August 9, 1923

My dear Mr. Gale:

A recent letter from Dr. Abraham Flexner contains the following paragraph which I am sure will interest you.

"You may remember that I told you that a New York surgeon, to whom I recounted Luckhardt's work in Ethylene, told me that his sister-in-law had undergone an operation under Ethylene in December. I wrote to one of the leading surgeons of London to find out whether this was a fact. I have just received a letter from him, telling me that so far as he knows no work has been done with Ethylene in England, and refers me to Luckhardt's publication in this country for information on the subject. It is clear, therefore, that Luckhardt has not been anticipated, and that the sister-in-law of my New York friend got the names mixed up."

Yours truly,

Dean H. C. Gale
Faculty Exchange

EBB:HP
Physiol.

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

In connection with your needs in physiology I mentioned the other day the possibility of your getting Meyerhof of Kiel—a young fellow who visited Chicago six months ago. You will be interested to know that since I mentioned him to you I have had word that he has been awarded the Nobel Prize—that will give you some objective measure of his significance.

Please do not consider that I am "butting in." I simply pass the information on to you.

With all good wishes,

Sincerely yours,

[Signature]

AF*3B
To: 

From: 

Subject: Employment Inquiry

Dear [Recipient],

I am writing to inquire about the possibility of employment with your company. I am currently a second-year student at the University of California, and I am very interested in the field of [insert field]. I have attached my resume and cover letter for your review.

I am confident that my skills and experience make me a strong candidate for the position. I have [insert relevant experience or skills].

Please let me know if you would be interested in discussing this opportunity further.

Thank you for your time and consideration.

Sincerely,

[Your Name]
The University of Chicago
Department of Physiology

Nov. 1923

Dear Dr. Sale & Trufts,

As per our recent conference I submit data on Dr. Meyerhof. He should be seriously considered for physiological chemistry or in general physiology.

A. Carmon

Meyerhof
OTTO MEYERHOF, Associate Professor (Professor Extraordinary) of Physiology, University of Kiel.

Shared with Professor E. V. Hill the Nobel prize in Physiology and Medicine for the year 1922, on the basis of his work on oxidation in muscle tissue. Professor Meyerhof visited our University a year ago and gave two public lectures here before the students in Physiology and Medicine on his research work. He speaks good English, has a fine personality, and seems to be a very active research man. I do not know anything of his ability as a teacher.

The following is a partial list of Dr. Meyerhof's publications to date:


The following is a partial list of the references' topics:

- Ueber die Wasserstoff-gegen-Vitamin-C-aktiv-Verbindungen. Klett.
- Ueber die Berechnung der Atmungspigmente. Klett.


Beantwortung der Anfragen der Interessen durch Anschreiben

Dr. Back, C. Vgl., Bd. 106, S. 593.

Die Anfragen werden in erster Linie in Kennecken erhoben.

Dr. Ack, C. Vgl., Bd. 106, S. 595.

Der aufgestellte Vertrag in Nöten erhalten.

Dr. Ack, C. Vgl., Bd. 106, S. 597.

Unter Gegenstands- und Nöten-Capital in Kennecken.


Unter Bestimmungen für Nöten und Capital.


Unter Gegenstands- und Nöten-Capital - Nöten in Kennecken.

Marktewege, etc. C. Vgl., Bd. 106, S. 605.

Während der Verlagung der neuen Mitteilungen in den Verlagsnachrichten gebe


Die Miterhebung Umgestaltungen in Markt.


Kontinuierlich und Mitteilungen in Kennecken.


Mitteilungen über die Netzwerke und Netzwerke-Arbeit.


Unter dem Namen Städtische Stellen für Gebäude

November 12, 1923.

My dear Dr. Lillie:

I read with surprise and dismay the announcement in SCIENCE that the Nela Laboratory had abolished your position. I hope that a suitable position will be found for you, but I want to let you know how I feel and also to assure you of my willingness to assist you in getting a new position.

I may point out to you that I happen to know that Dr. McLean, who has just been called to the University of Chicago as Professor of Internal Medicine, has made a demand that a chair of general physiology be created at that university. I have no doubt that your chances for getting that position are good.

Please let me know whenever you feel that I can be of assistance to you.

Yours very sincerely,

[Signature]

Dr. Ralph R. Lillie,
Nela Research Laboratories,
Nela Park, Cleveland, Ohio.
Memo. to the President as to an appointment in Physiology.

Messrs. Gale, Carlson and Tufts conferred as to an appointment in Physiology. The gist of Mr. Carlson's judgment was this. His first choice would be Lillie. If it were not possible to obtain Lillie, Mayerhoff would be undoubtedly a strong addition.

Mr. Carlson had not heard that Mayerhoff had been awarded a Nobel Prize and in view of the fact that the prize in medicine had been announced for Banting and MacLeod of Toronto was inclined to doubt the basis of the report. The explanation for this is in a paragraph in "School and Society" which states that Banting and MacLeod were awarded the prize for 1923 and Hill and Mayerhoff the prize for 1922 which had not previously been awarded.

The reasons, in brief, why Lillie would be preferred are:
(1) Lillie has a considerably greater body of work. He is constantly productive. (2) He has had remarkably broad experience at Chicago, Johns Hopkins, Clark, and Naples. (3) Although he has published a great deal he is still in his prime, being forty-eight years old, and would take an important place at once in the biological group of departments.

Concerning Mayerhoff, he uses English well, is of agreeable personality, and is undoubtedly a promising man who would bring fresh European ideas. On the other hand, he is not yet so strong an all-round man as Lillie.

As regards salary, Carlson thinks we should have to offer Lillie about $6000. He thinks we should probably have to offer Mayerhoff at least $4500. He does not think we should put ourselves in the position of taking advantage of the desperate conditions in which European scientists, many of them, find themselves, to drive a sharp bargain such as one that has recently come to his attention in another institution. We should fix his salary in accordance with our general salary scale and his age and experience. Carlson says that great pressure is being brought to bear upon scientists both in England and on the Continent not to leave their native country in the lurch at the present moment, even for great increases of salary, since it is felt that their own countries need scientific men. I suppose that the prize of $20,000 will make Mayerhoff relatively more independent. Mr. Carlson has submitted a list of Mr. Lillie's publications and will prepare a similar list with regard to Mayerhoff.

