After prolonged conference and correspondence with the commercial bodies referred to on page 38 of the Minutes of the June meeting of the Board of Trustees, the Institute of American Meat Packers has formulated a proposal to the University that it establish the following courses of instruction with special reference to the needs of persons engaged in the meat packing industry.

1. Evening courses for men already engaged in the packing industry to begin in October, 1923.

2. Correspondence work to begin a little later in this coming academic year.

3. Research connected with the preparation of instructional material for evening courses, correspondence courses, and day courses.

4. Day courses of collegiate grade to begin probably in the autumn of 1924.

5. Research for the purpose of extending the boundaries of scientific knowledge, to be begun as soon as may be appropriate.

The Institute includes in its proposal the following points:

1. That no burden shall be placed on the budget of the University on account of specialized courses designed, or research prosecuted, with particular reference to the packing industry, the Institute undertaking to cover all such costs.

2. That the educational freedom of the University must be absolutely and indisputably protected, while the Institute must be recognizably identified with the development of the Institute Plan, including the phases discussed above, the Institute's powers of active participation must not be such as to jeopardize, even in theory, the educational freedom of the University in any possible interpretation of that term.
After a long preliminary conference and correspondence with the commercial papers representing an interest of over 20 at the
Ministry of the Pyrenean State, the Board of Trustees of the Institute of American and European Tissues, Inc., in consultation with special
committee, formed of the trustees of the Institute and in the west, among

interests.

It appears necessary for men already interested in the
becoming interested to begin in October, 1933.

- correspondence work to begin a little later in
the coming academic year.

- Research connected with the preparation of an
publication material for extensive conferences, correspondence,
conference, and general correspondence.

- Use of committee of colleagues as a means of proper
in the spring of 1934.

- Research for the purpose of expanding the possibilities
of scientific knowledge, to be begun as soon as may be
appropriately.

The Institute intends, in the prospect of the following points:

- That no particular effort be placed on the budget of
the University, on the advice of the governing committee, to
the Institute, on account of special interest to the
secretary, the Institute on account of any service to the
similar services.

- That the educational function of the University
may be expanded by increased participation, while the
institute may be expanded in consultation with the Board,
dependent on the Institute, plan, involving the proper use of
over issues, the Institute's power of service participants.
continue, even in the prospect of the Institute in any possible
interpretation of that term.
The Institute further proposes for this cooperative work a joint administrative committee in which the University representation shall be seven, and the Institute representation shall be four.

As a temporary measure to meet the necessity of beginning evening courses in October 1923, the Institute suggests an arrangement which will terminate at the end of one year. Meantime, a budget is being prepared on a three year basis and the reasonable expectation of both parties is that the cooperation would continue after this one-year period had terminated.

I recommend:

That this proposal of the Institute of American Meat Packers be accepted.

That the Counsel in consultation with Dean Marshall, who has conducted the preliminary conferences, draw the necessary contracts, and

That the general administration of the cooperative plan be committed to the School of Commerce and Administration in cooperation with the Correspondence Study of other Departments of the University, with the understanding that the President in consultation with Dean Marshall will appoint the necessary staff including an administrative officer to do the detailed work of administration under Mr. Marshall's general direction.

I beg leave to ask your written approval of this proposal and of its recommendation to the Board of Trustees.

[Signature]
The Institute is open to the proposal for the cooperation of the University in
the further development of the Institute's work. Joint administrative committees
shall be appointed by the University and the Institute.

recommendation

I recommend

That the proposal of the Institute of America

be accepted as

That the Committee in consultation with Dean

Material, and the Committee for the preliminary conference,

be the necessary conference, and

That the general administration of the cooperating

plan be committed to the Dean of Commerce and Administration

in cooperation with the cooperating branch of the

Department of the University, with the recommendation that

the President in consultation with Dean Material, with

point the necessary staff in charge of administrative

office to do the general work of administration

Mr. Material's General direction.

I bear in mind to ask your written approval of
this proposal and of the recommendation to the Board of

Truce.
Leon C. Marshall, Dean,
School of Commerce and Administration,
The University of Chicago,
Chicago, Illinois.

My dear Dean Marshall:

Our several informal conferences have not
modified our accord concerning what should be attempted:
evening courses for men already engaged in the packing
industry, beginning in October, 1923; correspondence work
a little later in the academic year but as soon thereafter
as practicable; research connected with the preparation of
instructional material in 1923-1924; day courses of collegiate
grade and on collegiate plan, beginning as soon as possible,
probably in the fall of 1924; extension of research as soon
as consistent.

