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Recommendations

embodying a proposition for the establishment of an institution in the city of New York, to be known as the New York Divinity House of the University of Chicago.

It is recommended:

(1) That one-million dollars ($1,000,000.00) be appropriated for the establishment of the House, of which not more than one-half may be used for grounds and buildings.

(2) That this money and the control of the institution be vested in the Board of Trustees of the Chicago Theological Union.

(3) That the Divinity House be organized in such manner as to sustain the closest possible relationship to (a) The Fifth Avenue Baptist Church, and (b) other Baptist churches in New York City and vicinity.

(4) That a special Executive Committee of five be appointed by the Board of the Theological Union, for the management of the immediate affairs of the Divinity House, these to be selected either from members of the Board, or from members of the Baptist Churches in or about New York City.

(5) That the instructors of the Divinity House shall be regularly appointed professors or instructors of the Divinity School of the University of Chicago, and such others as may be appointed by the Board of Trustees of the Theological Union, upon the nomination of the Executive Committee of the House.

(6) That at least one professor shall be on duty at the Divinity House during the months October to April, and that additional instructors shall be provided for to suit the special demands as they shall arise.

(7) That students from the west who, under ordinary circumstances, would come first to the University of Chicago, shall be encouraged to spend at least one year in the New York Divinity House.

(8) That students from the east, who under ordinary circumstances would come first to New York Divinity House, shall be encouraged to spend at least one year at the University of Chicago.

(9) That the work of students at the New York Divinity House shall be regarded as work done at the University of Chicago, for the University degrees.
(10) That one-half of the traveling expenses between Chicago and New York shall be paid by the New York Divinity House in the case of all students who come from the University of Chicago to the Divinity House, and one-half of the traveling expenses shall be paid by the University of Chicago in the case of all students who come from New York Divinity House to the University of Chicago.

(11) That in addition to the regular scholastic instruction which shall be conducted in the Divinity House, practical work of various kinds, shall always be conducted.

(12) That the departments of the Divinity House shall not be organized along the ordinary lines of the Theological Seminary, but the work shall be upon problems which will carry the student into all the fields of theological research. For example: the principal problem for the year 1897-98 shall be "The Atonement", etc.

(13) That every student in the New York Divinity House shall live and take his meals in the Divinity House, in the manner of the English University.

(14) Under certain restrictions, students will be encouraged to pursue courses of instruction in neighboring institutions in New York City. This work shall be accepted in place of work done at the Divinity House or at the University of Chicago.
PLAN FOR PROVIDING FOR FUTURE GROWTH OF THE JUNIOR COLLEGES.

I. Reasons for expecting increase of numbers in Junior Colleges.
   a) Ordinary growth with enlargement of University.
   b) Influence of law, medical and technological schools.
   c) Probable increase of scholarships and consequent lessening of the high-fee obstacle.

II. Junior College work must be separated from Senior and Graduate.
   a) As a physical necessity. Present buildings cannot be sufficiently enlarged.
   b) For the sake of higher work. Junior students overcrowd laboratories and hamper Senior and Graduate work.
   c) For the sake of the Juniors themselves. Need suitable accommodations, e.g., are now excluded from departmental libraries.
   d) For the sake of emphasizing the difference between Junior and Senior Colleges. This would
      (1) Develop Esprit de Corps in both colleges.
      (2) Be an incentive to finish Junior curriculum more promptly.

Note: Obviate much of the present overlapping by allowing a Junior to enter Senior Colleges with one or two "Junior conditions."

III. Residence Quadrangles for Junior women should be established on a separate block East of the central grounds and one for Junior men to the West.
   a) The central grounds must be reserved for lecture-halls, laboratories and libraries.
   b) Residential districts are important for social life.
   c) Subdivisions into small quadrangles for small groups desirable (English College System).

IV. Smaller units for recitation halls preferable to one large building.
   a) Required courses in language, mathematics, history, etc., may be easily conducted on this plan.
   b) Congestion of large numbers in single buildings undesirable.
c) Central science lecture rooms with different laboratory wings a possibility.

V. Natural to make division of recitation buildings for required courses on basis of sex and geographical separation. (see 3 above).
   a) All courses requiring two or more sections to be given in two or more places.
   b) Building on men's side of grounds for men, on women's side for women.
   c) All other courses of one section to be given in a third hall or in either of the others.

Note: Probably central laboratory with separate sections for men and women (as at present in Chemistry) would be advantageous.

VI. Such partial separation of sexes desirable on educational grounds.
   a) First two years differ from high school. Young people removed from familiar conditions. Tendency to distraction greater, e.g., men and women now separated in elementary laboratory sections in Chemistry.
   b) Required courses largely disciplinary. Different methods adapted to getting best results from men and from women. Value of mixed classes in higher work may be recognized and reconciled with this assertion concerning elementary courses.

VII. Principles on which such separation should be based:
   a) Absolute equality of instruction, the same teaching staff dealing with all sections in the course of each year.
   b) Confining the separation to those courses in which more than one section is needed.
   c) No attempt to draw a hard and fast line between courses for men and women, but where division of some sort seems best to make it on the basis of sex.
My dear Mr. Vincent:

It is very kind of you, while on the railroad, to send me the clipping from "The Cleveland Leader," and call my attention to the commercial school. It is perfectly true that we have not done enough, either in general or in particular. I have been trying to get Mr. Shepardson to move; but he has so many things to do that he is not making any progress. I suppose that when A. C. Miller comes back we may be able to do something.

Very truly yours,

W. R. Harper

W. R. Harper
My dear Mr. Vincent:

It is very kind of you, while on the return to send me the clipping from "The Cleveland Leader," and call my attention to the commercial report. It is perfectly true that we have not gone exactly as far as I expected or in your instructions. I have been trying to get Mr. Shepard to turn over the money and he has refused to do that. We are now making some progress. When Mr. Miller comes back we may be able to go somewhere.

Very truly yours,

W.R. Hager
ANQUET

150 Cleveland Graduates
Enjoy Annual Reunion at
the Colonial Hotel.

MEN OF PROMINENCE.

President Angell, Ex-Secretary of
State Day, and Others Respond
to Toasts — Songs by
Glee Club.

The annual banquet of the Cleveland
alumni of the University of Michigan, held
at the Colonial Hotel last night, was
attended by about 150 Clevelanders who are
graduates of the institution. President
James B. Angell, the venerable head of
the university, was the guest of honor.
Among the speakers during the evening
was a large portrait of President Angell
entwined with laurel. The music was
comprised by the Glee Club, composed of
Dr. W. G. Povey, L. S. McCrory,
Dr. F. H. Durstine, Benjamin A.
Gage, O. J. Campbell, L. C. Coff,
R. L. Green, and A. C. Mackenzie. It was
almost 11 o'clock when the banquet
was finished and the

TOASTS WERE BEGUN

Professor Elroy M. Avery was toastmas-
ter, and the one he spoke of that evening
was President Angell. As he rose he was
welcomed with applause that was frequency
(as he spoke, the tales of the
evidences of his popularity with the Cleve-
landers, so many of whom had been stu-
dents under his presidency. He talked on
"Our University" and then, in conclusion,
summarized an address to a description of the plans of the
university and the new developments
being made and projected. He talked on
the duty of a university to the country
in which it is located and to the govern-

"Wall street is becoming not only
the financial center of this country, but of the
world," he said. "Our country is taking
a leading place in the affairs of the world, and we aim to give in our university the special training that will fit young men for the work of maintaining our country in the place into which it has made its way. This is the aim of the new special commercial department of the university. Our increasing commercial interests as a nation have developed the need of a special department for training young men for commercial work and financial affairs. The establishment of a special department for training young men for the consular service of the government and for the administrative positions created by our new

For such positions, instead of a ward heeler,
will get the appointment when there is a place to be filled, I have felt that it would
be an injustice to young men to educate them
In the Office with a Knife

When Elizabeth Cady Stanton, the friend and confidante of Lucretia Mott, was practicing law in the office of Mr. John N. Mott, she was frequently interrupted by small boys coming in and out, who seemed to be playing "post office". One day, the boys were interrupted by a boy who was on his way to deliver a message to Mr. Mott's wife. He had forgotten his message and needed to go back for it. Mr. Mott's wife, Lucinda, told him to go back and get it. The boy did so and returned with the message. He then told the boys that he had delivered the message to Mr. Mott's wife. The boys then went back to their own business, leaving the office in peace.

Time to Break the Rule

There is an anecdote in a volume of French theatrical memoirs narrating an experience of Madame Clément, the great tragic actress, with a pupil of hers, a girl of strong natural gifts for the histrionic art, but too far frequent and too much in her way in her gesticulation. The critic writes Brander Matthews in Harper's Magazine. So when the pupil was once to appear before the public in a recital on Madame Clément, bowed the arms to her side by a stiff thread and sent her thus upon the stage. With the first strong feeling she had to express the pupil tried to raise her arms, on which she castigated by the thread. A dozen times in the course of her recitation she was prevented from making the gestures she desired, until at the very end she could stand it no longer and in her emotion she broke her bonds and swung her hands to her head. When she came off the stage she muttered to Madame Clément she had apologized for having snapped the thread. "But you did quite right," said the teacher. "That was the time to make the gesture—not before!"

How Patti Was Identified

The following story is told of Mme. Patti by General Ballington Booth, as the Chicago Chronicle.

The prima donna was visiting in France some time ago, and when she arrived at Cannes a huge amount of mail and of packages was awaiting her. She applied to the postmaster and asked that the letters be given to her so that she could be ready to depart on the following morning.
Dear Mr. Harper:

Enclosed is a clipping from today's Cleveland Leader. You will note Pres. Angell's address on Commercial and Colonial training.

You know what is being done at Pennsylvania & Columbia, and what is announced for Yale & Cornell.

