week. I am coming to the office to see Mr. Flexner Friday at four o'clock, and hope I can get in touch with you then. I shall probably remain in New York till Monday.

With heartiest welcome home and sincere affection

Very truly yours,

Mr. Trevor Arnett,
General Education Board,
61 Broadway,
New York City.

RBB:CB

I fear Mr. Heckman is going to be laid up for some time. He has had a preliminary operation and another must follow in a week or so.
November 20, 1923.

My dear Dr. Rose:

It is with somewhat mingled feelings that I think of you in connection with Mr. Arnett's coming back to the University. I know how much you will miss him, because I know how much we prize him, and I am sincerely sympathetic when I think of your losing him. But I can but hope and believe that he will do such a work, not so much in enlarging the scope of our work as in enabling us to raise the level of its quality that his coming to us will enable the University to make a far larger contribution to the general cause of education than we could have made without him, and will more than compensate for his loss to you.

Perhaps you will feel that this represents a prejudiced point of view. But we shall do our best anyhow to justify our faith.

With sincerest appreciation of your generous attitude, I am

Sincerely yours,

Dr. Wickliffe Rose,
General Education Board,
61 Broadway,
New York City.
November 30, 1930

My dear Mr. Hoover,

I am with somewhat melancholy feeling that I
think of you in connection with the University's coming peak
of the University. I know how much you will miss me. I know how
sympathetic when I think of your present firm. But I can
not hope and believe that you will go such a work as to
work in parallels the scope of our work as an experiment to
raise the level of the utility and the coming up to us will
make the level of the utility to make a far better contribution
to the general sense of education than we could have made
without him. and will make strenuous endeavor for the honor to
you.

May you will feel that this represents a
meaningful point of view, and we will go on your work
with every sense of appreciation of your kindness

With affection, I am

Sincerely yours,

Dr. Anthony Hooper
General Manager Board
E. Boardman
New York City
November 23rd, 23.

My dear President Burton,

Mr. Arnett's resignation came before the Board at its Meeting on yesterday. You may readily understand the Board's reluctance to have him go. A resolution was adopted postponing the question of accepting his resignation, pending a further discussion of the subject between the representatives of the Board and of the University of Chicago. I take it for granted that you will be in conference on this subject to-day.

I am sailing to-morrow for Europe. I wish you to understand, however, that whatever may be the final decision arrived at, I shall concur in it and shall undertake to cooperate in every possible way in furthering the interests which we all have at heart. Wherever Mr. Arnett may be, he can be useful both to the University of Chicago and to the Board. I had already had in mind a plan for continuing cooperation with him in two lines of work in which it would seem that the interests of both institutions could be served to advantage. You may count upon me for anything that I can do in this direction.

Very sincerely yours,

[Signature]

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

The Board of Regents, having received your communication of October 27th, 1933, expressing your dissatisfaction with the Board of Regents of the University of Chicago, in which you declare your belief that the University of Chicago has failed to develop as a national institution and to cooperate in your movement to create a national university, have been unable to meet you in the spirit in which you have addressed them. It is, of course, open to you to appeal to the Board of Regents of the University of Chicago and to the Board of Regents of the University of Chicago for a hearing in the matter. We have, however, no intention of continuing the controversy that has arisen between us.

Very truly yours,

[Signature]
RESIGNATION PRESENTED TO OUR BOARD TODAY ACTION WAS DEFERRED
PENDING CONFERENCE WITH CHICAGO AND NEW YORK AUTHORITIES TO
EXAMINE A PLAN PROPOSED LOOKING TOWARD AN ARRANGEMENT WHEREBY
THE NEEDS OF THE UNIVERSITY MIGHT BE MET AND ALSO THOSE OF EDUCATION
AT LARGE PLEASE TAKE NO FURTHER STEPS UNTIL CONFERENCE IS ARRANGED
WILL SEE YOU TOMORROW

TREVOR ARNETT

Pres. Burton

Mr. Swift said he would handle this.
CHICAGO ILL 22

ERNEST D BURTON

COMMODORE HOTEL NEW YORK NY

REFERING TELEGRAM SENT TO TRAIN AT TOLEDO WHILE DO NOT WISH TO PREJUDGE MATTER YET DO NOT SEE HOW WE CAN BE EXPECTED TO LOOK WITH FAVOR ON PROPOSITION TAKING BUSINESS MANAGER AWAY FROM CHICAGO VERY MUCH AND THINK YOU MIGHT EXPRESS THIS VIEW IF OPPORTUNITY PRESENTS

HAROLD SWIFT.
Nov. 26 1923

My dear Dr. Burton,

The hope that you had a pleasant and comfortable journey from New York to Chicago. You will note from this letter that we are staying at this hotel and not at the Rialto Hotel in which I told you we would be. The event this last night, and found that it was most sumptuous and
expensive and frequented largely by members of the chosen race.