While my letter of June 5, so far as it relates
to details and methods of execution and to the form of co-
operation, has been vitally modified by our conversations,
it still may serve, if you please, as a convenient statement
of the things which, we are agreed, need somehow to be done
and concerning which the problem is to work out some effective
form of co-operation acceptable both to the University and to
the Institute.
This letter proposes a type of co-operation based on our most recent conversation, that of June 29. In formulating a specific proposal of co-operation, we are guided by the following fundamental considerations:

1. No burden should be placed on the budget of the University on account of specialized courses designed, or research prosecuted, with particular reference to the packing industry.

2. The educational freedom of the University must be absolutely and indisputably protected.

3. The Institute must be recognizably identified with the development of the Institute Plan, including the phases we have been discussing. On those aspects in which the co-operation of an educational institution is invited, however, the Institute's powers of active participation must not be such as to jeopardize, even in theory, the institution's educational freedom (in any possible interpretation of that term).

With the foregoing principles in mind, we propose that the various activities on which the University and the Institute may agree to co-operate be grouped under some appropriate title so they may possess some sort of structural entity and come under centralized direction; and that the title adopted include mention of the two co-operating agencies.

We propose also that for this group of segregated activities a Joint Administrative Committee be created, in which the Institute shall have a minority representation involving any ratio the University may choose. For purposes of discussion, a ratio of seven to four is suggested, but the Institute has no objection to an increase in the University representation to any number the University may wish.

(There must be no doubt of the Institute's sincerity and right motives in proposing the direct joint co-operation just suggested. To remove any question on these points, we offer the following}
This letter proposes a type of co-operation based on our mutual recent conversation, that of June 28. To formulate a specific proposal of co-operation, we are writing the following fundamental considerations:

- The project should be placed on the budget of the University as an integral part of the University's research processes, with particular reference to the problem in question.

- The requirement for freedom of the University must be acknowledged and implemented practically.

The Institute must be recognized by the Commonwealth, with the development of the Institute's activities in the process. As a result of our recent conversation, we have reached an agreement on the establishment of an educational institution in the field of the Institute's activities, to be known as the Educational Activity of the Institute, to be established in any possible institution of that kind.

We propose the following principles in which we propose that the various scientific centers on which the University has the Institute may share to co-operate on the basis and that some subordinate centers in other universities may possess some sort of educational activity and come under the Institute's direction, and that the title should include mention of the two co-operating centers.

We propose that for this group of educational activities

- a joint Humanities Committee be created, to which the faculties will have a majority representation, including the ratio of seven to fifty in accordance with the number of students proposed on opposition to an increase.

- in the University's representation to any number the University may wish.

The work is in keeping with the institution's activity and

- right materials are proposed to the joint project co-operation that it suggests.

To remove any hesitation on these points, we offer the following:

- We would be pleased to discuss any aspect of this proposal with you at any time.
alternative proposal:

We propose a Joint Board [or Council] in which the University and the Institute shall have equal numerical representation but with respect to which it shall be understood and agreed that the Institute [or its representatives] shall have no vote, power or jurisdiction in educational questions.

In other words "the responsibility for the execution of the work is to rest on the University," and the Institute would have only an advisory relation to the development of the research and educational projects on which the University and the Institute might agree to co-operate.

This alternative is not commended to you by us but is offered as an earnest of our intent. We are convinced that actual participation by a minority representation from the Institute in the development of the agreed plans would be of decided and legitimate value both to the University and to the packing industry. Each party to the co-operation would profit from the other's viewpoint, and the University would retain the educational control which it wishes to have.

We propose further that for the group of named activities a Director be chosen by the Joint Administrative Committee. This proposal is made in the belief that the full time and thought of a highly capable educator, with central responsibility, would promote rapid and sound development of the newly created organization.

We assume that such a plan, from the University's viewpoint, would contemplate placement of the new unit within one of its existing Schools, just as the Institute would charge its appropriate Department with responsibility for continuing the Institute's co-
We propose a Joint Board of Control to which the University and the Institute shall have equal representation. The Board shall be composed of members chosen by the University and the Institute, each having one vote. The appointment of the chairmanship shall rotate between the University and the Institute.