Is our C & C course much more than a rearrangement or difference in grouping of courses already in existence? Don't we need courses of a different kind? Whatfield is prepared for good work in Commercial Geography, Economic process and Industrial organization, but there will be...
only a beginning. You doubtless have this whole matter in mind, but it seems to me a pressing necessity to occupy the field with something that can’t be duplicated in the country.

I had a chat with Clay the other day. I think Wisconsin is planning on the same devotion on a rather large scale.

Probably this is “carrying coal,” but I know you always prefer corn stover—flouro speech that is born of interest, to apathetic silence.

Yours sincerely,

President W. R. Harper

George E. Vincent.

Chicago
Editorial Note: Soon after Dr. Goodspeed and Mr. Gates completed the canvas for the $400,000, a friend of Mr. Gates having a somewhat similar canvas to make in distant cities, invited suggestions as to methods of canvas or rules of procedure which experiences of Dr. Goodspeed and Mr. Gates had found useful.

Mr. Gates re-produces these rules here as furnishing a detailed picture of the daily wrestling of the canvassers with their work. The letter from which these rules were taken was confidential, but perhaps the lapse of time may justify its release.

(1) Dress well. Put on your best clothes and let them be costly. Let your linen be immaculate. See that your boots are polished, and also that your hands are kept clean and your hair well brushed, not only in the morning, but kept so throughout the rough and tumble of the day. To this end, it would be necessary to go into hotels occasionally, consult the boot-black the lavatory and brush up. This is no trifling thing. People size up one's importance and dignity very largely by his personal appearance and the size of their gifts if not indeed a gift at all will depend not a little on their estimation of the importance and dignity of the canvasser. People are judged by these apparent trifles of personal appearance far more than is often supposed.

(2) Keep absolutely and serenely good humored. Mark, I say good humored, not gay. Enter the room in genial and radiant good nature and allow no lapse from this for an instant under any provocation. At times and perhaps when you least expect it, you will have justification for irritation, but under no circumstances betray the least suspicion of irritation. Be armored habitually against it.

(3) Provide yourself with an elegant personal card and put on that card nothing whatever but just your name. Cut off all your titles and do not let the title indicate even your business. For you must keep your work so advertised through the daily press, through intercourse with reporters, through news items communicated from time to time, that every man in town will know you and your business so soon as he sees your card. Many business men receive only through cards sent in to their private offices.

(4) On entering, go straight to your subject without palaver; ask if a few minutes can be spared for you and do not press your work with-
out consent but do not allow the impression of the first sixty seconds to be that you are in for a long talk. On the contrary in various indirect ways, awaken the happy anticipation that your stay will be brief without being abrupt. This you can do by going straight to the point at once. If you find your man busy and preoccupied do not press the matter but with the utmost cheer and good nature say you will call again at a more convenient time. With care you can do this so tactfully that he will perceive that you really understand his preoccupation, sympathize with it and do really respect it.

(5) I said in my second point that you must keep good natured. I now wish to say that you must also keep your victim, if I may so call him, also good natured and this throughout. Constantly endeavor to make the interview continuously pleasant for him. If you find him embarrassed at any point relieve that embarrassment. For illustration: ye may be embarrassed by the smallness of the amount which he can give. The best class of men often are. Reassure him on this if you find he needs it and on any other point of embarrassment.

(6) If you find him big with gift, do not rush him too eagerly to the birth. Let him take his time with genial encouragement. Make him feel that he is making the gift, not that it is being taken from him with violence.

(7) Appeal only to the noblest motives. His own mind will suggest to him all the more selfish ones, but he will not wish you to suppose that he has thought of these. He will wish you to believe: he will wish himself to believe that he is giving only from the highest motives.

(8) I have hinted in another connection that you should keep your enterprise well exploited to the public through the daily press. Never let a week pass without some public notice of your work. This will be your most distasteful duty, but it will become less so after you know the ropes. Your name should always appear in connection with your work. You must stand before the public as a public man and the distinct representative of your cause. You will find this to be of the highest importance in your private daily canvas. I do not mean that you need to secure any newspaper praise whatever, but you must secure such a place in the public eye that private business men will feel honored by having you call upon them and be well informed regarding your cause and regarding you as its exponent when their eye meet your visiting card.

(9) It is of the highest importance that you have a companion in your canvas. In all respects on a par with yourself. That you and your companion know each other intimately. That you study
team work. That you do not collide but by study of your man, know which is to take the ball and which is to lead in the principal play. Your victim will, himself, unconsciously and instinctively decide with which of the two he prefers to talk. Let him make his choice. Two is a majority over the one whom you are seeking to gain. Two is five times as good as one from every point of view. There is wisdom underlying Christ’s sending forth his disciples not singly, but in pairs.

(10) Let the victim talk freely, especially in the earlier part of the interview. While he is thus revealing himself, he is giving you the opportunity to study him and all his peculiarities. By the time he is through you will be prepared, if you are alert, with your plan of successful attack. Never argue with a man; never contradict him. Search out the true points in his views or excuses and cordially acknowledge them; seek in the main to agree with him and where necessary to combat him do so only by way of slight modification of his views. Never oppose anything which he says, that you are not absolutely bound to oppose by the very essential nature of your mission, in all else yield. If your man is talkative, let him talk, talk, talk, give your fish the bait and listen with the deepest interest to every syllable.

(11) If he is taciturn, do not try to make him talk but keep your own mind going, while you watch his face. Never permit any embarrassing silences.

(12) Withdraw with cordiality when beaten. That is to say: When you fail to get your subscription at the time, which will be four times out of five, from our experience. He will watch closely in what manner you withdraw, but make him feel that the interview has been a distinctly pleasurable one to you. Even if he declines to give, make him, if possible, a friend of the college for all time.

(13) But though he declined, do not regard or let him regard the matter as closed. You will be near him again in a few days and things may then look different to him. Any how you have enjoyed the call and would like to call again.

Dr. Goodspeed and myself finally secured some $20,000 in Chicago from men who had declined to give so we then and so positively that we had ceased to have the slightest hope of securing a dollar from the whole bunch. It is a good plan never to allow a man to give a final no or to commit himself in words definitely and finally against your cause. If you see it coming, if it is evident that he is making no progress, or progress backward, excuse yourself before the fatal word has come out and withdraw so as to give you an excuse for coming again.
(14) From the beginning, watch for signs of weariness or impatience. Cultivate the instinct of knowing you have done all you can do for that time and at that point cut off the interview and go.

(15) Aim so to conduct a canvas as to raise up a permanent constituency for the cause. Try to make every man you canvas a friend of yourself and of the college whether he gives or not. Aim to make your visit so pleasurable, if possible, that your victim will be distinctively glad to have such pleasing gentlemen call upon him again.

(16) Never tell a man how much you think he ought to give. Do not do it even if he asks you as occasionally a man will. Instead of answering his question, you can say to him, you will be glad to tell him what others are giving, if he desires to know, but that you cannot presume to name any figure for himself. Indeed you assure him that you do not presume to know that he should give anything, least of all, how much.

(17) Accordingly, seldom try to get the last cent possible. Never exhibit the least disappointment in the smallest of a man’s gift and express yourself with the greatest cordiality and gratitude even if you are secretly disappointed in the smallness of the gift. I need not say never permit your victim to suspect it even if you are disappointed.

(18) Before entering on your canvas, meditate long on the downright merits of the question and do not ask a man for a dollar until you are in the depths of your soul satisfied that, viewed from the highest motives, your cause fully justifies all the gifts and the sacrifices you ask. Allow nothing to induce you to undertake a canvas that does not possess you through and through.

(19) Work continuously, rapidly and at a hot pace. If your work flags you are gone. Never allow in yourself the smallest relaxation of the nervous tension and if not in yourself, so also not in your friends or the public until your work is done. Canvas every day and all day, going rapidly from man to man, rain or shine. Read nothing, write of nothing, think of nothing, so long as your canvas continues, but the canvass. Speak publicly on that subject only, bringing every ounce of vital energy every moment of waking time into the service of the canvass. Regard every suggestion involving interruption, delay or postponement as treason. Whatever success we achieved, or in my observation, others have achieved under similar circumstances, has been due mainly to the rapidity of movement of the canvass subscription once undertaken has been continued.

This rapidity of movement keeps oneself in tension to do his best work. It brings the success, small though it may be, that tends in the aggregate to keep up courage. It keeps your work before your friends and the public. It tends to give it a gradually increased momentum. It gives you something of advance to report each day or each
week. Gradually the work gathers volume, force, breadth, momentum until at last it becomes irresistible and rushes on to a successful culmination. This insistent and persistent energy is the easiest road, as well as the shortest and leads straight to the goal.

Finally, if one adopts these rules and others like them, which will suggest themselves, they will be likely to find, which we found in our Chicago canvass and indeed which I learned in the canvass in behalf of the Pillsbury Academy in Minnesota, before I entered on the work in Chicago. That namely, the great majority of men, nine out of every hundred, are in fact pleased and secretly complimented to be courteously and respectfully invited to contribute to a great cause by the man having that cause in charge. In Chicago Dr. Goodspeed and I invited many, many hundreds of men, the larger number of these several times over, before our canvass was concluded. I scarcely can recall in the whole experience two instances in which we were not courteously and graciously received.
April 4, 1924.

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

Dear Mr. Burton:

Is there any better time to get Mr. Ryerson's attention to your project of the Martin A. Ryerson Professorships than while he is abroad? I am inclined to think a letter written to him now, outlining the idea and particularly stating that we would rather name them for him than for any one else in the world, would be good tactics.