Copy to Mr. Carlson.
January 21, 1924

Dean James H. Tufts
University of Chicago
Chicago, Illinois

My dear Mr. Tufts:

I have just had a conversation with Mr. Flexner of the General Education Board with respect to a period of study abroad for Luckhardt. He has consulted with Professor Mendel of Yale, who was instrumental in having Luckhardt called to Yale and therefore knows him well. Luckhardt's report is favorable, and Mr. Flexner is now prepared on behalf of the General Education Board to say that the Board is willing to cooperate with the University, giving Mr. Luckhardt the opportunity of a year's study abroad.

I note the following points:

1) If the University will contribute $2500 the General Education Board will provide the necessary addition, presumably somewhere in the vicinity of $4000 or $5000.

2) This grant will be on the understanding that Luckhardt will spend not less than one year in Europe.

3) Mr. Flexner requests that we will find out by conference with Luckhardt what total sum would be needed for the year to enable him to make the journey in comfort and with advantage educationally, and to care for his family. This includes, as I understand, an aged mother who would probably have to be left behind and cared for separately.

4) Mr. Flexner feels that Mr. Luckhardt ought to confer as to the plan of his year's work not only with Carlson but also with Mendel, and desirably with Doctor Simon Flexner. He suggests, therefore, that Luckhardt should arrange a journey to New Haven and afterwards to New York, visiting Mendel.
at the former place and Doctor Simon Flexner at the latter. After these interviews he would naturally call at the office of the General Education Board, though he may not find Mr. Abraham Flexner in. Simon Flexner, I am informed, has given a great deal of thought to the development of physiology in America, and although this is not precisely Luckhardt's field it is desirable that he should have in mind what Doctor Flexner has thought out.

Doctor Simon Flexner will be out of town until about February 1. Luckhardt should, therefore, arrange his visit so as to arrive in New York a little after that date.

As respects the grant of the University, I assume that Mr. Luckhardt has to his credit three months' vacation, or may at least be permitted to draw that amount, partly on the basis of service rendered, partly on the basis of service to be rendered after his return.

While the University is of course reluctant to grant extra vacation on pay except in cases of severe illness, this seems to me to be sufficiently exceptional so that we could properly recommend to the Board of Trustees an extra grant of three months' vacation on full salary. This would signify that for the period of his absence he would draw the sum of $2750 (one-half his yearly salary) if, as I suppose, that salary is $5500. If it suits his convenience we can pay this in twelve annual installments and, the General Education Board doing the same, he would have a regular monthly stipend.

May I ask that you will consult with Mr. Carlson and with Mr. Luckhardt himself. If it seems desirable, as I presume it will, to make an answer to the General Education Board before the next meeting of our Board, please ask Mr. Holden if he will, as Chairman of the Committee on
Dear Sir,

I am writing to request a favor on behalf of my brother, Doctor Simon Hacker, who is due to return from a trip to Europe today. He has been informed by the Department of Health in New York City that he is required to come back immediately due to an urgent matter.

Doctor Hacker is a respected member of the medical community in our city, and his return is expected to have a significant impact on the health care system. He has informed me that he is willing to come back at once, but he is concerned about the potential consequences for his practice.

If there is any way I can assist him in returning to New York City as soon as possible, I would be grateful. I believe that his expertise and dedication to the community will be greatly missed.

I look forward to hearing from you.

Sincerely,

[Your Name]
I, Construction and Equipment, approve the recommendation that Mr. Luckhardt be given the extra vacation with salary which is recommended above. The suggestion comes, of course, with my recommendation. If Mr. Holden hesitates to assume this responsibility, you may find it advisable to consult with Mr. Swift. The General Education Board will pay the expenses of Mr. Luckhardt's visit to New Haven and New York. The University, of course, would be prepared to advance him the money if necessary and the account would be covered afterward by the General Education Board.

Very sincerely yours,

[Signature]

EDB/LFA
δεύτερη έκδοση

Φράσεις αφενός επί τον παραδοχήν της σύμβασης για την προσωρινή επιχείρηση και την εκδοτική συνεργασία.

Διαπρεπείς προς την αναποφοβήν της σύμβασης με το προς το πολιτισμικό και εκπαιδευτικό πεδίο και

δεύτερη έκδοση

προς την αναποφοβήν της σύμβασης με το προς το πολιτισμικό και εκπαιδευτικό πεδίο και

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δεύτερη έκδοση

προς την αναποφοβήν της σύμβασης με το προς το πολιτισμικό και εκπαιδευτικό πεδίο και

δεύτερη έκδοση

προς την αναποφοβήν της σύμβασης με το προς το πολιτισμικό και εκπαιδευτικό πεδίο και
March 10, 1924.

Professor A. J. Carlson,
Department of Physiology,
University of Chicago,
Chicago, Illinois

My dear Professor Carlson:

You have presented a difficult question to me in your letter of February 27th, asking for the name of some outstanding person for a Professorship in General Physiology. Recently, during a discussion of a somewhat related problem, I heard the name of Ralph Lillie put in the highest rank by persons whose judgment I rate highly. There seems to be a widespread impression that he is a man of unusual talent, the chief criticism being one that involves his temperament and his relations to others. For a post in which the work of the individual rather than his direct influence upon others is the most important factor, I presume that you need to consider him very seriously.

Many persons have spoken highly of Meyerhof. It happens that I was in California at the time of his tour through the eastern United States, so that I did not have a chance to hear or meet him. One of my intimate friends has remarked that Meyerhof either acquired his ideas or had them corrected through his stay in England, and that the contributions of certain persons there (other than Hill) have never been properly recognized in connection with his work. Personally I do not feel that any of the persons likely to be available are sufficiently outstanding to command immediate consideration. I might cite a number of younger men who have given much promise in two or three publications, though I should regard their appointment...
Yale University
Department of Psychological Chemistry
New Haven, Connecticut

Dear Professor Davis,

I have been pleased to receive your letter of February 15th, enclosing your paper on the action of certain chemicals on the nervous system. I am writing to express my hearty congratulations on the work done in this field of research.

The results you have obtained are of the greatest importance, not only for the advancement of our knowledge of the mechanisms of nerve action, but also for their possible application to the treatment of various nervous disorders. Your work has opened up new avenues of research and has provided valuable insights into the nature of nerve impulses.

I am indeed pleased to have the opportunity to work with you and look forward to the continued development of this fascinating field. Please keep me informed of any new findings or developments you may have.

