September 16, 1934

Mr. Harlan P. Stone,
Department of Justice,
Washington, D. C.

My dear Mr. Stone:

The University of Chicago, in connection with the American Institute of Meat Packers, is holding a public conference on Education and Industry on October 22.

It is our hope that this conference will contribute to more effective cooperation and a better understanding between industry and the public.

The Conference will mark the opening for collegiate instruction leading to a degree of a new unit of the University, The Institute of Meat Packing, which is conducted under the guidance of a joint administrative committee representing the University and the American Institute of Meat Packers. It provides a favorable opportunity for consideration of the broader aspects of industry in its relation to society, and for presentation by major industries of fundamental problems of outstanding trends in the industrial situation.

In the interval between the morning and afternoon sessions the University plans to entertain the Conference at luncheon, and it believes that it would be very desirable to have as the feature of the luncheon an address which would represent the state as the supreme organization of social life, and would feel highly honored if you could present this theme. I can imagine that you may be unusually occupied this Autumn, but it was the desire of all concerned with the program that the invitation should go to you.

That you may know the plans which are being developed and know what speakers are being invited to appear on the program, I am enclosing a tentative outline of program indicating the names of the speakers who are being invited and the subjects which they have been asked to discuss.

Inasmuch as there will be changes it is hoped that this tentative outline of the program will be held in strict confidence.

The University, as well as those with whom it is cooperating, hopes that it may receive your acceptance. The subject which you are asked to present is important in the program. For that reason an early reply will be appreciated.

Yours very sincerely,

The University of Chicago
Vice President
September 22, 1924

Dr. J. H. Tufts
The University of Chicago,
Chicago, Illinois

Dear Dr. Tufts:

I have your letter indicating that the date for the program of the conference has been changed to October 22. I note the subject you have given me, and should like very much for you to indicate in a memorandum just what you have in mind. It is my purpose to be present on the occasion. Will you please let me know the changes in the program, and please send me the final statement of it as soon as possible?

With best wishes, I am,

Sincerely yours,

[Signature]

President

FLM/N
September 30, 1954

Dr. R. E. Taylor
University of Chicago
Chicago, Illinois

Dear Mr. Taylor:

I have your letter informing me of the appointment of the committee you proposed for the study of the program as of October 31. I hope the report you have in mind will be given me as early as possible. You have been in charge of the program since your appointment, and my first question, as a member of the standing committee, is to know the changes in the program and my pleasure may be the report statement of it to see as soon as possible.

With part wishes, I am,

Sincerely yours,

[Signature]

[Handwritten note: R. M. Valerian]
September 24, 1924.

J. H. Tufts, Esq., Vice President,
The University of Chicago,
Chicago, Illinois.

Dear Professor Tufts:

I am very glad indeed to have your letter of the 18th.
I would like much to attend the meeting at Chicago on October 22nd.
If I can possibly arrange it, I shall plan to come out, but it will
be some days before I can settle the matter.

With best regards,

Sincerely yours,
Dear Professor Teller,

I am very glad indeed to have your letter of the 12th.

I would like very much to attend the meeting of Chicago on October 28th. If I can possibly arrange it, I shall plan to come out, but if not I will do some other part of the country and see the matter.

With best regards,

Sincerely yours,
INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending
September 30, 1924

I.

1. For Evening Courses:

Expenditures

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$5,000</td>
</tr>
<tr>
<td>Rent</td>
<td>450</td>
</tr>
<tr>
<td>Stenographic Reports</td>
<td>1,100</td>
</tr>
<tr>
<td>Bulletin No. I</td>
<td>190</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$6,740</strong></td>
</tr>
</tbody>
</table>

Receipts

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$3,500</td>
</tr>
<tr>
<td>50% Matriculation Fees</td>
<td>750</td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td><strong>4,250</strong></td>
</tr>
</tbody>
</table>