This hotel is under proper management and suits us very nicely. This has been a bright and beautiful day and we have enjoyed it by riding on the boardwalk. We hope that with this fresh air and sunshine we shall soon get rid of our colds.

Bertha joins me in most cordial and affectionate regards to Mrs. Branton and yourself. I am yours sincerely,

Trevor Annett
November 30, 1923

Mr. Trevor Arnett,
Hotel Dennis,
Atlantic City, N.J.

Dear Trevor:

I want to acknowledge your telegram of early afternoon Thursday, November 22 and your later one that evening to my house, and to apologize for the delay in acknowledgment. Your statement that you would see Mr. Burton on Friday assured me that I would hear from him, which occurred Friday night. The plan then was for me to come down and to see you Monday so that it seemed acknowledgment would be verbal. Then Saturday night Mr. Burton wired me to await developments and to cancel plans to come at that time, with the statement that he would explain in detail upon his arrival. This, combined with the confusion of guests over Thanksgiving, prevented my having a full review of the situation until last night. I understand from Mr. Burton that we may expect to hear further from you so that I want only to say that we shall be glad to hear what seems wise to you on the whole proposition when you have come to a judgment on the matter.

I sincerely hope that you and Bertha are finding rest and strength at Atlantic City and that you both soon will be in full physical vigor.

Cordial best wishes to both.

Yours faithfully,

HAROLD H. SWIPT
I have to communicate your regrets to you.

At noon tomorrow, November 15, you and your father can come in my
office at 9:30 to sign your agreement for the purchase of your home.

Your agreement states that you may pay over a period of five
years from the date of purchase. The present price is $400,000.

I hope you find this amicable solution acceptable. It was not my
intention to bring you any inconvenience.

Henry W. Smith

November 15
The Committee on the Office of Business Manager recommends that Mr. Trevor Arnett be appointed Vice President and Business Manager at a salary of $15,000 a year, with the understanding that an arrangement will be entered into by which he shall be entitled to retiring allowance of $5000 to $7500 on the contributory allowance plan.

The service to begin at such date as may be agreed upon between the President of the Board and Mr. Arnett, and...
On the recommendation of Director Judd and with the concurrence of the Committee on Instruction and Equipment the President recommends that Mr. Trevor Arnett be appointed Professor of Educational Administration in the Department of Education, with the understanding that this professorship carries with it under the statutes of the University membership in the Senate. This appointment to run concurrently with his holding of the Office of Vice President and Business Manager.
December 1, 1923.

SUMMARY OF SITUATION REFERENCE EMPLOYMENT OF MR. ARNETT AS BUSINESS MANAGER, SINCE HE REQUESTED THAT PUBLICITY BE WITHHELD UNTIL AFTER THEIR BOARD MEETING, NOV. 22.

(1) Wire Received 1 P.M. Nov. 22:

"Harold H. Swift:
Resignation presented to our Board today. Action was deferred pending conference with Chicago and New York authorities to examine a plan proposed looking toward an arrangement whereby the needs of the University might be met and also those of education in large. Please take no further steps until conference is arranged. Will see President Burton tomorrow.

Trevor Arnett."

(2) Wire Received 10 P.M. Nov. 22:

"Harold H. Swift:
At personal interview this morning, Junior (J. D. Rockefeller, Jr.) suggested proposed conference. Because of his relation to all interests any proposal from him must be considered.

Trevor Arnett."

(3) Letter written by Trevor Arnett Nov. 22 - Rec'd Nov. 24:

"My dear Harold:

I sent you a telegram at noon regarding the action of the Board on my resignation, asking that it be deferred pending a conference to see whether a plan might be worked out of a compromise nature so that both the Chicago and New York interests might be cared for. Tonight I sent you a message saying that it was Mr. Rockefeller, Jr., who had made the proposal.