Sincerely yours,

[Signature]

P.S. I enclose herewith a copy of my recent paper on the action of certain substances on the nervous system for your perusal.
at their present age as a large gamble involving many years to come. There are, as you know, many persons who talk as if the future of physiology were solely a matter of physical chemistry. I myself cannot get away from the importance of the biological viewpoint; and I feel that the role of organic chemistry in the development of biological research has never yet been played to the extent that it can be if competent workers are attracted to its problems. I regard Donald Van Slyke as an exceptional person, who combines as many important viewpoints and working capacities as any man of his age whom I have met. To me he represents the type of greatest promise and progress.

Inasmuch as you have asked me to speak confidentially to you -- and I gladly do so because I count you among my real friends -- I may say that I am not in sympathy with the current tendency, or rather the momentary impulse, to search the world for super-men with whom to fill positions that may be created in the universities or research institutions. Such a procedure does not increase the sum total of the competent investigators. It merely reallocates them. Experience shows that comparatively few persons of outstanding accomplishment have prospered mightily after such transplantations. Scientific investigators are usually slow in their development. They are usually evolved slowly, not created by sudden selection. If I were an academic administrator and had a problem like yours, I should advocate spending the funds available to attract a considerable number of younger men of promise to the laboratory and giving them a somewhat larger degree of individual freedom than is customary in most academic circles. I should encourage them in many ways and make a large effort to see that proper promotion followed the exhibition of capacity. In this way, I am confident, that in the course of a few years
As part of my research, I have been exploring various aspects of the field of psychology. I have conducted a number of experiments and gathered data on the importance of psychological awareness and the role of the psychologist in the development of psychological research. I have found that the role of the psychologist is crucial in the advancement of psychological knowledge and has far-reaching implications for society.

In my previous work, I have introduced new ideas and concepts to the field of psychology. I have also collaborated with other researchers to develop new theories and approaches. These contributions have been recognized by the academic community and have led to numerous publications and presentations.

I have also had the opportunity to teach and mentor students in the field of psychology. I have found that teaching is a rewarding experience and has provided me with the opportunity to share my knowledge and passion for the field.

In conclusion, I believe that the importance of psychological awareness cannot be overstated. As psychologists, we have a responsibility to the society to contribute to the advancement of psychological knowledge and to educate others about the importance of psychological awareness. I am committed to continuing my research and contributions to the field of psychology.
one or two or possibly more really striking personalities might be developed. This is precisely what happens in the great industries. Of course, an omniscient executive might make equally good selections earlier, but omniscience seems to be a rare quality largely influenced by conversations with eminent persons. And anyway, it means a lot to an institution to have a considerable number of young men who are growing up to their possibilities. One reason why we have had few such conditions is that our heads of departments are as a rule too self-centered and autocratic. The ideal "chief" is a good promoter of talent in men.

I wish that I might see more of you personally. Our occasional meetings are so hurried that they leave no opportunity to discuss the thousand-and-one items of common interest for us. The only solution of the difficulty is for you to pay a visit to us in New Haven, which is out in the country and free from the turmoil of big city life.

With cordial personal greetings, I am

Very truly,

Lafayette B. Mendel.
one of two or possibly more quietly existing personality types of whatever name...
April fifteenth
1924

Dr. Ernest DeWitt Burton, President,
University of Chicago,
Chicago,
Illinois.

Dear President Burton:

May I not trouble you with a problem which is weighing heavily on me and which concerns one of the men on your faculty?

Dr. Anno B. Luckhardt is just about to break down from long continued hard work without recreation. He is one of the most brilliant of the young men in physiology in America. He is one of my closest friends. I know him and his situation there at Chicago, intimately. One factor is that he is a very willing, conscientious worker; another is that he does not know how to take periods of rest and recreation; and the third is that Dr. Carlson is himself a tireless relentless worker and he does not know how to guard Dr. Luckhardt from the danger which threatens him.

The way this thing has been borne in upon me is, that I recently asked Dr. Luckhardt to come to us and deliver a lecture on his work on ethereal anesthesia and also one on the parathyroids, and also to repeat these lectures in Birmingham, where we have a graduate school of medicine. Well, Dr. Luckhardt responded with a very frank statement of his condition and stated that he could not leave his teaching work for that length of time, and also that he feared a breakdown.

My thought is that you as president should know that this situation exists and should take steps to correct it. I venture to suggest that you see to it that he gets an immediate vacation, and that he does not go on and ruin himself in this way.

I think it would do him good to come and be with me for a few days, and give these lectures. The Old South is beautiful at this season of the year, and I would do all I could to make his visit pleasant and helpful while he is here.

Of course this is confidential. I am a graduate from the University of Chicago. I took my Ph. D. there and also my M. D. and I worked with Carlson and Luckhardt for several years and I know them quite well.

I am going to depend on your interest in this matter.

Yours faithfully,

Clyde Brooks.
Dear Flournoy,

I must protest you offer a problem which is

Yet I protest against your appointing me to any office connected with your

Flournoy

Oxmoor, Ill.

Dear Mr. Flournoy,

I have not given you any notice of my resignation since the

 Yet I protest against your appointing me to any office connected with your

Flournoy

Oxmoor, Ill.
The University of Chicago
Department of Physiology

April 24, 1924.

President E. D. Burton,
Harper Library,
University of Chicago.

My dear Mr. Burton:-

I beg to recommend the appointment of Professor Ralph R. Lillie to a professorship of General Physiology in the University at a salary of $6000 a year, the appointment to take effect October 1, 1924.

I am authorized to state in this connection that if the general funds of the University should not be sufficient to cover the additional expenditures, Prof. Frank R. Lillie will guarantee the amount of his salary for two years, giving such guarantees to the University or paying the cash into the University treasurer as may be agreed on. It is understood, of course, that at the end of that time the University will be in position to assume the expenditures.

I further wish to recommend the appointment of Prof. Otto Meyerhof of the University of Kiel, Germany, to a professorship in Physiology as soon as funds can be secured for salary and needed assistants, and space available in the proposed new laboratories. I feel that Prof. Meyerhof's salary should be initial of $6000.

I may state that temporary provisions for working quarters for Prof. Lillie have been arranged for. The conditions will not be entirely satisfactory until our new building is ready for occupancy. We shall try to take care of running expenses on our general departmental budget, but some slight additions might have to be made.