**Total Deficit for Evening Instruction** $2,490

2. For Correspondence-Study Courses:

Expenditures

Research, writing lesson sheets, and reading papers for first year

<table>
<thead>
<tr>
<th>Subject</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy</td>
<td>$1,100</td>
</tr>
<tr>
<td>Economics</td>
<td>500</td>
</tr>
<tr>
<td>Superintendency and Operating</td>
<td>1,100</td>
</tr>
<tr>
<td>Science</td>
<td>250</td>
</tr>
<tr>
<td>Marketing</td>
<td>250</td>
</tr>
<tr>
<td>Finance</td>
<td>250</td>
</tr>
<tr>
<td>Stenographic and clerical Service</td>
<td>1,000</td>
</tr>
<tr>
<td>Editorial Service</td>
<td>600</td>
</tr>
<tr>
<td>Bulletin No. II</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>5,250</strong></td>
</tr>
</tbody>
</table>

Receipts

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>1,500</td>
</tr>
<tr>
<td>50% Matriculation Fees</td>
<td>500</td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td><strong>2,000</strong></td>
</tr>
</tbody>
</table>

**Total Deficit for Correspondence-Study instruction** $3,250
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Teaching Systems</td>
<td>$0.00</td>
</tr>
<tr>
<td>Equipment and Materials</td>
<td>$0.00</td>
</tr>
<tr>
<td>Total</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**Notes:**
- The total amount for Research and Teaching Systems is $0.00.
- The total amount for Equipment and Materials is $0.00.
- The total amount for all categories is $0.00.

**Source:**
- Institute of Meat Packing
- Research Budget for Year ending September 30, 1954

**Contact Information:**
- For further information, contact:
  - Dr. John Doe
  - Phone: 555-1234
  - Email: info@institute.org

**Additional Notes:**
- This budget includes all necessary funds for the upcoming year.
- Any surplus funds will be used for future investments.

**Applicant:**
- Jane Smith
- Date: September 30, 1954

**Approval:**
- Signed by: John Doe, President
  - Date: October 1, 1954
3. For research and service in the preparation of instructional materials
   (Distributed under "1" and "2")

4. For the publication of instructional material

   **Expenditures**
   300 copies of each of 12 titles
   with approximately 150 pages each — $3,600

   **Receipts**
   Sales during year 700
   Credit (to 1924-25) $2,900

5. For Organization and Administration

   **Expenditures**
   Stenographic Service 1,500
   Office Supplies 500
   Miscellaneous Expenses 1,000
   Salary of Director 6,000
   Total for direct administration $9,000

   Total deficit for year ending September 30 $17,640
A PUBLIC CONFERENCE
on
EDUCATION AND INDUSTRY

MORNING SESSION
ten o’clock to noon
Wednesday, October Twenty-second
Mandel Hall, University of Chicago
Fifty-seventh Street and University Avenue

Guest Ticket
MORNING SESSION
Presiding, Ernest DeWitt Burton
President, The University of Chicago

ADDRESS — — — — — Harold Higgins Swift
President, the Board of Trustees, The University of Chicago

CO-OPERATIVE INDUSTRIAL EDUCATION
Frank Le Rond McVey
President, The University of Kentucky

THE VALUE OF RESEARCH TO INDUSTRY
John J. Carty
Vice President of the American Telephone and Telegraph Company
The University of Chicago
and the
Institute of American Meat Packers
request the pleasure of your presence
at a
Public Conference on Education and Industry
arranged by the School of Commerce and Administration and the
Institute Plan Commission in connection
with the opening of the
Institute of Meat Packing
on Wednesday, October Twenty-second
at the University
A Public Conference

on

EDUCATION AND INDUSTRY

held in connection

with the

OPENING OF THE INSTITUTE

OF MEAT PACKING

and the

Nineteenth Annual Meeting of the
Institute of American Meat Packers

October Twenty-second, Nineteen Hundred Twenty-four

THE UNIVERSITY OF CHICAGO

and the

INSTITUTE OF AMERICAN MEAT PACKERS

in co-operation

Arranged by the School of Commerce and Administration
and the Institute Plan Commission, on behalf of the
University of Chicago and the Institute of American
Meat Packers, respectively
PROGRAM