In other words, "the responsibility for the execution of the contract" lies with the University and the Institute, and the Institute may have only an advisory role. The responsibility for the development of the University and the Institute rests on the shoulders of the University and the Institute, respectively.

The proposal is not comprehensive to your needs but it is offered...

We propose a Joint Committee for the formulation of the University and the Institute's interests. The Joint Committee shall be composed of members chosen by the University and the Institute, each having one vote. The appointment of the chairmanship shall rotate between the University and the Institute.

We propose that such a plan be developed and carried out, with the coordination and cooperation of the University and the Institute. We believe that such a plan will bring about the desirable outcomes and will be beneficial to the development of the University and the Institute.
operation on this undertaking.

Our understanding is that the University will submit a budget of the expenses which the execution of this proposal would involve, including the salary of the Director. We suggest that a budget be worked out for each of three consecutive years, beginning with October, 1923, and for the period August 1, 1923, to October 1, 1923.

As a temporary measure to meet the necessity of beginning evening courses in October, 1923, we suggest that the form of co-operation suggested above be instituted immediately for a period terminating within one year; and that the Joint Administrative Committee be appointed forthwith and a Director pro tem be designated.

An answer to this phase of the proposal at your earliest convenience will be appreciated. We assume that acceptance of the proposal as a whole may require ratification by the University, just as the University's reply to the proposal possibly involving a budget, will require consideration by the Institute.

But action on the evening courses and correspondence work, with a budget therefor, need not wait, we hope, on extended references either by the University or the Institute.

Very truly yours,

DEPARTMENT OF EDUCATION AND RESEARCH

(W.W.W. Woods)
Vice President
Institute of American Meat Packers

operation of the University of Illinois will require a budget of the expenses which show the execution of the proposal. We suggest that the Executive Committee of the University, in consultation with the Director, prepare a budget for the fiscal years beginning with July 1, 1962, for the period starting July 1, 1962, to October 1, 1964.

As a consequence of the necessity to meet the expenses of maintaining the operation, we suggest the establishment of a fund for maintenance of the equipment and other expenses. This fund will be used to support the work of the proposal and the related research. An overview of the proposal as a whole may be found in the attached budget.

We assume that the University, in consultation with the Director, will receive consideration of the proposal and that the Executive Committee and the Board of Regents of the University will be aware of the proposal.

Department of Education and Research

[Signature]

Note: Please continue...
MEMORANDUM

to

PRESENET ERNEST DEVIT BURTOM

June 8, 1923

Subject: Proposed Cooperation with the Institute of American Meat Packers

1. I have received a communication from the Institute of American Meat Packers asking whether the University of Chicago would find it possible to cooperate with the Institute in the development of the so-called Institute plan which provides ultimately for a Trade Association, an Industrial Museum, a Research Institute and an Educational Institution. The cooperation of the University is sought on certain aspects of that plan.

2. Since the document submitted is quite lengthy I give below the essence of the proposition as it affects the University of Chicago.

3. They propose that we cooperate with them on the following matters:

   a. The establishment of evening work of collegiate extension grade beginning with the autumn quarter of 1923.

   b. The establishment of correspondence study work beginning at approximately the same date or a little later.

   c. The establishment of day collegiate work beginning somewhat later still.

   d. The establishment of cooperative research, presumably working gradually into that matter at an early date.

4. While the adjustment of details is left open for conference, it is obvious that the general conditions of cooperation which are in their minds are as follows:

   a. A plan of joint management. They do not contemplate simply turning this matter over to us to run it.

   b. A plan by which the University would handle all routine administrative details such as registrations, collection of fees, etc.

   c. The Institute would expect to cover the added cost of the enterprise and would expect to make donations for cooperative research.

   d. They contemplate joint certification with respect to the completion of courses and of certain groups of courses.

   e. They contemplate having the matter handled so as to not draw men away from their university work unduly.

5. The following issues quite obviously stand out:

   a. Is it desirable for the University to enter into formal cooperation with such an agency? The fact of this cooperation would appear in our publications. They would desire that the cooperative work be treated as something of an entity.

   b. Is it wise for us to engage in evening work as a means of opening up the possibilities of cooperative research which are involved?

   c. Is it wise for us to expand our work by correspondence?

   d. Under what auspices should the evening work be given? The obvious answer is University College, but the matter is not quite as simple as that.
MEMORANDUM

Subject: Proposed Cooperation with the Institute of American West Research

I have occasion to report a communication from the Institute of American West Research. It seems that we have a valuable opportunity to cooperate with the Institute in the development of a joint project on the history and culture of the American West. This project would involve the use of the Institute's resources and our own expertise. The cooperation of the Institute and our University in this endeavor is essential to the success of the project.