My hope is that he will furnish a two million dollar fund, although he will doubtless consider it rather a large order, and on that account you might indicate that if he wished, the fund might be established with provision for some return on an annuity basis during his and Mrs. Ryerson's lifetime. Thus, you would have the fund and could establish the plan of the Professorships and perhaps put some of them into operation immediately with the understanding that more are to follow when he has no longer use for the remainder of the funds.

I think also the letter should stress that there should be no Martin A. Ryerson Professorships established that didn't mean leadership, and that in the event of one being held in a department, it would not be continued in that department after the withdrawal or death of the recipient unless there were an equally eminent person to carry it on. The details, therefore, as to the recipient and the amount should be flexible.

If it seems to you wise to put up the matter by letter, I should be glad to give you my impression of your letter before it is sent, if you desire.

Yours cordially,

Harold H. Swift
April 14, 1924.

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

Dear Mr. Burton:

I regret the delay in returning your proposed letter to Mr. Ryerson. I like it, but have made some small penciled changes and have rewritten the fourth page and enclose a proposed new one. Also recommend omitting the story that Arnett told you. It seems to me not to add but to detract from our need, and after all I believe the people who voted that way probably didn't know what they were talking about; probably most of them are not close to us and don't know, as you and I do, that we have gone back in the last 6 or 7 years. Recommend saying, however, that you are hearing encouraging things from Arnett all the time, that the feeling in the East is that at the moment we are lacking but that there is real appreciation of our spirit, outlook, and plans for the future, and that, of course, to come up to our ideals and theirs we must realize our plans, not simply make them.

After you have considered these points and incorporated them and such others as you may care to, I should appreciate another chance at the letter. It seems to me a thing to demand considerable thought.

Yours cordially,

[Signature]

P.S. If you can do so without undue flattery, can you not further justify the value of the name "Martin A. Ryerson" to such professorships? You have properly measured his value to the University, but, of course, there is the Art Institute and Music in Chicago, both the Orchestra and the Opera, and then his relationship to national education such as the Rockefeller Institute (think I am correct) and the Carnegie Institution. He is a national figure and his name would reward us as well as him.

HHS
April 23, 1924.

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

Dear Mr. Burton:

I think your proposed letter to Mr. Ryerson is masterful.

I have only four suggestions to make, two of which are almost picayunish.

1. To transpose the matter beginning on page 4 and carrying two-thirds through page 5, by placing it immediately after the conclusion of the first paragraph on page 3, thus you finish painting the picture and, it is to be hoped, gain his enthusiasm before indicating his intimate connection. Am not sure that this is the best psychology of the situation but am inclined to think so, and leave it for your decision.

2. Page 4, second paragraph: Advise after word "field" in 9th line include "of learning." Thus --

"*** and with a clear understanding that when any of them was vacant the whole field of learning would be canvassed before filling the place and there should be no necessary relation between the department of the new incumbent and that of the previous holder."

3. Page 7, line 5:

Advise omit "at least" and "perhaps."

4. See other letter of even date reference Columbia salaries, which might make advisable revision of page 5.

Yours cordially,

Harold H. Swift
May 5, 1924.

My dear Mr. Ryerson:

Since my last letter to you very decided progress has been made by the University in the promotion of its plans for our next advance step. Since last autumn the deans of the various schools and colleges of the University have been endeavoring to formulate the steps that ought to be taken in the near future to enable the University to meet its manifest responsibilities in the field of education and to maintain its position of prestige and leadership which we all feel belongs to us. We have tried to avoid on the one side, narrowness of vision and undue timidity, and on the other, anything approaching extravagance and excess.

When these various statements were assembled after having undergone a process of criticism and revision the total amount to which these various estimates added up was very startling, even to me who had been very actively in touch with the studies as they were made. I scarcely dare set down the total, but it exceeded the entire present resources of the University.

It was of course evident that however necessary all the items in such an estimate were we could not go before the public with any such program reduced to figures. Some
Mr. President:

Since my last letter to you, we have continued to be

progress in the education at the University. We have made significant advances in the teaching of the University.

We have been able to formulate plans for the future of each college and department of the University.

We will be able to continue our work in the field of education and to maintain a high level of education and to address the needs of the students.

We will need your guidance to ensure that we can move forward on the one hand of providing appropriate experiences and opportunities for our students and on the other hand of maintaining the quality and diversity of our programs.

We are committed to providing meaningful educational experiences that will prepare our students for success in the world.

We will continue to work on these initiatives and to report to you on our progress.

If you have any comments or suggestions, please do not hesitate to contact me. I am always open to feedback and to improving the education at the University.
weeks therefore were spent in the effort to select from this total list the things that were most urgently needed and still keep the total within such an amount as we would dare to include in the first stage of our program of advance.

Meantime, the John Price Jones Corporation, which carried through successfully the Harvard campaign of two or three years ago and which has been successful in other like efforts, was employed to make a preliminary study of our situation and to make recommendation as to the general course of action.

At a special meeting of the Board, held April 2, the report of the John Price Jones Corporation was presented and with it the list of needs of the University after it had been subjected to the compressing process to which I have referred above. Of the latter I am enclosing a copy in slightly revised and rearranged form. I enclose also a copy of the report of the special committee in reference to the campaign as it was adopted by the Board at that meeting.

From these statements you will see that the Board of Trustees has committed itself unreservedly to an immediate effort greatly to increase the resources of the University yet recognizes that in so doing it is taking only the first
weeks therefore were spent in the effort to secure from the society the finances that were most urgently needed, and effort was made to find additional means to support us so that we could go to Illinois in the fall. This has given us a program of our program of advancement.

Meeting the John Prince Jones Corporation with certain funds thus secured successfully the remaining members of the group and the three years of work and effort have been successful in orderly the effects we have employed to make a preliminary study of our situation and to make recommendations as to the general course of action.

At a special meeting of the Board, April 6th, the report of the John Prince Jones Corporation was presented and with it the list of names of the University after it had been subjected to the committee process of which I have been most pleased. In the letter I am enclosing a copy in full of the report of the special committee in reference to the committee as it was adopted by the Board of Trustees. From these recommendations you will see that the Board of Trustees have been careful to state our recommendations as to the University at large and not the faculty alone, as only the final

The above recommendations grant in no case if to securing only the first
step and that the effort to secure the amount listed must, when it is successful, be quickly followed by other advance steps. I wish to add that though we all regretted your absence and that of Mr. Hutchinson, the meeting was a large one and the decisions were unanimous and hearty.

Perhaps our greatest need is the establishment of outstanding professorships which on the one hand would pay the professor a conspicuously good stipend, and which on the other hand would be in themselves a recognition of ability, learning and eminence.

Our thought is that we should have at least ten of these professorships at $10,000 each, endowing the man rather than the Department, and with a clear understanding that when any one of them was vacant the whole field of learning would be canvassed before filling the place, and there should be no necessary relation between the department of the new incumbent and that of the previous holder. Similarly, in the articles of agreement with the donor, the total fund should be dedicated to these professorships, but the amount of each not named, so that if later advisable we could raise the stipend but decrease the number and thus be assured that at all times the professorships would pay comparatively a very good stipend and would stand
for ultimate accomplishment in learning. We should hope that these professorships would be recognized in all educational circles as the highest compliment that could be offered to a professor.

The creation of these professorships would on the one hand enable us to bring to the University men of a type and quality that are now beyond our reach, and on the other hand to hold and honor our most eminent men. It would tend to lift the whole level of our graduate work and convince our own people and outsiders that we do not mean to fall to the rear, but intend to hold our place among the Universities of the first class.

Columbia has established ten such professorships of $10,000 each, with the provision that they must all be filled by promotion of men already on the staff, and that if it is desired to call men from outside at this salary, additional professorships shall be established for this purpose. Yale also has ten $10,000 professorships.

I can think of no one element in our new programme that would do so much to give us the standing and the effectiveness that we covet as the establishment of these professorships for eminent men. And the effect on the securing of other gifts of their coming from one man would
For ultimate accomplishment in learning, the promise and enthusiasm would be recognized to all. The promotion of new ideas and new methods can only come as the result of continued effort and the allocation of time and resources. Any attempt to allocate one's time wisely is crucial for success.
be very great.

This brings me to the part of my letter which it is, I confess, most difficult to write. I have so profound an impression and so deep an appreciation of the services which you, Mr. Ryerson, have rendered to the University, not only by your large and generous gifts but even more by your counsels and unstinted personal service, that I hesitate to suggest any addition to those gifts and services. Yet the very fact that you have given all this time and energy and these various gifts to the University is itself the best possible evidence of your deep interest in it and concern for its future. I am sure too you recognize that the very magnitude of our past achievements coupled with the increased cost of everything that is necessary to the maintenance of the University, and the extraordinary advance which the country is making in the field of education, combine to make it imperative that the University of Chicago shall move forward. To do this adequately will demand not slow increments of progress, but some mighty strides forward.

The ten professorships to which I have referred should bear the name of the donor, and there is no name associated with our history so appropriate to be thus associated with all our future history as that of the man who for thirty years as
President of the Board of Trustees guided the University to its present place of eminence, and who at the same time has made enduring contributions to American Education and Culture through his relation to the Art Institute, the Field Museum and the Rockefeller Foundation and in many other ways. To hold a Martin A. Ryerson professorship would be the highest honor we could bestow upon a man eminent in research or teaching.

May I say frankly, Mr. Ryerson, that I have not measured this proposal against your wealth, having no knowledge of what the letter is, but it occurs to me to suggest that if you prefer it, the University might start at a less number than ten of the Martin A. Ryerson Professorships, and return during your lifetime and Mrs. Ryerson's a stated income on such portion of this gift as you might desire to retain for yourselves. You are, of course, aware that this would have great advantages from the point of view of taxation over either holding it in your own name or bestowing it by bequest.