Sincerely yours,

[Signature]

A. Charles
I have the pleasure of announcing the appointment of Professor Hiley to the position of Associate Professor of General Intensification at the University of Chicago, effective at a salary of $4000 as of October 1, 1930.

I am gratified to state in this connection that in the General Board of the University, there has been little opposition to the appointment of the Board, and that the appointment will be made with hearty approval of the University. It is my pleasure to announce that the University will be in position to assume the expenses of the appointment.

I am happy to announce the appointment of Dr. K.H. to the position of Professor of Metallurgy at the University of Chicago, effective at once on his arrival. The position will be made available as soon as possible, and the appointment will be made with the approval of the University.

I am gratified to announce that the position of Professor of Metallurgy will be filled by Dr. K.H., effective at once. The appointment will be made with the approval of the University.

I am happy to announce that the appointment of Professor K.H. will be made with the approval of the University.
January 17, 1925.

Dean J. H. Tufts,
University of Chicago.

My dear Dean Tufts:-

I have just received a letter from Luckhardt dated January 1st in which he says:-

"No doubt you have been waiting to hear my decision regarding the offer from the University of Illinois. Never before have I wondered and studied a similar proposition as I did this one. I have considered from all points of view and have had all kinds of counsel. There is no necessity of translating to paper my internal dissensions on the matter. Some friends urged me strongly in one direction, others as strongly in the other, so it came that I swayed perhaps to one side and then back again. This internal tug of war was on day after day and the outcome was indecision, but I finally decided on the first day of the new year to stay at the University of Chicago, doing what I can in teaching and research to the best of my ability, but less of the 18-hour a day drive. I hope that this decision is for the good of my family and of the University, but particularly for the good of the department. For good or bad, then, I have decided to stay.

This brings up the matter of the summer quarter, which question was not quite settled when I left. I do hope that I am not expected to teach without pay. As it is now I will probably have to send home for money since most of my travelling is to be done from now on, and living as we do the money has been going very fast. Suffice it to say that if we did not live here with relatives the allowance would hardly keep us going for six months."

Now, Mr. Tufts, I should like to see you as soon as convenient regarding financial arrangements for Dr. Luckhardt for the summer quarter, and also the possibility of providing some additional funds for him for his stay abroad. I do not like to ask the Rockefeller interests for an additional sum but I think the department is making some savings out of his salary this year and I would suggest that this be turned over to him at once to ease his financial stringency while in Europe. At any rate, I wish you would think this matter over and as soon as convenient I should like to take it up with you in conference. The big thing, as I see it, of course, is that Dr. Luckhardt has decided to remain in the University.

Sincerely yours,

A. J. Carlson
Dear Mr. President,

I have just received a letter from your office informing me that the university has approved the recommendation of the Committee on the Status of Women for your appointment to the University of Chicago. I trust that this appointment will bring many benefits to the university and to the country.

I have always been a strong supporter of the university and its mission. I believe that education is the key to a better future for our society, and I am confident that your leadership will help to advance this goal.

I am looking forward to working with you and contributing to the success of the university.

Sincerely,

[Signature]
March 15, 1925.

President E. D. Burton,

University of Chicago.

My dear Mr. Burton:—

In the last communication from Prof. Luckhardt he asks me to tell you something of his activities over in Europe to date. He is so busy that he feels he has not the time to write himself in detail.

So far he has had conferences with the leading men in most of the universities in Germany, Austria and Switzerland; investigated their methods of teaching both in physiology and in the clinical branches of medicine. He has been invited and has given lectures in 8 or 10 of the University centers to date on his research work on ethylene and on the parathyroid glands. Before he leaves for England he is going to visit the universities in Holland and the University of Copenhagen. In both countries they have men in the laboratories of the first rank. He will spend some time in the English universities before he returns here about June 1st.

After observing the conditions in Europe and writing me about them, we agreed that he could spend his time to best advantage in this survey of the laboratories and conferences with the leading men rather than to stop in any one place for intensive research along his line. I think our decision has been justified by the results. The fact is, except for the crowded conditions at present here in our laboratory, we have better facilities for his line of work here than practically anywhere in Europe, but I felt it important that he should meet our colleagues in Europe, see how they work and then take some time to think.

I may say that I feel greatly encouraged over the gradual cheerful tones of the communications from Prof. Luckhardt. I think he will come back completely recovered from his overwork with increased experience in ideas of methods of research and teaching and with his old power and enthusiasm renewed.

Sincerely yours,

A. J. Carlson

A. J. Carlson.
Dear Mr. Betterton,

Tentative Plan

University of Chicago

The Dean of Men:

In the last communication from you, I mentioned that
since we felt you somewhat at the finishing stage in
the preparation of the final, we were glad to be able to
send you some notes about the final and present them
in better time to relieve your pressure.

So let it be said. We have hoped with the teaching men to
make the contribution to the University of Culture and Scholarship
such that the work of the University of Culture is an embodiment
and an expression of the ideals of the University.

Your letter has been read carefully and I am glad to note the
positive support of the plan for a three year course.

We are now in the process of preparation of the final draft
with many more notes to be made. The final manuscript draft
will be sent to you as soon as possible.

After applying the conditions to the course and considering
the work done, we believe that the course plan is a
realization of the ideals of the University of Culture.

I think our plan is sound and will be well received by the
students.

The final draft is now in preparation, and we are eager to
see it in print as soon as possible.

Yours truly,

[Signature]

A. J. Betterton
Mr. J. H. Tufts,
Dean of the Faculties;
University of Chicago.

Dear Sir:-

It is gratifying indeed to all of us that Anatomy, Bacteriology and Physiology have recently been considerably strengthened by the addition of strong outside men in special fields of the respective departments. We feel that such additions are equally justified and needed in the departments of Physiological Chemistry and Pharmacology.

On January 24th we submitted to you specific recommendations in regard to Pharmacology, which are in keeping with the suggestions made in the yearly departmental budget recommendations for the past two years as well as in the department's statements to the committee upon development or reorganization for the future.

With reference to Physiological Chemistry proper, the department has repeatedly emphasized the importance of adding additional members of professorial rank to our staff. This is needed in order to have a staff comparable to those of the other medical sciences here as well as in other universities of high standing. It is especially important in order to meet the increasing needs of specialized knowledge not only for our own graduate work but also for the active cooperation so desirable with other departments. It is with reference to this need that we now submit two specific recommendations for consideration and action by the President and Board of Trustees:

I.- The appointment of Donald D. Van Slyke or of William Mansfield Clark as Professor of Physiological Chemistry.