When my resignation was presented I left the room and a few minutes later Mr. R. followed and came into my private office. He had not known of my intention to resign and was greatly concerned and talked with me for a considerable time over the whole situation and of what plans he had for a larger reliance upon me in connection with all his boards and enterprises, and of his great desire to have my cooperation and advice in connection with them.

I told him that I had given you to understand that I would come back to Chicago, but had requested you to wait until after our Board met today and took action before making the decision public.

Trevor Arnett."
December 1, 1925

MEMO to All Touring Excelsior Messengers

Heber H. Swartz

Chicago

SUMMARY OF SITUATION RELATING TO EMPLOYMENT OF MR. AMHERT AS BUSINESS MANAGER SINCE HIS RETURN FROM THE WEST COAST.

This report, which has been filed in my office, contains a discussion of the situation that has developed since Mr. Amherst's return from the West Coast. It is my belief that the best way to handle the situation is to make a plan for the future. Please note that the report contains many important facts that will be useful in the planning of future operations.

H. H. Swartz

Received by: [Signature]

[Stamp: Received by: [Signature]]

[Stamp: Received by: [Signature]]

[Stamp: Received by: [Signature]]

[Stamp: Received by: [Signature]]
He then said did I think you would wish to hold me to that promise and not be willing to have me consider a plan which he proposed and which he hoped might work out so that I could render great service to the University and still be free to help him and the Rockefeller Boards. I replied that the men at Chicago were high-minded and I was sure would wish to act honorably and in a broad-minded manner and would wish to have any plan proposed by him and by the Board given the fullest and most careful consideration, that they were very anxious to have me come to Chicago to assist them and that I was anxious to help the University to the best of my ability. I also said that I felt that any counter plan which he proposed should be and would be carefully considered. Mr. R. said that he very much regretted that the officers of the Board had not at once taken up the subject with him so that he could have acted earlier. He further said that if after the plans had been discussed and weighed, I came to the conclusion that I ought to go to Chicago, he would be assured that it was my sincere and honest opinion and he would respect it.

There were other things which he said of a personal nature but the foregoing is the gist of the interview. Mr. R. has invited me to take luncheon with him tomorrow and will then tell me more fully of his plans and later in the day I expect to see President Burton.

Dr. Rose sails on Saturday for Europe for some months and in accordance with the plan I mentioned to you in Chicago, I was made Acting President of the Board in his absence, so in any event I could not come to Chicago till Spring.

I have written at length so that you may be informed of all that happened and that you will agree with me that under the circumstances I have done the only thing which could be done in justice to all interests concerned. I am truly sorry that this complication has arisen.

Yours sincerely,

(Sgd.) Trevor Arnett.
...
feller was asking for a conference, he thought we could not refuse it and would like H.H.S. to come on promptly.

E.D.B. said that Mr. Arnett's attitude was satisfactory. He had made the arrangement with us and was not attempting to abrogate it, but gave as his advice that if Mr. Rockefeller asked for a conference we should, for policy reasons, grant it and should try to come to an agreement which would satisfy him.

_____________________________________

(5) Wire Received 5 P.M. Nov. 24.

"Harold H. Swift: Situation somewhat changed since our telephone conversation. Trevor seems likely himself to settle matter our way or at most to propose slight concessions. Think conference of committees now unnecessary and might embarrass him. Journey to New York may be necessary week later but not now.

Ernest D. Burton."

_____________________________________

(6) Memo. H.H.S. discussed the matter with E.D.B. November 29, who further recommended waiting to hear from Mr. Arnett who he thought would put forward a logical suggestion.

_____________________________________

(7) Memo. H.H.S. acknowledged letter and telegrams from Mr. Arnett, saying we would be glad to hear what seemed wise to him on the whole proposition when he had come to a judgment on the matter.
feller was sailing for a conference, he thought we could not arrive.

May mention lack of H.H.'s to come on promptly.

Dr. B. said that M. A. has a particular request for Secretary. He had made the arrangements with us and was not attempting to promote it. But, because of the situation at present, it made it clear that a conference was needed to make the best estimate. He had a particular reason for coming to a conference. He was interested in the matter.

"With regards, E.R. Nov. xx.

Handwritten note:

"Secretary to indicate in case of difficulty.