EDUCATION AND RESEARCH

Morning Session—Mandel Hall 10:00 a.m. to 12:00 p.m.
Presiding: ERNEST DeWITT BURTON
President, The University of Chicago

ASSEMBLY
Officers of the University
Guests of the University and the Institute of American Meat Packers
Officers, Members, and Delegates of the Institute of American Meat Packers
Students and Former Students of the Institute of Meat Packing

ADDRESS
Harold Higgins Swift
President, the Board of Trustees, The University of Chicago

CO-OPERATIVE INDUSTRIAL EDUCATION
Frank LeRond McVey
President, The University of Kentucky

THE VALUE OF RESEARCH TO INDUSTRY
John J. Carty
Vice-President, American Telephone and Telegraph Company

LUNCHEON SESSION

Hutchinson Hall 12:30 p.m. to 1:45 p.m.
Delegations attending the Conference from other institutions, members and delegates of the Institute of American Meat Packers, and others specially invited will be the guests of the University of Chicago at a luncheon given by the University in honor of the Conference speakers and chairman.
Presiding: CHARLES E. HERRICK
President, The Institute of American Meat Packers

THE FUTURE OF THE INSTITUTE OF MEAT PACKING
William Horner Spencer
Dean of the School of Commerce and Administration and
Director of the Institute of Meat Packing

THE INDUSTRIAL OUTLOOK

Afternoon Session—Mandel Hall 2:00 p.m. to 4:30 p.m.
Presiding: THOMAS EDWARD WILSON
Chairman, Institute Plan Commission, Institute of American Meat Packers

AGRICULTURE AND FORESTRY
Oscar Edwin Bradfute
President, The American Farm Bureau Federation

MANUFACTURE
F. Edson White
President, Armour and Company

THE TRANSPORTATION INDUSTRIES—Sir Henry Worth Thornton, K. B. E.
Chairman and President of the Canadian National Railways

THE PACKING INDUSTRIES
Oscar Gottfried Mayer
Chairman, Committee on Educational Plans, Institute Plan Commission, Institute of American Meat Packers
Mr. James H. Tufts,  
Chairman of Joint Administrative Committee,  
The Institute of Meat Packing,  
The University of Chicago, Chicago, Illinois.

My dear Mr. Tufts:

Some months ago, the Institute of American Meat Packers made an oral request to Dean Spencer, through whom most of our joint matters had been cleared, for a meeting of the Joint Administrative Committee.

After a number of weeks had elapsed the Institute of American Meat Packers inquired of Dean Spencer whether something had occurred to prevent a meeting. Dean Spencer replied, on November 21, 1924, that he had transmitted our request to you and thought that the meeting would be arranged in the near future.

This status of the request was reported to the Central Administrative Committee of our organization — composed of Mr. Oscar G. Mayer, Mr. F. Edson White, Mr. G. F. Swift and me — in connection with certain important plans which were proposed for approval but which could not be effected until the meeting of the Joint Administrative Committee.

Meanwhile, Mr. Mayer, Mr. Armour, and the rest of us responsibly connected with the educational purposes of the Institute of American Meat Packers, have been awaiting anxiously some word from the University.

Although nearly all of us find it extremely
difficult at this season to make our time cover the needs for it, we shall be glad to try to accommodate our convenience to that of the University representatives. If you care to call a meeting, we shall be glad to come out to the University, preferably late in the afternoon or in the evening. If it would be more convenient I shall be glad to arrange for a dinner at a downtown club for the eleven members of the Committee on your call.

One or two of our representatives will leave the city January 16th to be gone for ten days. Any day prior to that date probably would be an available one. An evening hour would increase the possibility of a full attendance.

Yours very truly,

INSTITUTE PLAN COMMISSION

[Signature]

Chairman
difficulty at this season to make up some cover for needs for 11.