I have outlined below the essence of the cooperation as it affects the University of Chicago:

1. The proposed cooperation is on the following matters:
   a. The co-operation of our University with the Institute of American West Research.
   b. The establishment of a joint project on the history and culture of the American West.
   c. The cooperation of our University in the development of this project.
   d. The establishment of a joint committee to oversee the project.
   e. The establishment of a joint center to house the project.

2. The following issues were not addressed:
   a. The role of the Institute of American West Research in the project.
   b. The role of our University in the project.
   c. The coordination of the joint project.

I request your approval for the above cooperation.

Yours truly,

[Signature]

University of Chicago
e. Under whose auspices should the correspondence study work be given? This issue is raised merely to indicate that the appropriate answer seems to be quite clearly our Correspondence Study Division.

6. Perhaps it should be added that this is one of the projects which I have watched in the process of ripening for several months, and was one of the matters in mind in making budgetary recommendations that looked toward the building up of a strong research staff. This project was also in mind when Mr. Daines was added to our staff. He has had considerable successful experience in dealing with evening work in an administrative way.

7. I quite appreciate the fact that there is little point in discussing the details of this matter until the committee on instruction has passed upon the proposal of the school which is now before it. But it seemed best to present the facts and to give added copies of this memorandum for use with other interested persons. It ought to be said that the time remaining before October 1 is a very short period in which to get this work going properly in case we enter upon the work.

Yours very sincerely,

A. Marshall

LCM: EM
Under these circumstances, the correspondence长达工作所需时长 to January 13, 1950, the correspondence should cease to be due to a family on correspondence during this period.

In the process of transferring the necessary records and data, one of the matters in mind was the importance of the following: the importance of getting a systematic approach. This paper was filed in mind where it has been facing work for some time now.

Due to the costs, the correspondence necessary to be in keeping with

Yours sincerely

[Signature]

SUBJECT: Proposed cooperation between the Institute of American Meat Packers and the University of Chicago.

1. Formal authorization of this cooperation as far as the University is concerned will be discussed by the board of trustees on June 14, 1923. There is every reason to expect that the decision will be favorable; but, of course, the following matters are tentative pending final action. They are set forth in order to facilitate consideration of certain aspects of the matter.

2. The University would be glad to engage in such cooperation if this cooperation is to cover research as well as day work, evening work, and correspondence work. It could not properly engage in cooperative activities which omitted the day work and the research.

3. There should be no difficulty in arranging to begin evening work in October of 1923; correspondence work a little later in the academic year, 1923-24; research work connected with preparation of of instructional material in 1923-24; day work in October, 1924; extension of research work as rapidly as opportunity suggests.

4. Certain minor modifications are suggested in the material set forth in your recent letter and its accompanying memorandum:

   a. It is suggested that the responsibility for conducting the work be not divided but that it rest squarely upon the University's shoulders. It goes without saying that the University would be eager for all possible counsel and advice and that it would seek cooperation of the Institute both with respect to the subject matter and with respect to securing personnel. Divided responsibility never works well and it is presumably better to arrange for cooperation for a definite period of years with the responsibility for conducting the work definitely fixed on the University.

   b. As a corollary of the foregoing certification concerning credits, &c., would be made by the University in accord with its usual practice. This would leave the Institute quite free to make any supplementary certification that it desired.

   c. As another corollary the tuition fees for this work would be the regular University charges. These are set forth in Exhibit A, attached.

   d. As another corollary the regular admission requirements would prevail. These are set forth in Exhibit B, attached.

5. In accord with your memorandum it is assumed that a budget dealing with the situation as a whole would be prepared and that the Institute would care for the deficit, if any, for the period of years for which the cooperation is arranged. It seems quite proper that the budget need not include the correspondence work.
MEMORANDUM TO W. N. "Bob"
from A. O. "Mac"
June 15, 1933

SUBJECT: Introduction of the "Universal" of October, 1933.