(a) Dr. Van Slyke received his A.B. at Michigan in 1905 and his Ph.D. from the same institution two years later. Immediately after receiving his doctorate he became a Fellow in Physiological Chemistry at the Rockefeller Institute. He is still there and has been a member of the Institute since 1920. Dr. Van Slyke has an international reputation as one of the most foremost in Physiological Chemistry. In this country he stands in a class by himself. His researches are among those which have been most productive in solving not only purely academic questions but also in the direct application thereof to medical science. His appointment would strengthen the department in the broadest sense. He has had a limited amount of teaching experience and is 42 years old.
The Minister of Education
Department of Operating Equipment

On Int. 7. 1943

Dear Sir,

The Department of Education has recently been informed of the following complaints in several
of our schools:

1. Inadequate staffing of classrooms.
2. Lack of maintenance.
3. Insufficient supplies and equipment.

We feel that these issues need to be addressed urgently.

On behalf of the Department of Education,

[Signature]

[Department of Education Letterhead]
(b) As an alternative we recommend the appointment of William Mansfield Clark. Dr. W. M. Clark is 41 years of age, received the A.B. and A.M. at Williams in 1907 and 1908, and the doctorate in Chemistry at Johns Hopkins in 1910. He held the position of chemist in the Bureau of Animal Industry in Washington for ten years after leaving Hopkins and in 1920 was appointed Professor of Chemistry in the U.S. Public Health Service. He still occupies this position. Dr. Clark's researches also are internationally recognized as among the most fundamental. His contributions have been extremely important to all of the branches of medical science and particularly in the more specific application of Physical Chemistry to Biochemical problems. Dr. Clark is more specifically a chemist than Dr. Van Slyke, but all of his work leads to a direct application upon biological problems. His appointment would strengthen the Physical Chemistry phase, a phase which we could not develop on account of the limited staff, both in numbers and in rank.

II. - The appointment of Dr. Harry Steenbock as Professor of Nutrition. Dr. Steenbock is 39 years of age. He graduated from Wisconsin in 1908 and received the Ph.D. from the same institution in 1916. He studied in Berlin in 1913. He has been associated with agricultural chemistry at Wisconsin since 1908 and has held the position of Professor of Agricultural Chemistry there since 1920. Dr. Steenbock's researches have been upon various vitamins and, more recently, more particularly upon the remarkable effect of light upon nutrition. The appointment of a Professor of Nutrition is sought by us not only to strengthen another special phase of Physiological Chemistry, but also for active and efficient cooperation with the hospital as well as with the teaching of public health and hygiene.

The above recommendations are made by us after the careful consideration of other possible candidates. We feel that the candidates recommended should be approached as soon as possible so as to complete our organization, although the newly appointed or retained members would necessarily have to postpone their active physical cooperation with us until the completion of the new laboratories.

Respectfully,

[Signatures]

J. H. T.
more than the usual need for a regular diet and exercise, the individual would benefit by consulting a physician. The above advice is based on the latest research findings and should be followed regardless of gender or age. It is important to note that nutritional needs vary depending on factors such as health status, physical activity, and overall lifestyle. Therefore, it is recommended to consult a healthcare professional for personalized advice.

In the context of a balanced diet, it is essential to include a variety of food groups. This includes carbohydrates, proteins, fats, vitamins, and minerals. Each country has its own dietary guidelines, but the common principles remain the same. The United States Department of Agriculture (USDA) provides a useful reference in the form of the MyPlate nutritional guide. This guide emphasizes the importance of consuming a variety of fruits, vegetables, whole grains, and lean proteins. It also suggests limiting the intake of sodium, sugars, and fats.

In conclusion, maintaining a healthy and balanced diet is crucial for overall well-being. By following the guidelines outlined in the USDA MyPlate guide, individuals can ensure that they are meeting their nutritional needs. It is important to note that this guide is not a substitute for professional advice. Always consult with a healthcare provider for personalized recommendations.
April 28, 1925.

President E. D. Burton,
University of Chicago.
My dear President Burton:

In the latter part of 1923, you and I had a discussion the outcome of which was a proposition that I should have the privilege of retiring from the University if I wished. At that conference the matter of retiring allowance was discussed. I assumed that my long term of service, I have been here and taught from the day the University opened, would entitle me to the maximum allowance. The next day Dr. Carlson received a letter from you saying that if I wished to retire you would recommend that an allowance of $2750.00 be made. This letter Dr. Carlson showed to me and the agreement was then made that I should proceed to wind up my active connection with the University. I have been working all this year along this line, proceeding on the supposition that the agreement would be carried out. But it is now near the end of the year (my appointment was made in June) and I have received no definite statement of my status. Naturally this is a source of uneasiness. I do not know how to proceed. May I not request that the matter be settled? And I would like again to make a plea for a maximum allowance on the basis of my unusually long term of service to the institution.

Very truly yours,

David J. Lingio
April 28, 1925.

President E. D. Burton,
University of Chicago.
My dear Mr. Burton:-

Referring to yours of the 22nd I have had a conference with Dr. Lingle and he again informs me, what I knew right along, that he has been shaping his plans towards retiring at the end of this year, that is, June 15th., and that he wants very much to retire at that time, hoping that at the same time the University will see its way to grant a somewhat greater retiring allowance than is usually done on the basis of his long service. I feel that the tentative recommendation that you promised to make in his case a year or so ago will be entirely satisfactory. I strongly recommend that action be taken accordingly as this will be a marked benefit to the work in the department.

Sincerely yours,

A. J. Carlson.

A. J. Carlson.

AJC/H
April 26, 1926

Robert E. F. Borden

University of Chicago

My dear Mr. Professor:

Referring to your note of yesterday, I have had a conference with Dr. Gage and the other members of the planning committee who are working on the same line of the program. Dr. Gage has been very anxious to test the use of this type of program and place the same time on the universality of the university with the way to start a course.

May I suggest that the courses in modern language be added to the list of the faculty to form a part of the course. I feel that the courses in modern

recommendation that you propose to make in the case a lack of

specialization. Will you consider the idea of the faculty along with these courses and make a report to the department.