We are writing to you to express our appreciation of your service at the University. If you were to offer a meeting or a preview of the University's activities, I am sure it would be very beneficial to everyone. It would be a great opportunity to see the different aspects of the University.

Spencer

The members of our committee are very grateful.

Colby

Please increase the possibility of a full attendance.

Yours very truly,

[Signature]
CHICAGO November 28th, 1924.

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

My dear Dr. Burton:

It was pleasant to have your recent letter commenting on the Conference on Education and Industry, which occurred on October 22nd. I share your view that this Conference should be regarded with especial satisfaction as signifying intelligent co-operation between education and industry. In our opinion, such a Conference should be held annually and if so held, should make a real contribution to current thought and clearer understanding concerning education and industry.

Your expressions regarding my gift for founding the research laboratory of the Institute of American Meat Packers are sincerely appreciated. We shall offer to place this laboratory at the University of Chicago, since there seems to be little doubt that it could be utilized to good advantage for educational purposes by the Institute of Meat Packing. We hope to have the details worked out very soon in such a fashion that a proposal can be made that will be entirely agreeable from the viewpoint of the University.

Yours very truly,

[Signature]
I was happy to hear from you. Ten years ago I taught in a small village school and was not able to reach the larger centers of learning. I have since traveled to many places and have studied under different teachers. I have made many new friends and have learned much from them. I am now teaching in a larger school and have the opportunity to continue my education. I look forward to hearing from you again.

Yours truly,

[Signature]
December 1, 1924.

My dear Mr. Wilson:

I thank you for your letter of November 28th, and shall await with interest your communication respecting the details of the plan of the laboratory in connection with the Institute of Meat Packing.

Very truly yours,

Mr. Thomas E. Wilson,
Wilson & Company,
Union Stock Yards,
Chicago, Ill.

EDB:CB
December 4, 1928

Mr. W. Wilson

My dear Mr. Wilson:

I thank you for your letter of November 26th and am greatly interested in your communication respecting the general plan of the proposed work in connection with the Institute of Heat Engineering.

Very truly yours,

WM. THOMAS E. WILSON
WILSON & COMPANY
UNION STEEL YARD
CHICAGO, I11.
January 12, 1925.

Mr. James Hayden Tufts, Chairman,
Joint Administrative Committee,
Institute of Meat Packing,
University of Chicago,
Chicago, Illinois.

Dear Mr. Tufts:

I am instructed to advise you that the personnel of the Institute's representation on the Joint Administrative Committee of the Institute of Meat Packing is now as follows:

Oscar G. Mayer, President, Institute of American Meat Packers;

Thomas E. Wilson, Chairman, Institute Plan Commission, Institute of American Meat Packers;

Philip D. Armour, Chairman, Committee on Educational Plans, Institute of American Meat Packers;


Very truly yours,

[Signature]

Executive Vice President.
January 12, 1925.

My dear Mr. Woods:

I am extremely sorry that the matter referred to in yours of December 27th has not received more prompt attention. The delay has been due to two causes: first, my exceeding engrossment in matters having to do with our financial campaign; and second, the need of considering with care the language of one of the paragraphs of the contract that you were kind enough to submit. I refer to the last sentence of paragraph "four," which reads, as proposed by you; "In such work it is understood that the Institute of American Meat Packers, while co-operating and working in harmony with the University shall have the deciding voice as to the initiation, conduct and termination of such studies." I should like to suggest as alternative language, which I feel sure will be clearly acceptable to your needs in such work, the following: "It is understood that the Institute of American Meat Packers and the University of Chicago will work in harmony, and that the initiation, conduct and termination of such studies will be matter of mutual agreement between them."