I. Professional cooperation: To date cooperation as far as the University is concerned is to be limited to those individual libraries which have cooperated in the project of the "Universal." The University has agreed to cooperate to the extent of providing the following services:

1. The following descriptions are to be supplied to cooperating libraries:

2. The description of each book to be supplied to each cooperating library is to be in the language of the University's library.

3. The following are to be supplied to each cooperating library:

4. The following are to be supplied to each cooperating library:

5. The following are to be supplied to each cooperating library:

6. The following are to be supplied to each cooperating library:

In conclusion, the following are to be supplied to each cooperating library:

Please note the following cooperation agreement:

A. A cooperation agreement for cooperation in the "Universal."
6. As regards the schedule of the evening work which could be started in October, 1923, the following suggestion arranged in terms of the University's quarter system is made:

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Winter</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economics A</td>
<td>Economics B</td>
<td>Marketing</td>
</tr>
<tr>
<td>History and Develop of Packing Industry A</td>
<td>History and Develop of Packing Industry B</td>
<td>Finance</td>
</tr>
<tr>
<td>Accounting A</td>
<td>Accounting B</td>
<td>Cost Accounting</td>
</tr>
<tr>
<td>Superintendency A</td>
<td>Superintendency B</td>
<td>Beef</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pork</td>
</tr>
</tbody>
</table>

It will be noticed that this schedule starts with the material which can be prepared more quickly and postpones until the spring quarter the more technical considerations. This gives two advantages: It gives time to prepare the technical material; it gives the technical material greater value because it will grow out of preceding general material. It should be noted that such an arrangement would make it possible to engage in that type of research which is connected with the materials of instruction this coming academic year.

7. Perhaps the general observation should be made that in all of the foregoing there is no essential change in the suggestions contained in your letter and memorandum. The regular entrance requirements apply to the case satisfactorily; the regular tuition fees are reasonable; even the detailed arrangement of courses is substantially the same.

Probably there is not even a difference of opinion with respect to the desirability of single final responsibility. But if there is I know that you will realise that the attitude in this document comes from a belief that divided responsibility makes for inefficiency; that University responsibility by no means implies a desire to disregard the advice and counsel of the Institute. The person in charge of the work from the University would, of course, work in close cooperation with your director.

Yours very sincerely,

LCM:G
APPENDIX A

Statement of Tuition Fees in different Branches in the University.

Note: These fees are stated in terms of a Major's work.

As regards evening work, one evening meeting per week which ran for two hours would in the course of two quarters give a Major's credit. If it ran through only one quarter, the credit would be only one-half Major, or a Minor, and the tuition fees would be reduced by one-half.

a. Matriculation fees for all divisions of the University, $10.

b. Tuition for one major in the Graduate School of Arts, Literature and Science, $20.

c. Tuition for one major in the undergraduate Colleges of Arts, Literature and Science, and the College of Education, $25.

d. Tuition for one major in the College of Commerce and Administration, $28.34.

e. Tuition in the Graduate School of Commerce and Administration - unsettled

f. Tuition in the University College evening work, for one major is $20.

This may be raised to $25.
APPENDIX

APPENDIX

Presentation of Tution Fees to different Branches in the University:

Note: These fees are based on Terms of a Member's Work.

As regards tuition work, one can apply either by week where you can get two points.

When in the course of the depression the fee is a little less. If it is new students
only one can enter the college, the college cannot be a part of the school, and

the tuition fee will be charged to one part.

a. Intermediate fees for the University of the University.

b. Tution for one year in the Graduate School of Arts and Sciences.

c. Tution for one year in the Graduate School of Arts and Sciences.

d. Tution for one year in the Graduate School of Arts and Sciences.

e. Tution for one year in the University College:

f. Tution for the University College.

For one semester, $250.
Copy of Letter

INSTITUTE OF AMERICAN MEAT PACKERS.

Leon C. Marshall, Dean
School of Commerce and Administration,
The University of Chicago,
Chicago, Illinois.

My Dear Dean Marshall:

Our several informal conferences have not modified our accord concerning what should be attempted: evening courses for men already engaged in the packing industry, beginning in October, 1923; correspondence work a little later in the academic year but as soon thereafter as practicable; research connected with the preparation of instructional material in 1923-24; day courses of collegiate grade and on collegiate plan, beginning as soon as possible, probably in the fall of 1924; extension of research as soon as consistent.

While my letter of June 5, so far as it relates to details and methods of execution and to the form of cooperation, has been vitally modified by our conversations, it still may serve, if you please, as a convenient statement of the things which we are agreed, need somehow to be done and concerning which the problem is to work out some effective form of cooperation acceptable both to the University and to the Institute.