Yours truly,

A. E. Chamberlin
April 22, 1925.

My dear Mr. Carlson:

Replying to your letter with reference to the retirement of Mr. Lingle, I find in my files a letter written by him under date of June 13, 1923 which contains the following paragraph:

"Mr. Lingle is not inclined to retire this year, although he said he would retire if we insisted upon it. He feels that his affairs and plans will be in such shape that he could retire at the end of the year 1923-24. I advised him to consider that seriously, and I feel that he will retire at that time without any special pressure."

Though I have no further record in the matter I judge that no suggestion was made that he should retire in June 1924 because it was decided to ask all those who were retirable at that time to remain until June or September 1925, and it seemed inappropriate to make an exception in his case, he not being yet of retiring age.

Inasmuch as you had the latest conversation with him may I ask if it would be practicable for you to approach him again with an inquiry as to whether it would be agreeable to him to retire in June, accepting the retiring allowance which would be due him in the event of his retirement two years later in accordance with the statute?

I do not think that it would be expedient to assume
Dear Professor [Name],

I have been working on a project involving the analysis of the [specific topic or experiment]. My work has led me to consider [additional insight or hypothesis].

I am interested in collaborating with your research group to further explore these ideas. I believe that our combined efforts could yield significant results.

If you are open to this collaboration, I would be happy to discuss the details with you.

Thank you for considering my proposal.

Sincerely,

[Your Name]
an attitude of demand or requirement. While a substitution of a younger man might be to the immediate advantage of the department, this would be in my judgment dearly purchased at the cost of the creation of the impression that the University did not take seriously its understanding with its faculty, that the minimum age at which a person who has fulfilled the requirement for retirement may be required to retire is that of the statute, namely 65.

This may seem to you to represent a different attitude than that which I took two years ago. If so, the explanation is that experience has deepened my sense of the necessity of the University standing by its agreement and all the implications thereof.

Very truly yours,

[Signature]

Mr. A. J. Carlson,
The University of Chicago.

EDB:CB
Mr. J. H. Tufts,
Acting President,
University of Chicago.

Dear Mr. Tufts:

Several weeks ago two gentlemen, chemists in the employ of Swift & Company, came to our department in the interest of some six chemists, also employed by Swift & Company, in order to determine whether or nor this department would be willing to give these gentlemen courses in Physiology (including laboratory work) some time after five o'clock in the afternoons. As I understand it these men are employed by Swift & Co. to prepare biological products. In order to work with more efficiency and interest they felt it necessary to know more about the organs which they were analyzing and from which they were preparing various extracts. They stated that they could reach the University at five o'clock in the afternoon for a lecture period and could stay for the rest of the evening for laboratory work.

We consider this a laudable request providing we can find a suitable man who would be willing to do this work, and providing, of course, that the University was agreeable that we should make this concession to these men. I should be very much pleased to get your reaction on this proposition. If it is agreeable that the Department should meet this request, the matter perhaps could be subsequently arranged as to whether the men should compensate the instructor directly for his services.
Dear Mr. [Name],

C. F. University of Chicago
Department of Psychology

Re: [Subject]

Department of Psychology
University of Chicago

Dear Mr. [Name],

Several weeks ago two committee members in the

department of psychology came to our department in the in-

ner
set of some of the members, with the explanation of what a committee in

order to determine whether or not the department would permit

the to give these committee members in Psychology (I understand

important work) some time within the next in the assistance

A few questions arise as to whether or not the department of Psychology is ready to do-

get

in

interest in professional activities in order to work with more efficient

and interested and to help it necessary to know more about the

cases which I have been asked to look into for the committee, for important work.

We conducted a feasibility measure to know if the possibility may be used by the committee to

check the results of some of the committee in these cases. It seems to me that

we should make time for committee members to these cases. I expect to make

use pressure to get your assistance on this investigation. In the

is essential that the department should know this. In order to make

matter because only be accomplished through assistance of the committee. We

hope committee for the important interest of the university.
The University of Chicago

Department of Physiology

J.H.T. -2-

and the University for material used
or whether the men should matriculate and register for this
course and pay the University directly for services obtained.

I am sending a copy of this letter to Dean Gale with
the hope that he will express himself as to the feasibility
of undertaking this work.

I am

Very truly yours,

[Signature]

A. B. Luckhardt

[Note]

A.B./H

F.S. - Some of the men would like to obtain
graduate credit for this work.

[Signature]
President Ernest D. Burton,
University of Chicago.

My dear President Burton:—

About the 15th of November, 1923, you referred to me a letter from Dr. Abraham Flexner in which the latter asked for a statement regarding the education, training, teaching and research experience of Professor Luckhardt, together with a set of his reprints. Enclosed please find the information for which Dr. Flexner is asking.

With personal regards,

Sincerely yours,

A. Flexner
November 16, 1922

President

University of Chicago

Sir,

I am enclosing herewith a photograph of Mr. X, who has applied for the position of Professor of Chemistry, and I recommend his appointment. I am confident that he will excel in the position.

With best regards,

[Signature]

The Excess of Chlorides in Lymph (with Carlson and Greer) - Amer.Jour.Physiol., XXII, 1908, p.91.


On the Production of Sanitary Milk (with Heinemann and Hicks) - Jour.Inf.Dis., VII, 1910, p.47.


1911 The Relation of the Spleen to the Fixation of Antigens and the Production of Immune Bodies (with Becht) - Amer.Jour.Physiol., XXVIII, 1911, p.257.


PAPERS ON A. N. LUCASABAND IN CHRONOLOGICAL ORDER.


1921  Skeletal Reflexes induced by Stimulation of Visceral Afferent
  Nerves in the Frog and the Turtle (with Carlson). -

On the Presence of Vasomotor Nerves in the Vagus to the Pulmonary
  Vessels of the Amphibian and Reptilian Lung (with Carlson). -

The Vagus Control of the Esophagus (with Carlson).

The Prevention and Control of Parathyroid Tetany (with Rosen- 
  bloom). -

1922  On the Specificity of Gastrin and Secretin (with Henn and Palm- 
  er). -

The Control and Cure of Parathyroid Tetany in Normal and Preg- 
  nant Animals (with Rosenbloom).
  Science, LVI, 1922, p.48.

The Recurrence of Acute Parathyroid Tetany in Completely Parathy- 
  roidectomized Animals during the Oestrus Cycle (with Blumen- 
  stock). -
  Science, LVI, 1922, p.257.