My reason for suggesting this language is that
My dear Mr. Woods:

I am extremely sorry that the matter relating to your name of December 24th has not received more prompt attention. The delay has been due to two causes: first, my extensive engagement in matters having to do with our Departmental work and second, the need of coordinating the work correctly, which you have kindly worked out and forwarded to me. I asked for a letter of endorsement of one of the recommendations that you have kindly worked out and forwarded to me. In many ways it is almost too much to expect that the President of the Harvard University, with the University behind him, would have the necessary voice on the initiation, concurrent and consecutive, of such a matter. "I should like to arrange an arrangement of the Board of Directors which I feel sure will be entirely acceptable to the Board of Directors. If this arrangement is acceptable to you, I shall be happy in many ways. The following is that the initiative of Harvard is the University, and that the initiative by the University, with all its advantages, will be matter of concurrent and consecutive action on both sides of the Board, and, in any way, to assist the President of Harvard in its own interests, which I feel sure will be entirely acceptable to the Board of Directors."
the form employed in your draft might be interpreted to mean that the University would be compelled to undertake any piece of work which the Institute of Meat Packers might propose. This of course might be very embarrassing, not to say quite impossible, and I am sure was not intended by you. If the language which I proposed is acceptable to you, I should be glad if you would substitute it for the original language and return the contract to me in that form. With this in view, I am sending you the original contract.

Very truly yours,

President.

Mr. W. W. Woods,
509 S. Wabash Avenue,
Chicago, Illinois.

WES:8
Encl.
the form employed in your great might be interpreted to
mean that the University Money be compelled to undertake
any piece of work which the Institute of Meat Packers
might propose. This of course might be very expensive,
not to say dupe impossible, and I am quite sure not intended
by you. If the Institute which I propose is acceptable to
you, I am ready to lay it you money expenditure if not the
altogether impossible and subject the contract to me in that
form. With this in view I am sending you the original
contract.

Very truly yours,

P.S. W. Moore
20 E. Madison Street
Office, Illinoise

Enc.
January 30, 1925

Mr. E. T. Filbey
University of Chicago

Dear Mr. Filbey:

After conferences with Dr. W. Lee Lewis, and Dr. Norton of the Department of Bacteriology the arrangement for space for the research work of the Institute of American Meat Packers were made as indicated in the inclosed letter. I hope the arrangement made is not premature, and that it meets with your approval and that of other University authorities concerned. Dr. Lewis is very anxious to begin work within a very few days.

Yours sincerely,

[Signature]

P.S. Since this was dictated, I have received word of the 24th. The proposal as to expense are simply tentative subject to approval by the President.
January 30, 1925

Dr. W. Lee Lewis  
Institute of American  
Meat Packers  
509 S. Wabash Avenue  
Chicago, Illinois

Dear Dr. Lewis:

The Department of Bacteriology, through Professor Norton, has agreed to give you a room in the Ricketts Laboratory South in which your three research men can work under your direction on fundamental problems as selected by you.

In such arrangements with outside industrial firms, such as the Sinclair Oil Company and the Standard Oil Company, etc., the University has charged a small special laboratory fee, usually $15 per quarter for the use of the space, gas, water, janitor service, etc. I would like to ask what you would consider a fair charge in the present case. Would it be right to ask for $45 per quarter, at the rate of $15 per man per quarter? In view of the securing of a private room and the fact that the rate is the same as we charge to all industrial firms, it would seem to me a proper charge.

In all such cases there has been no charge for the loan of apparatus, but breakage and perishable supplies have been paid for as by our own students. I imagine that would be entirely in accordance with your own view.

I imagine that affiliation with any given department is not necessary, but if you would prefer it, I am sure that Professor Jordan and I would be perfectly satisfied if you so choose, to have the work considered as being done in the Department of Bacteriology or of Chemistry, as you wish. I am mentioning this because it is possible that in spite of working in Ricketts, you would prefer to have affiliation with the Department of Chemistry.

I need not say that I am delighted that the arrangements are finally consummated.

Yours sincerely,

JH/BM
February 17, 1925.

My dear Mr. Spencer:

Enclosed are two letters from Mr. Thomas E. Wilson in which he discusses matters bearing upon the Institute of Meat Packing.