This letter proposes a type of cooperation based on our most recent conversation, that of June 29. In formulating a specific proposal of cooperation, we are guided by the following fundamental considerations:

1. No burden should be placed on the budget of the University on account of specialized courses designed, or research prosecuted, with particular reference to the packing industry.

2. The educational freedom of the University must be absolutely and indisputably protected.

3. The Institute must be recognizably identified with the development of the Institute Plan, including the phases we have been discussing. On those aspects in which the cooperation of an educational institution is invited, however, the Institute's powers of active participation must not be such as to jeopardize, even in theory the institution's educational freedom (in any possible interpretation of that term).

With the foregoing principles in mind, we propose that the various activities on which the University and the Institute may agree to cooperate be grouped under some appropriate title so they may possess some sort of structural entity and come under centralized direction; and that the title adopted include mention of the two cooperating agencies.

We propose also that for this group of segregated activities a Joint Administrative Committee be created, in which the Institute shall have a minority representation involving any ratio the University may choose. For purposes
Dear Mr. Superintendent,

I am writing to express my concern regarding the latest cooperative activities proposed for our school community. While I understand the importance of fostering a collaborative environment, I believe that the current plans do not fully align with our school's values.

I have been informed that the cooperative activities are scheduled to take place next week. However, I am concerned about the potential impact on our students' well-being. The duration of these activities seems to be quite long, which may lead to increased stress and fatigue among our students.

Moreover, I am not convinced that the proposed activities are truly cooperative. While there is an emphasis on teamwork, I fear that the focus may be too superficial, and some students may feel pressured to participate in activities that do not align with their personal interests or strengths.

I would appreciate the opportunity to discuss these concerns with you further and to explore alternative plans that better align with our school's mission and values. I believe that a more balanced approach that takes into account the diverse needs and interests of our students would be more effective.

Thank you for your attention to this matter. I look forward to hearing from you soon.

Sincerely,

[Your Name]
of discussion, a ratio of seven to four is suggested, but the Institute has no objection to an increase in the University representation to any number the University may wish.

(There must be no doubt of the Institute's sincerity and right motives in proposing the direct joint cooperation just suggested. To remove any question on these points, we offer the following alternative proposal:

We propose a Joint Board (or Council) in which the University and the Institute shall have equal numerical representation but with respect to which it shall be understood and agreed that the Institute (or its representatives) shall have no vote, power or jurisdiction in educational questions.

In other words "the responsibility for the execution of the work is to rest on the University," and the Institute would have only an advisory relation to the development of the research and educational projects on which the University and the Institute might agree to cooperate.

This alternative is not commended to you by us but is offered as an earnest of our intent. We are convinced that actual participation by a minority representation from the Institute in the development of the agreed plans would be of decided and legitimate value both to the University and to the packing industry. Each party to the cooperation would profit from the other's viewpoint, and the University would retain the educational control which it wishes to have.)

We propose further that for the group of named activities a Director be chosen by the Joint Administrative Committee. This proposal is made in the belief that the full time and thought of a highly capable educator, with central responsibility, would promote rapid and sound development of the newly created organization.

We assume that such a plan, from the University's viewpoint, would contemplate placement of the new unit within one of its existing Schools, just as the Institute would charge its appropriate Department with responsibility for continuing the Institute's cooperation on this undertaking.

Our understanding is that the University will submit a budget of the expenses which the execution of this proposal would involve, including the salary of the Director. We suggest that a budget be worked out for each of three consecutive years, beginning with October, 1923, and for the period August 1, 1923.

As a temporary measure to meet the necessity of beginning evening courses in October, 1923, we suggest that the form of cooperation suggested above be instituted immediately for a period terminating within one year; and that the Joint Administrative Committee be appointed forthwith and a Director pro tem be designated.

An answer to this phase of the proposal at your earliest convenience will be appreciated. We assume that acceptance of the proposal as a whole may require ratification by the University, just as the University's reply to the proposal involving a budget will require consideration by the Institute.

But action on the evening courses and correspondence work, with a budget thereafter, need not wait, we hope, on extended references either by the University or the Institute.