Though this letter is already very long, may I add that following your suggestion to me on our journey to New York before you sailed for Europe, we had extended consultation with Mr. Goodhue and that he prepared a new set of plans looking to the reduction of the cost by about the sum you suggested, viz., $500,000. Everyone who has seen the new plans thinks that the building is greatly improved in beauty, and this was the opinion
The President of the Board of Trustees granted the University to the prospect of a measure of union, and said of the same time he made affirmative contributions to American education and culture. The President referred to the Act of Incorporation, the Board of Trustees, and the Corporation. He said, the Corporation's work and its many other ways. To hold a meeting. A President proposed that he might, on the Board, to announce to the Corporation.

May I ask, Mr. President, that I have your message. The President replied, your message, having no knowledge.

May I ask, Mr. President, that I have your President propose a new measure in the Board of Trustees. A President proposed something on the Board, your life, time, and new, President, a speech made on your portion of this life, or your speech, or the speech of the Corporation.

Your speech, or the Corporation, or your speech, or the speech of the Corporation, to the Board of Trustees, or the speech of the Corporation, or the speech of the Corporation, to the Board of Trustees.

I hope it may be a most joyous and a speech made on your portion of this life, or your speech, or the speech of the Corporation.

Thank you for your attention to me, not as you have. For your attention to me, as you have. For your attention to me, as you have.

For your attention to me, not as you have. For your attention to me, as you have.
of Mr. Goodhue himself. You will be sorry to learn that on
the evening of April 25 Mr. Goodhue suddenly died. The
revised plans were in such condition that his death will not
seriously interfere with our going forward with the building.

We are now trying to discover whether the cost has
been sufficiently reduced to make it possible to build the
chapels out of the money already set aside and the interest
that will accumulate while building is going on. I earnestly
hope it may prove that we can do this. I realize that the
group to which I myself belong has not as long an expectation
of association with the University as we once had, and I
should like to see this building begun during my presidency
and finished while you and I are still living to enjoy it.

You will also be interested to know that the Supreme
Court of the State approved our new contract with Rush Medical
on April 14, and that we are now pushing forward our plans
for the Rawson building and the taking over of the school.

Dr. McLean's coming to us has contributed greatly
to the establishment of satisfactory relationships with the
officers of the General Education Board, especially with Mr.
Flexner. I am also getting from Mr. Arnett frequent indications
that the feeling in the East is that at the moment we are
lacking, but that there is real appreciation of our spirit,
outlook and plans for the future, and that, of course, to
come up to our ideals and theirs we must realize our plans, not simply make them.

With kindest regards to Mrs. Ryerson and yourself,

I am,

Very truly yours,

Mr. Martin A. Ryerson
c/o Munroe & Company
4 Rue Ventadour
Paris, France.

EDB:HP
come up to our house and stage as much reality out.

Please note simply make cheer.

With kind and respect to Mr. Vernon and yourself.

I am,

Very truly yours,

[Signature]

With reference to a note received from you.

A letter was sent to Mr. Vernon.

Paris, France.

E.M. R.
The carbon copy of the letter sent to Mr. Ryerson was strangely lost. These copies reproduce the letter substantially as sent, but page 6 is known not to be an exact copy. June 24, 1924

May 12, 1924

My dear Mr. Ryerson:

Since my last letter to you very decided progress has been made by the University in the promotion of its plan for our next advance step. Since last autumn the deans of the various schools and colleges of the University have been endeavoring to formulate the steps that ought to be taken in the near future to enable the University to meet its manifest responsibilities in the field of education and to maintain that position of prestige and leadership which we all feel belongs to us. We have tried to avoid on the one side, narrowness of vision and undue timidity, and on the other, anything approaching extravagance and excess.

When these various statements were assembled after having undergone a process of criticism and revision the total amount to which these various estimates added up was very startling, even to me who had been very actively in touch with the studies as they were made. I scarcely dare set down the total, but it exceeded the entire present resources of the University.

It was of course evident that however necessary all the items in such an estimate were we could not go before the public with any such program reduced to figures. Some
My dear Mr. Kerzner:

Since my last letter, I have been seeing progress in the planning of the program and the various steps needed to advance the University's goals. Since last summer, we have taken various steps and colleges of the University have been successful in formulating the necessary plans for the next year. We have been working hard to keep the University at the forefront of education and to maintain its position of prestige and leadership in the field of higher education.

We have been striving to meet all the challenges and to improve our responsiveness and effectiveness. When these various challenges arise, we must tackle them head on. We must continue to improve our various academic programs and to keep our students informed and engaged.

I am excited about the future, but also aware of the challenges we face. I encourage you to set your goals and achieve the most from your academic endeavors.

If you have any comments or suggestions, please do not hesitate to contact me. I would be happy to discuss the situation further.

Sincerely,

[Signature]
weeks therefore were spent in the effort to select from this
total list the things that were most urgently needed and still
keep the total within such an amount as we would dare to
include in the first stage of our program of advance.

Meantime, the John Price Jones Corporation, which
carried through successfully the Harvard campaign of two or
three years ago and which has been successful in other like
efforts, was employed to make a preliminary study of our
situation and to make recommendation as to the general
courses of action.

At a special meeting of the Board, held April
2, the report of the John Price Jones Corporation was pre-
presented and with it the list of needs of the University after
it had been subjected to the compressing process to which I
have referred above. Of the latter I am enclosing a copy in
slightly revised and rearranged form. I enclose also a copy
of the report of the special committee in reference to the
campaign as it was adopted by the Board at that meeting.

From these statements you will see that the Board
of Trustees has committed itself unreservedly to an immediate
effort greatly to increase the resources of the University,
yet recognizes that in so doing it is taking only the first
step and that the effort to secure the amount listed must, when it is successful, be quickly followed by other advance steps. I wish to add that though we all regretted your absence and that of Mr. Hutchinson, the meeting was a large one and the decisions were unanimous and hearty.

Perhaps our greatest need is the establishment of outstanding professorships which on the one hand would pay the professor a conspicuously good stipend, and which on the other hand would be in themselves a recognition of ability, learning and eminence.

Our thought is that we should have at least ten of these professorships at $10,000 each, endowing the man rather than the department, and with a clear understanding that when any one of them was vacant the whole field of learning would be canvassed before filling the place, and there should be no necessary relation between the department of the new incumbent and that of the previous holder. Similarly, in the articles of agreement with the donor, the total fund should be dedicated to these professorships, but the amount of each not named, so that if later it is found advisable we could raise the stipend but decrease the number and thus be assured that at all times the professorships would pay comparatively a very good stipend and would stand for ultimate accomplishment in learning. We should hope that
...
these professorships would be recognized in all educational circles as the highest compliment that could be offered to a professor.

The creation of these professorships would on the one hand enable us to bring to the University men of a type and quality that are now beyond our reach, and on the other hand to hold and honor our most eminent men. It would tend to lift the whole level of our graduate work and convince our own people and outsiders that we do not mean to fall to the rear, but intend to hold our place among the Universities of the first class.

Columbia has established ten such professorships of $10,000 each with the provision that they must all be filled by promotion of men already on the staff and that if it is desired to call men from outside at this salary, additional professorships shall be established for this purpose. Yale also has ten $10,000 professorships.

I can think of no one element in our new program that would do so much to give us the standing and the effectiveness that we covet as the establishment of these professorships for eminent men. And the effect on the securing of other gifts of their coming from one man would be very great.

These professorships should bear the name of the
The creation of these professorships would go a long way toward solving the problem of a wide and diverse base for the expanding ranks of the type and diversity that are now found on our campuses, and on the professional level of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of our graduate and undergraduate work and continue to fill the needs of 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Though this letter is already very long, may I add that following your suggestion to me on our journey to New York before you sailed for Europe, we entered into con-
complimented by its name associated with our future projects.

supplementary to the same associated with our future projects.

as part of the main who for they serve as part of the main board of trustees wishing for the university to be present place

of eminence and worth of the same time frame seeking our

additional to American education and culture through the

relation to the arts including the fine music and the

Heckler's phenolication and in many other ways to point

master. A master phenotype responsible mainly to the specific points.

we are convinced upon a new audience in relation to conceptions.

May I say thank you my friend, and I have not

meanings this property different your member having no knowledge

or which the letter is. But if possible to meet to understand that

you printed the university. A phenotype responsible and by you cannot

your and the phenotype living the actual income on such position.

of this letter as you might give to lecture for connection.

me of course? make sure that these would have kept changing

from the point of view of taxation on other relations it is

you can have at present of or reason.

Though this letter is drafted with joy, may

and as per following your suggestion to me or any answer to

New York State. You shall for example me referring into our

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sultation with Mr. Goodhue, and that before his recent sudden death he had prepared a new set of plans looking to the reduction of the cost by about the sum you suggested, viz., $500,000. Everyone who has seen the new plans thinks that they have greatly improved the building in beauty, and Mr. Goodhue himself expressed this opinion. We are now trying to discover whether the cost has been sufficiently reduced to make it possible to build the chapel from funds that will accumulate while building is going on. I earnestly hope it may prove that we can do this. I realize that the group to which I myself belong has not as long an expectation of association with the University as we once had, and I should like to see this building at least begun during my presidency and perhaps finished while I am still living to enjoy it.

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Dr. McLean's coming to us has contributed greatly to the establishment of satisfactory relationships with the officers of the General Education Board, especially with Mr. Flexner. I am also getting from Mr. Arnett frequent indications that the feeling in the East is that at the moment
we are lacking, but that the e is real appreciation of our spirit, outlook and plans for the future, and that, of course, to come up to our ideals and theirs we must realize our plans, not simply make them.

With kindest regards to Mrs. Ryerson and yourself, I am

Very truly yours,

Mr. Martin A. Ryerson
134 South La Salle Street
Chicago, Illinois

EDB: HP
we are nearing the close of this long and trying period, and I am filled with
spirit, outlook and plans for the future, and feel, of course, to come up to our ideals and create a
not simply more fame.