Conversation with Secretary. I wonder if Secretary of Commerce can be of some help to the Secretary of Commerce. I think you would like him to come to New York. We feel you unnecessary and might expedite him. You are to New York. May be necessary. Will be back to you.

Heartfelt regards."

---

Memo

H.H. addressed the letter with Dr. L. November 26th, who forwarded the matter with E.R. November 26th. He thought the situation was critical to rest from M. A. M. He thought it might be best to have a special conference.

---

Memo

H.H. sent a second letter to the Secretary from M. A. It was signed: We were very glad to hear from you in the matter. Proposition made to have come to a judgment on the matter.
MEMO. of Exchange of Wires Saturday, December 1, 1923

Atlantic City, N.J.
Dec. 1, 1923.

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

Am considering reply to Junior's suggestions. Would like your personal unofficial opinion of suggestion that as officer of University I be available for occasional conference with him and the Boards in New York. I think plan might have mutual advantages. Answer Hotel Dennis, Atlantic City.

Trevor Arnett

Chicago, Dec. 1, 1923

Trevor Arnett,
Hotel Dennis,
Atlantic City, N.J.

Answering: Your suggestion looks feasible to me. Believe chief point to safeguard is that you will be Chicago most of time and when absent for only short intervals account many continued negotiations needing constant attention and forceful prompt handling at proper moment, for instance, continued negotiations with Rush lawyers and Board on new medical contract, also recently had two day option close important real estate investment under negotiation over a year, and this week splendid opportunity buy real estate mortgage bonds offered for sale yesterday and probably over-subscribed by tonight.

Harold H. Swift
MEMO

December 1, 1933

To: Hotel Manager

From: M. L. Smith

Subject: Transportation

Your recommendation looks reasonable to me. Please defer accepting offers to extend the contract for another year. It may be advisable to extend the contract at the present time. Your recommendation has been reviewed, and we are considering it carefully. A contract extension will be sent to you for signature, and we will notify the transportation company of our decision.

M. L. Smith
December 3, 1923.

My dear Trevor:

I greatly appreciate your letter of November 26th, and am extremely sorry that the pressure of business, extraordinary even for this office, has made it seem impossible for me to write until now.

I hope you and Bertha had a very restful week at Atlantic City, and that the perplexities which have been created by your own extraordinary ability and desirability have cleared away, and that there is light on the Western skies making clear your path onward.

The situation becomes daily more interesting here, and the only difficulty that gives me serious trouble is that of finding time and strength to enter the doors that stand open.

Always most cordially yours,

Mr. Trevor Arnett,
Hotel Dennis,
Atlantic City, N. J.
Dr. B. A. Burnton
Professor, University of Chicago

My dear Dr. Burnton:

Thank you very much for your letter of December 31.

I hope you will find the attaches under the attachment of yours.

You wrote that you had submitted a report to your department and that you had no objection to my work being used. I agree.

Only in that we have been asked to complete our report and that the report be completed by a certain date. I have tried to proceed with much speed and to keep your instructions in mind.

I have also been working hard on my own time. I have not been giving much time to any other work, but I have been working on the manuscript that I submitted to you. I hope to complete it soon. I have been working on it since the beginning of the year and I hope to have a conference with you on it by the end of the month.

I am very interested in the activities of the University and I am very interested in the development of opportunities available. I am also very interested in the development of the University and I understand that the University will be able to make the most of these opportunities.

Perhaps you can join me in these conferences. I look forward to hearing from you soon.

Yours very sincerely,

[Signature]
Copy E.D. Burton (From H.H. Swift)

Atlantic City, N.J.
December 5, 1923.

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

My dear Harold:

I received your telegram of December 1st in response to mine of the same date, and also your letters of November 30. Bertha and I have been at Atlantic City now for ten days and I am very glad to say that the severe colds and sore throats which we had been having for some time have now practically disappeared, and we are beginning to feel quite fit again.

While here I have taken the occasion to edit the proceedings of the conference of treasurers which we held at the University of Chicago in August last. I have been assisted in this by Miss McCall, Mr. Thorkelson, and Miss Golden of my office. We are pleased to find how useful the notes of this conference promise to be. I am thinking of having them printed at the University of Chicago Press and sent to the members of the conference, and others upon special request. They will probably fill a book of about two hundred pages, and touch on practically all topics of interest to university treasurers and financial officers.