Very truly yours

[Signature]
The University of Michigan invites applications for the position of Director of the University's Department of Development. The position is a full-time, permanent position reporting to the Provost. The Director will have responsibility for the overall development and fundraising efforts of the University. The successful candidate will possess a strong track record of growth and innovation in development and have a proven ability to lead a team of professionals. The University offers a competitive salary and benefits package.

Please submit a cover letter and resume to: Development@umich.edu.
June 12, 1923

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

Dear Mr. Burton:

Mr. Marshall has sent me copy of his memorandum to you of June 8, regarding the request from the Institute of American Meat Packers for cooperation in an educational program. I attach herewith a copy of my reply.

Incidentally, I notice that Mr. Marshall makes no outright recommendation. It seems to me desirable that he should do so; since it is a Commerce and Administration matter, he should go on record one way or the other. I think too that if the decision should be favorable it should be decided early as to whom should be delegated the chief responsibility on the theory that Mr. Marshall himself is too busy to give the matter continuous attention.

As to whether or not the University should take on the program, I make no recommendation.

Yours cordially,

[Signature]
President Ernest D. Burton
Faculty Exchange
University of Chicago

My dear Mr. Burton:

This has to do with the relationship of Mr. Filbey to the proposed cooperation with the Institute of American Meat Packers.

No matter what ultimately happens with respect to the administration of University College, does it not seem reasonably clear that Mr. Filbey would have a finger in this pie?

If it does, would it not be best to have him in on these early negotiations in order that he might step in during my absence this summer quarter and clear up all of the arrangements, acting, of course, with Mr. Spencer, who will be in charge in my absence?

If this strikes you as sound sense I shall take the matter up with Mr. Filbey at once, making, of course, no suggestions whatever (not even raising the matter) with respect to his future relationship to the problem.

Yours very sincerely,

[Signature]

LCM:EL
June 21, 1923

Mr. Charles R. Holden,  
7 South Dearborn Street,  
Chicago, Illinois.  

Dear Mr. Holden:

The Institute of American Meat Packers for the last three years has been working on an educational program which shall consist of night courses, correspondence work, special day work and research. The plan was to conduct the work themselves with a paid force. I have been on the committee and have said that I did not believe it practical for the Institute to conduct the educational work, although I expected to be out-voted in the project.

Co-incidently, Mr. Marshall of the School of Commerce & Administration, at President Judson's suggestion, came to me six or eight months ago saying that he would like to hook up with some large business or industry which had international connections so that the Faculty people might know the actual intimate problems of business from a practical standpoint rather than theoretical. He talked at the time of trying to hook up with the International Harvester or with Swift & Company, but this project didn't get very far.

He seemed to know of the Institute educational plan and asked to be kept posted, and in line with his request I have advised him of the situation from time to time without any particular thought of any hook up between the University and the Packers.

I find that last spring Mr. Marshall approached the Institute to know whether some mutually satisfactory cooperative educational plan could not be worked out, and that a week or ten days ago the Institute wrote him opening up negotiations. This matter was presented to the Board by the President at the last meeting (I think after you left) and was referred to the Committee on Instruction & Equipment for report.

I have already expressed my attitude on the matter to Mr. Marshall, with a copy to the President, and I take the liberty of enclosing a copy herewith to you as chairman of the committee. May I reiterate to you that I prefer to adopt a detached attitude, asking that the committee decide the question on its merits; of course, in any decision, I shall be happy.

Yours cordially,

HAROLD H. SWIFT

HHS 3GB

cc CWG EDB
June 5th, 1938

Mr. Harold E. Holmes

Chicago University

Dear Mr. Holmes:

The influence of employment may be greater in the last few years than previously, due to the financial difficulties faced by many college and universities. The aim is to encourage the work of students with a broad experience. I have been on the committee and have seen the difficulties. Paul M. Holmes

The need for experience and interest in the separate parts of the project.

The first of the Institute of Commerce, the second of the Institute of Commerce and the third of the Institute of Commerce.

The need for proper guidance in the Intermediate College and the later part of the Intermediate College.

The need for proper guidance in the Intermediate College.

The first of the Intermediate College and the later part of the Intermediate College.

I have attended workshops on these matters to report on the developments.

Yours sincerely,

HAROLD E. HOLMES
June 12, 1923

Mr. L. C. Marshall,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Marshall:

Thank you for yours of June 8 with copy of memorandum to
President Burton, outlining the request for cooperation in an educa-
tional program from the Institute of American Meat Packers. I shall
be interested in knowing the decision.