With kindest regards to Miss Harron and

Very truly yours,

[Signature]

ML. Harron
154 South La Salle Street
Office: Illinoia
Enclosure I.

REPORT OF SPECIAL COMMITTEE ON SURVEY.

At the meeting of the Board of Trustees April 2
the Special Committee on Campaign presented the following plan:

The Survey and Fund-Raising Plan for the University
of Chicago made by the John Price Jones Corporation has been sent
to the members of the Board.

In general your Committee concurs with the statements
of facts and conclusions presented in this survey, but before
making recommendations, desires to review with you the needs of
the University both immediate and deferred.

Your Committee has requested President Burton to
present the facts for your consideration:

(At this point the President of the University made
an informal verbal statement of the needs of the University,
illustrated by charts and diagrams, classifying the needs under
four main heads: (a) increased endowment for salaries, (b) buildings,
(c) administration, (d) Medical School. The President stated that
although he had made every effort to reduce the figures he had
found no way of expressing the immediate and pressing needs of
the University in terms of less than a total of $22,500,000. The
figures were subsequently reduced to $21,000,000 by taking account
of the fact that certain buildings would yield income.)

In view of the needs of the University which have been
set forth by the President, your Committee desires to place some
emphasis upon the following general conclusions of the survey:

A. A financial campaign for $20,000,000 to $23,000,000 is practicable.

B. The immediate and pressing problem is one of publicity for such
purposes as are here suggested:
1. To overcome the erroneous opinion that the University is a
wealthy institution, not needing funds, or when it does,
having easy access to Mr. Rockefeller's generosity.
2. To show the University's unique and in some respects
unparalleled opportunity for educational advancement.
3. To show the urgent needs for which funds are not available.
4. To identify the University more closely with the city and
the middlewest and to develop not only a friendly attitude
but also the active cooperation and financial support of the
residents of these districts.
REPORT OF SPECIAL COMMITTEE ON SURVEY

At the meeting of the Board of Trustees April 3,

the Special Committee on Committee presented the following plan for

the Survey and Fund-Raising Plan for the University

of Illinois made by the Finance Committee and for review

of the members of the Board.

In general, your Committee concurred with the recommendations

of Finance and Committee presented in this report, and elected

to make recommendations, to review with you the status of

the University, and immediate and general.

Committee to reduce the surplus of

Present the report to your committee.

A Joint point the President of the University wrote

an introductory note addressing the needs of the University,

in order to prepare the Board of Trustees to increase the

income of the University. The Report of the Finance Committee

and the recommendations of the Trustees have been

In view of the needs of the University, the Board of Trustees has agreed.

to reduce the surplus of $35,000,000 to $30,000,000 by transferring

A new financial statement for $25,000,000 to $30,000,000 to the appropriation

B. The President and the Board of Trustees to one or more

of the needs of the University.

To adopt the recommendations of the President and the Board of Trustees

and to make recommendations to the Trustees for the appropriation of

the University to one or more of the following:

1. To increase the University's endowment trust fund, to the amount of $30,000,000
2. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
3. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
4. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
5. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
6. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
7. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
8. To increase the University's reserve for the University's endowment trust fund, to the

amount of $30,000,000
9. To increase the University's reserve for the University's endowment trust fund, to the

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10. To increase the University's reserve for the University's endowment trust fund, to the

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amount of $30,000,000

C. The success of the campaign will be largely determined by:
   1. The leadership shown by members of the Board,
   2. The amount of time and energy devoted to the campaign by the members of the Board whether or not assigned to special committees.
   3. The amounts of money subscribed by individual members of the Board.

In view of the University's need for funds on the one hand, and the apparent opportunity for conducting a successful financial campaign at this time, on the other, your Committee recommends:

1. That the Board inaugurate and conduct a financial campaign;
2. That the goal of the campaign be set at $20,000,000 to $23,000,000, the time and manner of announcement to be determined by the Trustees Campaign Committee hereinafter provided for;
3. That a committee of seven, of which the President of the Board shall be a member, to be known as The Trustees' Campaign Committee, whose duty it shall be to conduct the campaign for funds, be appointed by the President of the Board; this committee to have power:
   a. To plan, organize and conduct the campaign,
   b. To make expenditures within the limits prescribed in the name of the University,
   c. To relieve the President, the Vice-Presidents, certain members of the faculty and certain members of the administrative staff of their regular duties for stated periods, for the purposes of the campaign,
   d. To employ professional counsel and assistance if they so desire, and to act for the Board on all other campaign matters, reporting to the Board at each regular meeting.
4. That for the expenses of the first year of the financial campaign the $50,000 already appropriated from the General Reserve for this purpose, be supplemented by a sum not exceeding $100,000 to be appropriated from the accumulated income from the Endowment Reserve, making the total amount available $150,000.
The success of the company will be largely dependent on the financial
manager's ability to effectively manage the income and expenses generated by the
company's operations. Therefore, it is essential for the company's financial
manager to have a comprehensive understanding of financial management.

1. The success of the company will be largely dependent on the financial
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company's operations. Therefore, it is essential for the company's financial
manager to have a comprehensive understanding of financial management.

In view of the requirements, it is recommended that a competent
manager is appointed to manage the company.

Recommendation:

1. The board is recommended to consider the appointment of

2. The appointment of a competent manager is recommended to manage the company.

3. The appointment of a competent manager is recommended to manage the company.

4. The appointment of a competent manager is recommended to manage the company.

5. The appointment of a competent manager is recommended to manage the company.

6. The appointment of a competent manager is recommended to manage the company.

In view of the requirements, it is recommended that a competent
manager is appointed to manage the company.
Enclosure II.

SCHEDULE FOR FIRST STAGE OF THE
FINANCIAL CAMPAIGN OF THE UNIVERSITY OF CHICAGO
1924-1926.

I. For Endowment of Instruction and Research in
the University at large, exclusive of the
Medical School and the Divinity School

Annual
Expense

Endowment

1. Ten professorships for men of
exceptonal ability, at $10,000
each. (Not assigned to particular
departments, but available for any
department in which such men can
be found) 100,000 2,000,000

2. Increase of salaries for present staff:

30 professors, average increase of
$1000 30,000
30 associate and assistant professors
average increase of $500 15,000
40 instructors, average increase of
$500 10,000

3. New appointments to strengthen various
departments: 50,000

Deduct amount released by transferring
present members of faculty to $10,000

Net -40,000

Total $135,000 $3,300,000

4. Capitalization of salaries in budget
1924-5 not covered by endowment 135,000 2,700,000
Total for salaries $300,000 $5,000,000

5. For the Libraries: Increased salaries,
new appointments 25,000

6. For additional for retiring allowances 25,000

7. For Summer Quarter Instruction 30,000

Total to this point $380,000

Deduct income to be secured by current
contribution or from interest on
balances -30,000

$300,000

New capital needed $6,000,000
## Schedule for First Stage of the

Financial Campaign of the University of Chicago

1934-1935

<table>
<thead>
<tr>
<th>Item</th>
<th>Expense</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. For Employment of Instruction and Research in the University and the Divinity School</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>II. Increase of Salaries for Present Faculty</td>
<td>$800,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>- Professorial increase $1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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<tr>
<td>- Associate and Assistant Professor $500,000</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>- Instructor $100,000</td>
<td>$100,000</td>
<td>$100,000</td>
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<tr>
<td>III. New Appointments to Established Antichrist</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>IV. Cost of Classification of Salaries in Budget</td>
<td>$800,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>V. Total for Salaries in Current Expense</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>5. For the Payment of Increase Salaries</td>
<td>$200,000</td>
<td>$200,000</td>
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<tr>
<td>6. For Equitable Salaries</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>7. For Summer Summer Allowance</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>8. For Summer Summer Allowance</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>9. Total to Date</td>
<td>$3,200,000</td>
<td>$3,200,000</td>
</tr>
<tr>
<td>10. New Capital Needed</td>
<td>$500,000</td>
<td>$500,000</td>
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</tbody>
</table>
Send the following message, subject to the terms on back hereof, which are hereby agreed to.

To: H. H. Swift

Street and No. (or Telephone) Union Stock Yards

Place: Chicago

April 7, 1924

New Chicago fair this morning. Interested and agreeable but said definitely could not now make or promise anything because for some years yet receives only income not capital gain and in view of his death plans any obligations which might fall on wife. Further contacted by Chicago partner of 20 years. I welcome suggestions from your New York office.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

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

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

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

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

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

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

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

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

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

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

TELEGRAMS
A full-rate expedited service.

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

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

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

SPECIAL TERMS APPLYING TO DAY LETTERS:

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

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

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

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

THE WESTERN UNION TELEGRAPH COMPANY
INCORPORATED
NEWCOMB CARLTON, PRESIDENT

CLASS OF SERVICE

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

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

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

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

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No employee of the Company is authorized to vary the foregoing.
The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at

K493 50 NL

SF UNIONSTOCKYARDS ILL. 7

ERNEST D BURTON

COMMODORE HOTEL NEW YORK NY

ANSWERING PARTNER AID I SUGGEST THAT YOU LAMONT WHO KNOWS HIM SEE HIM URGE SUBSCRIPTION NOT BINDING IN EVENT OF DEATH STOP WHILE HIS EXPENDITURES VERY HEAVY HIS INCOME ALSO ENORMOUS AND HE COULD PAY LARGE SUBSCRIPTION DURING NEXT FEW YEARS IF IS SO INCLINED STOP AM WIRING LAMONT ACCORDINGLY

HAROLD H SWIFT.
Send the following message, subject to the terms on back hereof, which are hereby agreed to

To: Harold H. Swift
Street and No. (or Telephone Number): 4848 Ellis Ave, Chicago, Ill.