1923  Preservation of the Life of Completely Parathyroidecto- 
  mized Dogs by Means of the Oral Administration of Calcium Lactate (with 
  Goldberg). -

Additional Observations on Completely Thyroparathyroidectomized 
  Dogs (with Blumenstock).

Preliminary Report on the Daily Amount, Physical Properties and 
  Rate of Secretion of Human Pancreatic Juice (with Stangl and 
  Koch). -
  Amer.Jour.Physiol., LXIII, 1923,

The Physiological Effects of Ethylene, A New Gas Anesthetic 
  (with Carter). -

Ethylene as a Gas Anesthetic (with Carter).
  Jour.Amer.Med.Assoc., 80, 1923, p.1440; 

The Progress of Medicine. - A plea for the concerted efforts of 
  the Clinician and the Laboratory Worker.

Clinical Experiences with Ethylene-Oxygen Anesthesia (with Dean 
  Lewis).

Partial Reflexes In the Foot and the Trunk (with caution)


The Venous Control of the Respiratory Center (with caution)

Am. J. Physiol. 1933, p. 288.

The Action and Control of the Parathyroid Gland (with caution),


On the Specificity of Geometric and Geometric Form,

Am. J. Physiol. 1933, p. 484.

On the Adrenal Cortex (with caution)

Am. J. Physiol. 1933, p. 484.

The Concept and Use of Laboratory Testing in Medicine and Therapy

Am. J. Physiol. 1933, p. 484.


The hormonal activity of the adrenal cortex in completely healthy pigs

Science, IV, 1933, p. 438.

Stool (with caution)


The Present State of the Fight of Complete Parathyroidectomy


Optical Properties of the Aorta and Arterial Structures of Certain Vertebrates (with caution)


Additional Operations on Bees (with caution)

Proc. A.A.S.

Preliminary Report on the Daily Amount, Activity, and Rate of Secretion of Human Insulin into the Stomach


The Physiological Effects of Nerve Stimulation on Carcinoma of the Tissue


A Study of the Action of Certain Hormones on the Carcinoma of the Tissue


The Importance of the Nerve Cell as a Source of Anticancerous Activity


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The Importance of the Nerve Cell as a Source of Anticancerous Activity

Point 1. - Dr. Flexner's argument against introducing strictly clinical subjects during the first two years of medical study seems to be supported by the generally bad results of this system in schools where it has been followed for a long time. There is also no doubt that the primary interest in the minds of students who have selected medicine as a career for a means of livelihood is in the sick person or the healing of the sick. With that interest in the student's mind already fixed and the sick person being demonstrated by successful practitioners, and the methods of healing the sick, it necessarily follows that this routine aspect of medical education will occupy the student's interest largely to the exclusion of the scientific side of medicine. However, it depends largely on the man who gives such clinical work to the beginning medical students. I think it must be admitted that the old system did not produce the best results, but it is possible that a new type of professor of medicine or surgery could achieve better results if he presents the patients and the problems of disease from the point of view of scientific analysis. If this is done, then the only consideration is that the student should have enough of the fundamentals in Physiology and Anatomy so that the terminology and principles used by the clinical instructor does not go entirely above the student's head. The only additional argument that may be made against introducing the patient to the first year medical student is the fact that disease is rarely a simple entity and the student will have to take the Professor's word practically for everything. The patient cannot be cut up so that the student sees for himself the conditions that lead to disease.
In my experience, teachers often fail to engage students in the learning process. This can be attributed to several factors, including a lack of interest in the subject matter and a failure to make the content relevant to the students' lives. Teachers often struggle to find ways to make learning fun and engaging, leading to a decrease in student motivation and achievement. Therefore, it is crucial for educators to find innovative and effective ways to present material in a manner that captures students' attention and fosters a love for learning.

One way to achieve this is through the use of interactive tools and technology. By incorporating multimedia elements such as videos, podcasts, and infographics, teachers can create a more dynamic and engaging learning environment. Additionally, promoting collaborative learning activities can help students feel more invested in the learning process and encourage them to work together to achieve their goals.

Another important factor to consider is the importance of creating a supportive and inclusive classroom environment. Teachers must strive to create a space where students feel safe to express themselves and take risks. This can be achieved through the creation of a positive classroom culture, where students feel valued and respected.

Ultimately, successful teaching requires a commitment to understanding and catering to the individual needs of each student. By taking the time to get to know their students and tailor their instruction accordingly, teachers can help to ensure that all students have the opportunity to succeed.
Point 2. - In Chapter VI, page 2, Dr. Flexner presents severe criticism of the lock-step medical curriculum and medical training in the United States. He cites the bad examples of Columbia, Harvard and Johns Hopkins Medical Schools. But why does he not quote the good example of the University of Chicago? At least 50% of our best medical students take more than the required work (advanced and research courses), and spend more than the required time in the pre-clinical subjects. This is certainly true of Physiology. The statement "the delay, if it occurs, is so obviously due to failure" is not true of Chicago. Our Medical Dean's Office could furnish Dr. Flexner statistics to show this. Of course, our quarterly system has been an important factor in producing conditions at Chicago different from those at Columbia, Harvard and Johns Hopkins.

Point 3. - I in general agree with what Dr. Flexner has to say on the subject of teaching of the premedical sciences. So far as I know no first-class teacher and research man is entirely satisfied with any system tried. The most important item, of course, in determining results is the raw material and the personality to start out with, and the best students come through despite any defect in the system. Modifying details and curriculum offer a means only for the average mediocre student.

However, there is one aspect of the situation from the student's point of view which Dr. Flexner nowhere touches on, and that is not lack of interest and ability on the part of the student but lack of funds. It is frequently financial pressure that is the deciding factor and it takes extraordinary and exceptional fortitude, courage and spir-
To repeat, I'm not Chapter IV, page 4, in practice because there are
accelerated type of the press, regarding the matter and subject in
the United States. He offers the page examples of G. P. H. and
some of the United States. Nevertheless, I may go on this chapter.
I'm not Chapter IV, page 4, in practice because there are

It is necessary, however, that the Press be able to

and to face extraordinary any exceptional requires a sense and thus-
it, and sacrifice of bodily comforts for an able but poverty stricken man to take any but the minimum course that will put him in a position to earn a livelihood. I believe it would be a valuable addition to the monograph if Dr. Flexner would devote a chapter to the financial aspect of medical education from the point of view of the student.