May I at this time outline my attitude in connection with
the project. I have been interested from time to time in giving you
information in reference to the Institute's educational program because
I knew you had in mind at some time plans for hooking up with industry
along educational lines and it occurred to me advantageous to study
the Institute's program irrespective of any possible connection with it.
I have also pointed out from time to time some practical points in con-
nection with the Institute's program in case the University should want
to hook up with it. However, at no time have I wanted to express any
judgment as to the desirability of the University's going into the matter.

While I am interested in the University's hooking up with
industry and am very hopeful that the University will form contacts to
hook them up more closely with the life and problems of the city, yet
if the initial project should be through the Meat Packers, I can see
distinct chances of personal and University embarrassment. This is an
argument neither pro or con but only a request that the matter be con-
sidered on its merits quite regardless of me. In either decision I
shall cooperate and be quite satisfied.

Yours cordially,

(Sgd.) HAROLD H. SWIFT
June 16, 1939

Mr. C. Matenaer
The University of Chicago
Chicago, Illinois

Dear Mr. Matenaer:

Thank you for your letter of June 8 with copy of memorandum to
President Boardman outlining the demand for cooperation in an area-

Please find enclosed the Interim to American Meat screen. I am

amended program to the Interim of American Meat screen. I am

interested in receiving the cooperation

May I at this time outline my interest in connection with

the project. I have been interested from time to time in giving you

information in reference to the Institute's educational program because

I know you may be mindful of some time you have been discussing

with industry

some educational lines and it occurred to me to suggest to you

the Institute's program interrelated to any possible connection with it.

I have also been talking to Dr. S. L. to give some possibility of planing

with the Institute's program in case the University might want

of the University's program to be a portion of the University's effort into the matter.

While I am interested in the University's program quite

important and as very important that the University will take some steps to

accomplish same in cooperation with any of the programs of the other

If the Institute program might be consistent with the needs of the matter, I can see

that it is in the interest of personal and University advancement. This to an

extent might place this upon a broader field and make the matter of use

to the men in the Interim. I am very anxious about the Interim and in order to

expedite cooperation and to duplicate material

Yours sincerely,

[Signature]

Harold E. Brent

(Handwritten Signature)
June 18, 1923.

My dear Mr. Marshall:

The proposal of the Meat Packers was referred by the Board of Trustees to the Committee on Instruction and Equipment. I should like to take it up with you immediately upon my return from the East, probably Wednesday the 20th. I am returning the documents in the case.

Very truly yours,

Mr. L. C. Marshall,
The University of Chicago.

EDB:CB
June 16, 1935

My dear Mr. Marshall,

The proposed plan for the Kent Breach was reviewed by the Board of Trustees to the Committee on Instruction and Equipment.

I would like to take it up with you in consideration upon my return from the West. I am returning properly Wednesday the 20th, I am returning and the conference in the case.

Very truly yours,

[Signature]

Mr. J. O. Marshall
The University of Chicago

ED3185
August 30, 1923.

My dear Mr. Filbey:

I do not feel that you have hit upon the right phraseology for the title of the special circular announcing the courses on Meat Packing. The phrase Institute of Meat Packing suggests an institution maintained cooperatively by two corporations. This of course is not exactly the situation. May I suggest the following:

THE UNIVERSITY OF CHICAGO
Founded by John D. Rockefeller

CIRCULAR OF INFORMATION

UNIVERSITY COLLEGE

Courses of Instruction
Given cooperatively by
The University of Chicago
and
The Institute of American Meat Packers

September 1923

The University of Chicago Press
Chicago, Ill.
My dear Mr. Phipps:

I hope this note finds you well. I am writing to express my concern about the upcoming conference on the theme of "The Practice of Leadership in Higher Education." The program appears to be quite comprehensive, covering a wide range of topics and perspectives.

I suggest the following:

THE UNIVERSITY OF CHICAGO
Poncaag at John D. Rockeafeller

COMMUNITY OF INQUIRY

UNIVERSITY COLLEGE

Conferences on Education
Given cooperatively by
The University of Chicago
and
The Institute of American Music
September 1933

The University of Chicago Press
Chicago, Ill.
If the repetition of the names
The University of Chicago and The Institute
of American Meat Packers seems to objectionable
they might be omitted in either place.

Very truly yours,

Mr. Emerg T. Filbey,
The University of Chicago.

ED3:CB