Place

Accepting your suggestion, Lamont and I tried twice Wednesday, and I tried twice Thursday without success. Various reasons excluded yesterday. Called today found offered your account, Good Friday. Your note advises further inducement to call. I think my offer can safely be refused. Will visit Chicago again in the near future. In other cases, see Dr. Gately in New York. Revised report later on.

4/10/1928
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

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

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THE WESTERN UNION TELEGRAPH COMPANY
INCORPORATED
NEWCOMB CARLTON, PRESIDENT

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

119 N ATA 49 BLUE.

SF UNIONSTOCK YARDS ILLS 1132A APR 11 1925

ERNEST D BURTON

COMMODORE HOTEL NEW YORK NY

ANSWERING AGREE REFERENCE FINDLAY EXCEPT SUGGEST YOUR LETTER NOT REQUIRE ANSWER SO HE WILL NOT ANSWER NEGATIVELY THAT IS REGRET NOT SEEING HIM FRIDAY AND HAVE NEW PROPOSAL WHICH WILL HOPE TO PUT UP TO HIM SOME TIME NEAR FUTURE LEAVING RESPONSIBILITY NEXT MEETING UPON US RATHER THAN HIM

HAROLD H SWIFT

156P
Dear Mr. Foulds,

Did you ever see this? I think there is something in it. Go back to the letter Miss Dingee wrote to Dr. Harper. I think Shirley Fair may have had the same ideas. Read it for what it is worth.

Sincerely yours,

[Signature]
May 14, 1924.

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

Dear Mr. Burton:

In view of the difficult year just passed and the probably even more difficult year to come, involving the financial campaign along with other problems and responsibilities, it seems to me that you should figure for the most restful vacation possible this summer. If that means a trip abroad, I recommend it; if it doesn't, I advise strongly against it, i.e. I think failure to do the most restful thing possible would be a mistake.

As to the responsibility in your absence: Logically, of course, presume Mr. Tufts should be in charge. At the same time, he may have to carry the chief educational burden during the fall and winter when the campaign is in progress and believe he should be available for this purpose. On that account, it may not be logical for him to be available all the time that you will want to be away in the summer. Under such circumstances, see no objection to leaving some one else in the educational end in charge, which might include Mr. Laing if he were present, although guess he is to be out of residence. Am pretty sure that at times past Gale has been in charge, as also was Salisbury at one time, and would see no objection to Small, Mathews, or some others.

I expect to be reasonably available all summer, figuring to go to Lakeside for the month of July, perhaps overlapping a week or so in June and a day or so in August.

Yours cordially,

[Signature]
December 1, 1924.

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

Dear Mr. Burton:

There have come to me several times in the last few years, rumors that women do not get a fair deal on the teaching staff of the University. My informants say that it was thought that Mr. Judson opposed women on the Faculty; then with your succession to the presidency, there was encouragement in the matter; now, I am told, the feeling is that either you are following in Mr. Judson's footsteps or that the matter has continued on its own momentum and that you have not realized the situation enough to change it. A certain department head is quoted as saying that women are not wanted; another is said to have advised his woman member not to attend Faculty meetings; and a third is quoted as saying that he never has been able to get equal salary for a woman of equal ability as for a man.

It seems to me true that women have not made the progress in our Faculty that they might have done. Many of our alumnae are making notable success at other institutions who might have stayed on with us had they been so encouraged. Maybe there is a proper reason for this in that the likelihood of withdrawal from academic pursuits because of marriage or other reasons may on the whole make it wiser not to take the chance of losing the person at an interesting stage in her academic career.

I am not critical in the matter nor trying to indicate my own point of view, but to get the attitude of yourself and Mr. Tufts, which I think would be considered the official attitude. If these views are not opposed to full and equal opportunities for women in the Faculty, then I suggest Mr. Tufts canvass the situation, in ways that seem best to him, to know the attitude of the deans and department heads, on the chance that such an opposition has grown up and that it exists without your or Mr. Tufts being conscious of it.

The matter has come to me several times in the last year or two, and quite recently it has come to me forcibly in connection with alumnae support for our campaign; therefore, if you agree, I should like to know, in confidence, your and Mr. Tufts' points of view in the matter so that by knowing the facts, I can handle myself to better advantage when the subject comes up.

I enclose an extra copy of this letter in case you want to send it to Mr. Tufts.

Yours cordially,

[Signature]

Harold H. Swift
Mr. Donald E. Smith

Vice President, National Association of Life Underwriters

2200 Pennsylvania Avenue, N.W.
Washington, D.C. 20002

April 20, 1980

Dear Mr. Smith,

I am writing to express my concern regarding the recent developments in the life insurance industry. As you are aware, there has been a significant increase in the number of complaints from policyholders about the practices of insurance companies.

Firstly, I would like to bring to your attention the issue of unfair and deceptive practices. Many consumers are reporting that they are being misled by insurance agents regarding the terms and conditions of their policies. This is a violation of the insurance code and must be addressed.

Secondly, there is a growing concern about the financial stability of some of the larger insurance companies. Several companies have recently filed for bankruptcy, causing anxiety among policyholders.

I urge you to take immediate action to ensure that the rights of consumers are protected. It is crucial that we maintain trust and confidence in the life insurance industry.

Sincerely,

[Your Name]

[Your Signature]
December 27, 1924

My dear Mr. Swift:

Referring to yours of December 1st I beg leave to state that I have canvassed the whole situation with Mr. Tufts and have arranged with him to call an early conference of the women of our Faculty of full professorial rank for discussion of the whole subject of the position of women at the University.

Sincerely yours,

Mr. Harold H. Swift
Union Stock Yards
Chicago, Illinois
Dear Mr. Swift:

Referring to your letter of December 1st, I believe it is possible that I have overstated the whole situation. I have been conversing the whole situation with my wife and have examined with her the possibility of early acceptance of the position. We are not, however, in a position to accept, and for this reason we have informed the University of the position of women at the University.

Sincerely yours,

[Name]

Mr. Joseph H. Swift
Union Stock Yards
Chicago, Illinois
December 3, 1924.

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

Dear Mr. Burton:

I enclose herewith letter I started last Saturday, but which I have held over for a day or so, thinking it over and for slight corrections.

You will note that itcrosses Mr. Coulter's, of which I received a copy this morning, which would indicate that the general situation is being somewhat agitated—his being a somewhat different form from mine, however.

Yours cordially,

HAROLD H. SWIFT

HHS×GB
November 28, 1924.

President E. D. Burton,  
Office of the President.  

My dear President Burton:  

This is purely a personal communication in the interest of our campaign.  

I happened to be present with a group of alumnae who were chatting about the campaign. According to them, there was developing some "feeling" as they expressed it, in their group because it was not represented in our "drive" in a way that might be very effective. They wanted me to understand that they were perfectly loyal, but wanted to help more than they had opportunity.  

They called my attention to the fact that even the committee on the proposed women's building did not include a single woman.  

They mentioned several women who could be of outstanding help in planning and in speaking. I happen to remember Grace Abbott and her work in the Immigration Bureau, and also Florence Allen, who, of course, is a wonderful public speaker. These are simply two of the outstanding women I remember they mentioned, who might be of valuable service.  

They were also talking about what to them seemed to be the growing necessity of developing some women deans, now that the older generation is getting on the threshold of retirement. They remarked that it takes a little time to train for a deanship, and there should be some overlapping with the efficient ones now in charge.  

I simply pass on this information to you for what it is worth, but I thought you ought to know what this group is talking about.  

Yours sincerely,  

(Sgd.) JOHN M. COULTER
Preserve E. F. Burman
Office of the President
My dear President Burman:

This is merely a personal communication to you and others.

I am pleased to have been able to attend the symposium on "The Challenge of Women's Education" held at the University of California. It was an educational experience for me, and I am grateful to have had the opportunity to attend.

They called my attention to the fact that there are still a number of women who could be of assistance.

They were also referring to the importance of developing some women's groups. This is an important subject and I hope to be able to contribute to its discussion.

I enclose some additional information for your information. I would be happy to discuss this further with you.

Sincerely yours,

[Signature]
To the President of the University and President of the Board of Trustees of the
University of Chicago.

Gentlemen:

The undersigned women members of the University Senate beg leave to call certain matters to your attention and ask your consideration of them in connection with plans for the future development and administration of the University. Their deep interest in the University and their loyalty may be measured in part by the ninety-five years of their joint connection with it.

I. The articles of incorporation include among the objects for which the University exists, the following:-

"To provide, impart, and furnish opportunities for all departments of higher education to persons of both sexes on equal terms."

These objects seem to us to be not adequately fulfilled in the following respects:-

a. There is no woman on the board of trustees.

b. The faculties of Arts, Literature and Science have on their teaching staff too small a proportion of women, not even furnishing a sufficient number to fill the positions of Deans and Heads of Houses.

c. Although women comprise over 40% of the graduate students and show by the grades accompanying the doctorates they receive that they reach a very high plane of achievement, they receive only about 20% of the fellowships including special fellowships designated for women.

d. Of the University of Chicago bachelors who received the doctor's degree between 1919 and 1923, seventeen received appointments to the faculty. Seven men received appointments of professorial rank and the two women in this group received instructorships.

e. Promotions and increase of salary are awarded to women more slowly than to men. There are three women faculty members
To the President of the University and Treasurer of the Board of Trustees of the
University of Chicago,

Gentlemen:

The members of the Faculty of the University have been
Most cordially interested in your letter and the further development and extension
of the University. They have been interested in the University and their Faculty and in
the Association of Instruction to which the University has
so many times been referred in the past.