Point 4. - There is one aspect of the practical laboratory instruction in Physiology that Dr. Flexner does not make sufficiently clear. I am, of course, entirely in accord with the principles of freedom from supervision and the largest possible election, which are so convincingly set forth in several chapters, but in case of the type of student laboratory experiments given here at the University of Chicago (nearly all of these experiments are made on animals under anesthesia by the students themselves), the presence of an instructor in the laboratory at all time I feel is a necessity. Consequently, the laboratory work must be done on certain specified periods, otherwise there is too much waste of the instructor's time. This may look like a lock-step system, still I do not see how we can get away from it.

A.J. Carlson
I believe it would be very helpful to have a thorough understanding of the subject matter. My question is: what is the best way to approach this topic?

I believe that having a good understanding of the subject is essential. However, it seems that there are many different ways to approach this. I have some suggestions that I think could be useful.

First, I think it would be helpful to have a good understanding of the subject matter. This can be done by reading and studying the relevant literature. This will help you to understand the key concepts and ideas that are important to the topic.

Second, I think it would be helpful to have a good understanding of the historical context. This can be done by reading and studying the relevant literature. This will help you to understand the development of the topic over time.

Third, I think it would be helpful to have a good understanding of the current state of knowledge. This can be done by reading and studying the relevant literature. This will help you to understand the current state of knowledge and the areas that need further research.

I hope that these suggestions will be helpful. I would be happy to discuss this further with you.

Yours sincerely,

[Signature]
Dear Mr. Carlson:

I find that Professor Ralph Lillie was appointed by the Board as Professor in your department for two years and that his term will expire next September. If therefore, as I suppose is the case, you wish to have his appointment continue and to have him placed upon the regular basis of indeterminate appointment, it will be necessary for you to make recommendation to that effect in your budget and brief.

Sincerely yours,
Dear Mr. Carter,

I find it quite fascinating how you've managed to spend your career in the field of engineering. Your dedication to your craft is truly inspiring. I hope you continue to enjoy your work and make meaningful contributions to the field.

Sincerely,
[Signature]
President E. D. Burton
Hotel Commodore
New York, N. Y.

Dear President Burton:

The work on epilepsy has been done by Dr. Luckhardt, Dr. Dragstedt, and Dr. Carlson in collaboration and will be published in that way when they are finished. The work is incomplete and is waiting Dr. Luckhardt's return from Europe. Professor Dragstedt has done no work whatever in this field since he left us.

Dr. Carlson feels certain that Professor Dragstedt would be delighted to return to us as a Professor of Physiology or in connection with any appropriate department in the Medical School. He is probably receiving at the present time between $5000 and $8000 per year. There could be no mistake from the scientific standpoint in having him on our staff. He is a thoroughly good man.

If Mr. Pool or any other donor would endow the work in Physiology, enabling us to have a Research Institute or the beginning of a Research Institute, intensive work could be begun on such vital problems as epilepsy, goiter, anemias, and many other vitally important problems. The return of Dr. Dragstedt and the addition of perhaps one or two men to take care of some of the routine teaching will be all that is needed if the new Physiology Laboratory can be rushed to completion.

Very truly yours,

Henry G. Gale

HGG: M

Henry G. Gale
The increase in salary of $500 in the case of Dr. Luckhardt is, I think, all that is provided for by the Trustees according to my recollection. An increase in salary of $500. in the case of Dr. Ivy is strongly urged on the basis of his extremely valuable research and teaching work. He has made a very excellent record the two years he has been with us on the staff on his return from Loyola University. It may be noted that he was previously on the staff as an associate and instructor. I am particularly anxious that the University should not repeat in the case of Dr. Ivy the mistake that it has made in the case of Dr. Luckhardt, that is, unjustly withholding recognition in the way of increase of salary clearly merited on the basis of excellent work in the University.

Dr. Lingle retires at the end of this year. Prior to Dr. Luckhardt's departure for Europe we considered together the most desirable and available men to replace Dr. Lingle and we agreed on Nathaniel Kleitman, Ph.D. formerly an associate in the department, and for the past two years National Research Council Fellow, working one year in Utrecht with Dr. Magnus and this year in Paris with Prof. Lapicque and Dr. Pieron. I feel he should be appointed for a period of two years as instructor in Physiology at a salary of $2500 the first year and $3000 the second year. Mr. Kleitman is the type of young investigator and teacher whom we have every reason to think will make good in research and teaching according to the ideals we are now attempting to carry through in the University as a whole.

In regard to General Physiology, Dr. Lillie needs an additional man when laboratory work is to be instituted in his courses. I have had several conferences with Dr. Lillie on this matter and we both agree that the ablest and most promising man at present available is Dr. Selig Hecht, for the past two years National Research Council Fellow in General Physiology working at Harvard University. Dr. Hecht already has both a national and international reputation on the caliber of his research.

If there is any possibility of securing funds on the basis of the program of endowment sought for research and teaching this year, we feel that the University should appoint Dr. Hecht as a Instructor in General Physiology at a salary of $3500. I should like a conference with you together with Dr. Lillie on this matter when the desirability of this appointment can be made clearer and presented in more detail. If funds should not be available for this most desirable appointment, provision must be made for an associate in General Physiology at a salary of $1200 to $1500. Dr. Lillie is considering available candidates for such a position.

A tentative item of $2000 is included in the budget, mainly for special apparatus for research in General Physiology. Funds for additional equipment needed in the department as a whole when we equip and occupy the new building for the department must be taken up separately.

You will note that the matter of Dr. Luckhardt's services next year is put tentatively as I have not yet received definite word from Dr. Luckhardt that he has declined the offer that he has been considering for some time from the University of Illinois.
The increase in salary of $3000 is the case of P. Knapton.

I think it is a matter of policy. In the case of $3000, in the case of $1500, to make the work of the University a more attractive proposition to young men. In the past, salaries have been paid with a view to the maintenance of the best possible conditions for the teaching of the professional work. If we do not make those changes, we are going to lose the best men. If the salaries are not increased, it will have an adverse effect on the University as a whole. In the case of P. Knapton, the case of $3000, I think it is a matter of policy. If we do not make those changes, we are going to lose the best men. If the salaries are not increased, it will have an adverse effect on the University as a whole.

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