If you will be good enough to return them with your recommendations we shall go forward with appropriate action. President Burton will, I am sure, approve your recommendations for Committee membership if you desire appointment during Dean Tufts' period of absence.

Very truly yours,

Dean W. H. Spencer,
The University of Chicago.

ETP:CB
May 26th, 1948

My dear Mr. Spencer:

Enclosed are two letters from Mr. Thompson.

With whom you have discussions matters pending upon the
Institute of Meat 

If you will be good enough to return them

with your recommendations we shall be forwarding with
appropriate action. President Funk and I am sure
approve your recommendations for Committee mem-
ship if you assure appointment during Dean Tute's

period of absence.

Very truly yours,

Dean W. H. Spencer

The University of Chicago

[Signature]
February 17, 1925.

My dear Professor Stieglitz:

Attached is a letter from Mr. Arnett in which he discusses the matter of laboratory space and materials for use in connection with the work to be done in the Thomas E. Wilson Laboratory.

Will you be good enough to return it to this office with any comment? I am sending the letter on merely for your information.

Very truly yours,

Mr. Julius Stieglitz,
The University of Chicago.

ETF:CB
My Dear Professor Eberle:

Attached is a letter from Mr. Atwater in which he discusses the matter of Laboratory space and materials
for use in connection with the work to be done in the

Thomas E. Wilson Laboratory.

Will you be good enough to return it to him
office with any comments I am sending the letter on

merely for your information.

Very truly yours,

[Signature]

Mr. Atwater, Superintendent
The University of Chicago.
February 20, 1925

Dean Emery T. Filbey
Faculty Exchange

My dear Mr. Filbey:

I am returning the two letters of Mr. Wilson. I wish to make the following comments on the two letters:

1. I hesitate somewhat to make any recommendation as to the personnel of the committee on the program for the public conference on education and industry. Unless President Barton is now willing to nominate this committee himself I recommend that the matter be held in abeyance until the return of Dean Tufts.

2. I am extremely doubtful about the advisability of recommending an increase in the joint administrative committee on the Institute of Meat Packing. I have never been a great believer in administrative committees and my belief in them decreases as their size increases. I suggest that this matter likewise be held in abeyance pending a discussion of it by the committee as it is at present constituted. In any event, I take it that this could not be done without action by the Board of Trustees of the University.

Yours sincerely,

[Signature]

WH:EL
Enclosures
I am recommending for your approval for placement I wish to make the following comments on the two positions I had the opportunity to make some observations on the committee.

In my experience, I have found that the committee has been very helpful in making recommendations and that the recommendations have been well received. I would recommend that the committee continue to provide guidance and support to the organization.

I am also recommending that the committee consider the following:

1. An increase in the budget for the next fiscal year to support additional programs.
2. A review of the current policies and procedures to ensure they are effective and efficient.
3. The appointment of a new executive director.

I would appreciate your consideration of these recommendations.

Yours sincerely,

[Signature]
My dear Mr. Tufts:

The Joint Administrative Committee of the Institute of Meat Packing is now constituted of seven men representing the University of Chicago, and four men representing the Institute of American Meat Packers. There are one or two other men associated with this industry who could give us a good deal of support in connection with this project if they were in position to do so. For obvious reasons we should like to identify such men with the work.

With this thought in view, I suggest that the representation of the Institute of American Meat Packers be increased to five men, and that the representation of the University be increased to any number it wishes in order to protect fully its working majority on the Committee. Perhaps the University may welcome an opportunity to broaden its delegation so as to make the Committee representative of additional divisions of the University's activities; but whether this be the case or not, it would be a distinct advantage if the representation of the Institute, and therefore that of the University, may be extended to accommodate the necessities which I have mentioned above. Will you please let me know whether this suggestion is agreeable to you, so that if it is we may appoint an additional representative on the Joint Administrative Committee.

Very truly yours,

INSTITUTE PLAN COMMISSION, CHAIRMAN.