The Association of Instruction extends the following
statement of the University's desires:

"To provide for the increase and maintenance of faculty
opportunities and facilities for all departments.

of higher education, to prevent the formation of small
schools of learning, and to secure
a strong and adequate number of faculty members to fill
the positions of the future.

The need for a strong and adequate faculty

of higher education cannot be
neglected. The Association of Instruction realizes the
importance of attracting the best talent to the
University. Seven new teaching opportunities of prominent
rank
and the new money in this year's budget will be
 allocated to the

promotions and improvements of faculty and

money will be

Spelman Gas to meet. There is a prime money account
necessary
who received their doctor's degree in 1907 or earlier and who
are still only associate professors; whereas twenty-one men who
received their doctor's degrees in 1907 or later hold full pro-
fessorships. No one of these men has received the honorary degree
of doctor of laws, whereas two of the women have received it.

II. The slight role given to women in "providing and imparting op-
portunities for education to persons of both sexes on equal terms" is paral-
leled with slight recognition given to them in other academic relations, viz:

1. There have been 134 convocations with but four women orators.
2. Only one honorary degree has been conferred upon a woman.
3. Only twice has any woman been asked to speak at home-coming
or trustees' dinners.
4. With very rare exceptions women are not invited to give
University Public Lectures.
5. Women do not receive appointments on important faculty com-
mittees.
6. Women are not always represented in social functions given
in the name of the University.
7. Women of the faculty are given no opportunity to enjoy or
to offer hospitality except under strict limitations at the Quadrangle
Club.
8. No opportunity has been given the faculty women to aid in
working out plans for the development of the University, especially
as it concerns the women of the University.

III. In view of the preceding facts we would urge -
1. The appointment of a woman trustee.
2. The appointment to the faculties of several women of dis-
tinction and power in scholarship, teaching ability, or administra-
tive skill.

3. The granting of greater encouragement to young women of distinction and power in scholarship, teaching ability, or administrative skill.


5. Better facilities for agreeable social life.

6. Further opportunity to make known the needs of women faculty members and students which either exist today or will be felt in the near future.

We believe that the measures here proposed will work advantageously in raising the status of young women students in college activities and that they will tend to produce even more women graduates of distinction and a body of women whose influence on boys and men through the school and the home will bring to the enrichment of the University a stream of strong and able youth.

Finally, the University of Chicago, if true to the ideals on which it was established, can make a great contribution through the encouragement it gives its women members, toward the development of those resources of the world which are in the keeping of women and which they are called upon more and more to contribute to the progress of civilization.

[Signatures]
The granting of larger accommodations to young women of 

- The expansion of college opportunities, especially in the field of art and music. 

- A larger recognition of women in non-academic work. 

- Better legislation for women's social life. 

- Further opportunity to secure the vote of women as early as possible. 

Women and education. Women's education at the present time is more important than ever before.

To fulfill the promise of democracy, women must be educated.

In order to create a healthy and happy society, education for women is essential. 

Equality for women is not just a matter of justice, but of progress. 

If women are to win their rightful place in society, they must be educated. 

Women should not only have the right to vote, but also the right to education. 

Education is essential for women to contribute to the progress of civilization.
The University of Chicago
Office of Vice-President and Dean
of Faculties

January 14, 1925

Memorandum to the President:

With Reference to Women in the University.

A conference was held January 14 with reference to the general position of women in the University at which were present Professors Flint, Talbot, Wallace, Associate Professors Abbott, Bjunt, Breckinridge and Mr. Tufts.

Mr. Tufts made an introductory statement as to the purpose of the Conference to the effect that it was called at the request of the President for consideration of certain matters set forth in a petition to the President and Trustees by the women members of the Senate, and also in letters containing the views of alumnae. Mr. Tufts stated as his own personal opinion that there were not on the faculty as many women of high standing and scholarship and of fine personality as it seemed to him desirable there should be. He thought that while there might be differences of opinion as to some of the points raised in the petition, it would not be worth while to discuss these but rather to consider constructive proposals. He stated that he thought the President was entirely sympathetic with the general policy of having a good representation of women on the faculty and of giving them recognition in promotion, in committee appointments, and in other ways. Mr. Tufts further stated that under our present system of appointment and promotion there are always at least two factors to be considered. On the one hand the recommendation of the departments -- on the other the general attitude of the administration. This latter would be perhaps especially influential in the case of securing women for important administrative posts, whereas in the more purely instructional field the initiative lies with the departments. Failure on the part of departments to recommend appointments of women may be due either to the fact that in the particular field there are few or no women of distinction available -- or it may be due to the objection of the particular department to the presence of women, either because of positive grounds or because of habit. An illustration was cited of a department that had completely changed its position with regard to the presence of women because of the very successful work of a woman in the department. It was pointed out also that during the past year one appointment of high rank had been made in the Department of English and that very few promotions of any sort had been made during the past year.
February 14, 1938

Memorandum to the President

With reference to the offer of the University of Chicago to Mr. Tatum, Chancellor of the University of Wisconsin.

I enclose the copy of the letter from Mr. Tatum accepting the offer of the University of Wisconsin. Mr. Tatum's letter was written in the University of Michigan. Mr. Tatum's letter was written in the University of Michigan. Mr. Tatum's letter was written in the University of Michigan.

Mr. Tatum's letter was written in the University of Michigan. Mr. Tatum's letter was written in the University of Michigan. Mr. Tatum's letter was written in the University of Michigan.

The offer was made in the University of Michigan. The offer was made in the University of Michigan. The offer was made in the University of Michigan.

I am pleased to have the opportunity to accept the offer of the University of Wisconsin. I am pleased to have the opportunity to accept the offer of the University of Wisconsin. I am pleased to have the opportunity to accept the offer of the University of Wisconsin.
Miss Talbot raised the question as to whether it would be in order for the women to prepare materials as to women of distinction in various fields, and submit it for such use as it might seem desirable to make of it. Mr. Tufts thought this would be desirable. It might in some cases be used informally in discussing appointments with department. In some cases it might be prejudicial if the direct suggestion were made by the administration since some departments would not like to have any suggestion of either man or woman made by the administration. Various informal comments and suggestions were made by others present and without any formal vote in the matter it was understood that material of the kind suggested by Miss Talbot might be prepared and made available for use as occasion might offer.

The group were, I think, satisfied that the administration had no prejudices whatever against the appointment or promotion of women, but that on the contrary it will be favorable to an increase in their representation upon the faculty.

I am returning herewith your copy of the petition and of the letter from Mr. Swift.

Sincerely yours,

James H. Tufts

JHT: H
The Ford Motor Company has made a substantial gift to the University of Michigan's School of Business Administration. This gift will enable the school to expand its programs and facilities, and will provide additional opportunities for students and faculty. The funds will be used to support research, faculty development, and the enhancement of the overall educational experience.

The University gratefully acknowledges the generosity of the Ford Motor Company and looks forward to a continued partnership that will benefit both the University and the business community.

Sincerely yours,

The University of Michigan
Mount Holyoke College is greatly indebted to the University of Chicago. During the present administration more members of the faculty have received their doctorates from the University than from any other institution, and the number of our graduates who have been graduate students there has been exceedingly large. The University has been a stimulus and source of inspiration in other ways and we feel a personal interest in all that makes for its increasing influence and helpfulness.

Mary E. Woolley, President
Office of the President

Mount Holyoke College is seriously engaged in the University's Office. During the present administration, more membre of the faculty have received their doctorates from the University, and the number of our graduates who now proceed to graduate schools in other institutions is much larger than from any other institution. The University is a very valuable institution which we feel a particular interest in all that makes for its improvement, influence and service.

Mount W. Moffatt, President
October 1, 1924

President Mary E. Woolley,
Mt. Holyoke College,
South Hadley, Mass.

My dear President Woolley:

The University of Chicago is about to make an appeal to the public for additional funds with which to carry on its work. In certain respects we believe that the University is serving not merely our region or the individuals who come within its walls, but the work of college education throughout the country, both by its contributions to scholarship and sciences and by the preparation which it gives to many who become members of the faculties of the colleges.

Mt. Holyoke has for many years had a rather unusual number of our doctors upon its faculty, and we have always had a high regard for students that come to us from Mt. Holyoke. Would you be willing to write a brief statement or letter as to the service which it appears to you that the University of Chicago is performing to higher education and especially to the work of the colleges? If so, I should be glad to have this as soon as it may be convenient.

Sincerely yours,

EDB: H
Mount Holyoke College is greatly indebted to the University of Chicago. During the present administration more members of the faculty have received their doctorates from the University than from any other institution, and the number of our graduates who have been graduate students there has been exceedingly large. The University has been a stimulus and source of inspiration in other ways and we feel a personal interest in all that makes for its increasing influence and helpfulness.

Mary E. Woolley, President.
Mount Holyoke College is greatly honored to
the University of Chicago. During the present
ministerial work members of the faculty have

continued their course at the University of
Chicago and other institutions; the number of our
students who have been introduced to the
University has been a

source of gratification to us. The University has been a

source of information to others who and

we feel a pleasure in sending to the

fellowship and reputation.

With High Regard,

William H. Oliver, President.
October 8, 1924

President E. A. Birge,
The University of Wisconsin,
Madison, Wisconsin

My dear President Birge:

I want to thank you very cordially for your generous letter just received. I am sure it will be of great help to us.

Sincerely yours,

James H. Tufts

JHT: H
My dear President Burton:

I am in an exceptionally fortunate position to speak of the influence of the University of Chicago in these North Central States, since I had already been associated with educational work here for a good many years when the University was founded in 1891.

The conventional period of a human generation has passed since that date. It has witnessed an unexampled development of great universities in these states -- great in numbers and in revenues and not less great in providing for scholarship and in securing the results of this provision in professional and graduate study, and in research.