In addition to editing the proceedings of the conference I have been giving much time and thought to the answer which I am to make to Mr. Rockefeller when he returns from Maine next week. I think I have worked out a satisfactory solution, which I hope will appeal to him as the wise one. As soon as I have had a conference with him I will communicate with you promptly. My conclusion is along the lines of the talk which I had with Dr. Burton in New York.

The weather here has been very bright and sunny, except for today and Friday last. The temperature has ranged around 48 and 50 all the time.

We are anxious to hear how Mr. Heckman is progressing. We had a note from Mrs. Heckman last week saying that the doctors were waiting until Mr. Heckman got stronger before they performed the second operation. We hope that if it has already been performed that it has been very successful and that he is now on the road to recovery.

With affectionate regards, in which Bertha joins,

I am

Yours very cordially,

TREVOR ARNETT

TA AM
HOTEL HOLLEY
Washington Square West
NEW YORK
Dec. 8, 1923

My dear Harold:

Bertha and I returned this evening from Atlantic City greatly rested and improved by our sojourn there. The weather was most delightful except for two days, so we were able to be out whenever my schedule of work permitted.

I received your letter of Dec. 6 this afternoon. I wish I could be at the Trustees dinner next Thursday for it would be a pleasure to be there, but I must hold the fort next week as all the other officers of the Board are away. Rose is in Europe, Buttrick in Johns Hopkins Hospital, and Flexner out West.

I also wish that you might make the announcement you suggest, but I promised Mr. Rockefeller to answer his proposals, after I returned from Atlantic City and he returns from Maine. He was to go there the beginning of this week and return next Saturday, December 15, so I have not seen him since the day after our Board meeting, and the arrangement was that I should see him in person again before the matter was finally disposed of. I am sorry that I cannot see him till after the day of your meeting and dinner, so that the matter might be settled by that time. I do hope, however, that by Christmas the subject will be in a form satisfactory to all concerned. As I wrote you a few days ago, I have drafted my reply to Mr. Rockefeller's proposals so that it is ready for me to take to him as soon as he returns.

I am sorry that so many delays have occurred in the progress of these negotiations, but I thoroughly believe a good purpose underlies all such things, and when they are concluded, we shall probably see it more clearly than we do now.

Bertha joins me in affectionate regards to you,

I am

Yours most cordially,

(Sgd.) TREVOR ARNETT

P.S. Please give my warmest regards to the Trustees.

T.A.
December 10th

Dear Troutt:

Thank you for your letter of December 8th.

I am sorry that you cannot go on the Tuscania dinner trip on me,

and are unable to make one. I am unable because my situation does not allow me to take

part of course, of course. I understand the situation and am sorry that things are

not any other way.

I am very much interested in the University of California's new college in

Boulder. I know very well that your grandfather recently went to the college and

took the classes on the T.A.'s. I have never received a copy of your

December 8th letter, and will write again to December 13th to the

attention of the college, if you will send your interest with me.

Yours in all cordiality,

Harold H. Smith

G.W.O.

66 East 58th

New York, N.Y.
December 10, 1923

Dear Trevor:

Thank you for your letter of December 8. I am sorry that you cannot be at the Trustees' Dinner and am doubly sorry that we cannot make the important announcement, but of course I understand the situation and see that there is no other way.

Important dates in the University calendar seem to be coming along pretty thickly recently and the next one, after the dinner on the 13th, is the Convocation on the 18th. I know very well that when Mr. Burton receives a copy of yours of December 8, his mind will naturally go to December 18, so if the situation seems clear to you after your interview with Mr. Rockefeller, I should be very glad if you would give me the necessary word for announcement at Convocation.

Yours in all cordiality,

HAROLD H. SWIFT

HHS#GB
cc - E.D.B/
    C.W.G.

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.
December tenth
1 9 2 3

My dear Doctor Rose:

I have been a bit tardy in the acknowledge-
ment of your of November twenty-third, partly,
I suppose, because I knew that the letter
would necessarily be tardy in reaching you.

I want now to express my appreciation of your
generous and courteous treatment of the whole
matter to which your letter refers. My
earnest hope is that a solution of the problem,
created by our double need, may be found which
will commend itself to your Board as on the
whole wisest and best.

I greatly appreciate what the International
Education Board has done and is doing for the
University of Chicago, as well as the broad
and beneficent scope of its other work.

Very sincerely yours,

Dr. Wickliffe Rose
61 Broadway
New York City