It would not be easy to overestimate the influence of the University of Chicago in the development of means for intellectual life in this region. I should be wearisome if I tried to point out the many directions in which this influence has been felt. My own thoughts turn immediately to the earlier years of the graduate school of the University of Wisconsin and to the encouragement and strength which its advance received from the notable example of the University of Chicago. I think of the stimulus given to research by the creation of great laboratories and libraries in Chicago, and especially by their vigorous activity. I recall the influences which have come to all departments of our University from yours by the constant interchange of scholars -- some transferring their work from our faculty to Chicago, others in like manner received by us; and I recall even more vividly those constant exchanges of thought and ideals by which neighboring universities come into the inspiring companionship of the intellectual life.

Our experience, I am sure, has been that of all universities in the North Central States. The presence of the University in our central city as a home for the nurture of the mind, as a leader in professional education, and in the advance of the higher learning -- in a word, as a university great in fact and still greater in potentialities and ideals -- this has been a factor of inestimable value to all of our states.

And therefore every friend of learning must welcome the movement of the University of Chicago to enlarge its life and its activities. The success of this movement means much for our states. None can more truly appreciate this fact and none can wish for its realization with more cordial sympathy than do those of us who have learned from association with state universities the intimate connection between the advance of higher education and the maintenance of the prosperity and happiness of our commonwealth.

Very faithfully yours,

E.A. BIRGE,
President.

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

I am in the position to apologize for the disappointment of the students of the University of Wisconsin, which I know you share with me. I have been told that the University is not in a position to give the students the advantages they deserve. I regret that I cannot do more to help them.

Sincerely yours,

[Signature]
My dear Dr. Tufts:

I enclose a letter which I have written on the train - taking the first moments of leisure which I have had since your letter of the 18th was received.

It is too long and it needs editing otherwise, and I hope you will not hesitate to exercise an editor's powers. I might be able to do something myself but not till after the middle of October which would entail much delay. So I send it on as it is and you may make the best you can of it if you think it will serve your purpose. I might do better if I knew more of the scope of your plans. So if you feel a vagueness in the letter and can wait for my return from the east I will try to revise and improve it.

Very truly yours,

E.A. BIRGE
President.

Dr. James H. Tufts,
University of Chicago.
Dear Mr. Smith,

I receive a letter which I have written to the
president of the University of Wisconsin. I have been
since your letter at the 18th of January.

If it is for your benefit to make a suggestion or proposal, I
might say that I have decided to write you a letter, saying that if you desire to make any
of the desired changes, I will do my best to cooperate. If I can find a way to make the
changes you desire, I will do so. If you have any other suggestions, I will be glad to
consider them.

Very truly yours,

[Signature]

Campbell

President

[Date]
Oct 8

Dear Mr. Tuttle:

I have had a copy of this made. It is very valuable. Thank you

H. J. Service
October 6, 1924

Dean James H. Tufts, Vice President
The University of Chicago
Chicago, Ill.

My dear Dr. Tufts:

I am more than glad to express my sincere admiration for both the quantity and the quality of the work which the University of Chicago has been doing in the thirty-four years of its history.

The University has contributed many well trained men to the faculties of colleges throughout the middle west and south. I have always regarded with peculiar satisfaction the work the University has done for teachers in its Summer Quarters. Oberlin College has abundant reason to recognize its own indebtedness to the University of Chicago for the graduate work afforded to many of its faculty. The mere fact that fifteen of our present staff have done extended graduate work at the University of Chicago, is typical.

I hope the proposed financial campaign for the University may be abundantly successful.

Very sincerely yours,

Henry Campbell King.
October 6, 1929

Dear President:

The University of Chicago has been a wise and responsive institution. The University has been able to meet the demands of the community and the changing needs of society.

I am writing to request your assistance in the establishment of a new academic program. The University has a long history of excellence in the field of education and has been a leader in the development of new academic programs.

I believe that the addition of this new program will contribute significantly to the University's reputation and will benefit the students and faculty alike.

I look forward to your positive response to this request.

Very sincerely,

[Signature]
October 8, 1924

President Henry Churchill King,
Oberlin College,
Oberlin, Ohio

My dear President King:

I want to thank you very much for your generous letter just received.
I am sure it will be of great help to us.

Sincerely yours,

James H. Tufts

JHT: H
October 6, 1924

President Ray L. Wilbur:
Leland Stanford, Jr. University,
Stanford University, California

My dear President Wilbur:

The University of Chicago is to make an appeal to the public for additional funds with which to carry on its work, particularly its work of research and of graduate and professional study. We believe that the opinion of those qualified to estimate the importance of the University of Chicago’s service in these fields would be of great value to us. While the field of our educational influence has been especially that of the middle west, many of our doctors are members of the faculties of institutions on the Pacific coast, and of course in the field of ideas and investigation geographical distances are not so important. One field in which we desire especially to extend our activity is in the field of medicine, particularly in the department of research.

I wonder whether you would feel like writing a letter or making a brief statement from which we might quote as to the service to science and higher education of the University of Chicago so far as it has come within your observation.

Sincerely yours,

EDB/ H
October 6, 1924

President Walter A. Jessup,
University of Iowa,
Iowa City, Iowa.

My dear President Jessup:

The University of Chicago is soon to make an appeal
to the public for additional funds with which to
carry on its work. It is more especially the work
of research and graduate education which requires
these increased resources. In carrying on this
work we feel that we are engaged in many respects
in a common cause with the neighboring state
universities. The interchange of ideas between
members of our faculties, the publication of
investigations, and the general elevation of the
standards of education are instances of our
common interest.

In view of this I wonder whether you would be
willing to write a letter or make a brief statement
which might be quoted in connection with our
presentation to the public of our needs for
additional support. I think that you have on
your faculty several men who have gained their
preparation here—but probably the more important
service of the University of Chicago, as of your
University, is to be found in the less easily
measured influences for the general advance of
research and higher education.

Sincerely yours,

EDP:W
My great President is soon to make an important visit to the University of Chicago. In a letter to the President of the University of Iowa, he expressed his appreciation of the work of the University of Chicago. He noted the importance of research and education, and the University of Chicago's role in contributing to these fields. He also mentioned the University of Iowa's research and educational programs.

In view of this, I thought it would be appropriate to write a letter to the President of the University of Iowa, expressing my thoughts on the importance of research and education. I believe that the University of Iowa has made significant contributions to these fields, and I am proud to be associated with such an institution.
October 20, 1924

Director G. N. Carman,
Lewis Institute,
Chicago

Dear Mr. Carman:

On behalf of President Burton
I wish to thank you for your very generous letter of October the ninth. The cordial good-will of those, who are engaged in the common cause of higher education is extremely encouraging to us.

With high regard,

Sincerely yours,

James H. Tufts
LEWIS INSTITUTE
CHICAGO
Oct. 9, 1924.

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

Dear Dr. Burton:

As a citizen of Chicago I rejoice in the founding, the growth, and development of the University of Chicago. It seems to me the embodiment of the ideals of its first great president, and we do well to honor his memory by carrying on and perfecting a structure the foundations of which he so well laid. The opportunities for study and research furnished by the graduate school of the University of Chicago have been of untold value to teachers and preachers throughout the nation.

It bodes well for the future of our land that, alongside of our state universities, men of great wealth like John Hopkins, Leland Stanford and John D. Rockefeller have furnished the means by which great educational leaders like Daniel Coit Gilman, David Starr Jordan, and William Rainey Harper could make their unique contributions to the cause of higher education.

The wisdom shown in the selection of Chicago as the seat of the University, its location on the Midway, the equipment, the plans for the future, all should appeal to citizens of Chicago and should insure ample resources. I feel sure of your success in making an appeal to the public for additional funds for carrying on the work of the University.

Very truly yours,

[Signature]

GNC: MZ
LEWIS INSTITUTE
CHICAGO

OCT. 9, 1924

Presidential Press Room
The University of Chicago
Chicago

Dear Mr. Burton:

As a matter of record, I rejoice in the foundation
of the school of chemistry at the University of Chicago.
I believe in the advancement of the science to be the
highest goal, and we do well to pursue it with energy.
The opportunity is not only for the benefit of
the University of Chicago but for the benefit of the
whole nation. I am confident that this school will
make contributions to the advance of science.

I am pleased to see the growth of the University,
the elevation of the students, and the progress made
in the labors of the faculty.

Yours sincerely,

Very truly yours,

[Signature]

[Note: The signature is not clearly visible.]
October 6, 1924

Director George M. Carman,
Lewis Institute,
Chicago

Dear Mr. Carman:

As you may be aware the University of Chicago is about to make an appeal to the public for additional funds with which to carry on its work. You have been closely associated with us from the beginning in many ways. You, yourself, have now come to command the confidence of the public in Chicago by reason of your long and successful administration.

Would you be willing to write a letter from which we might quote as to the service of the University of Chicago to higher education with perhaps special reference to the Chicago community and the possible or desirable place which the University should occupy in the future life of the great city?

Sincerely yours,

EDB}
October 6, 1924

President William O. Thompson,
Ohio State University,
Columbus, Ohio

My dear President Thompson:

The University of Chicago is soon to make an appeal to the public for additional funds with which to carry on its work. It is more especially the work of research and graduate education which requires these increased resources. In carrying on this work we feel that we are engaged in many respects in a common cause with the neighboring state universities. The interchange of ideas between members of our faculties, the preparation of advanced students at your institution or at ours who will become members of our faculties, the publication of investigations, and the general elevation of the standards of education are instances of our common interest.

In view of this I wonder whether you would be willing to write a letter or make a brief statement which might be quoted in connection with our presentation to the public of our needs for additional support. I think that you have on your faculty several men who have gained their preparation here -- but probably the more important service of the University of Chicago, as of your University, is to be found in the less easily measured influences for the general advance of research and higher education.

Sincerely yours,

[Signature]