Mr. President: As this completes the business which I have for the Board today, and as this meeting is my last as President of the University and as Trustee, I ask to be permitted to say a word in closing.

I appreciate the acting of the Board at the last regular meeting on matters relating to my personal affairs.

I wish also to express my very sincere appreciation of the unvarying and kindly support which I have had uniformly from the Board and from each of its members during all the years in which we have been carrying on the administration of the University together. The task of the President has been greatly lightened by this harmonious cooperation. The full understanding of the larger aims of the University on the part of Trustees, and the careful and fair consideration which the Board has always given to the President's suggestions, have been a controlling factor in whatever success the closing administration has had.

May I add how deeply I feel not merely the harmony of our official relations, but also the privilege of very genuine personal friendship which each Trustee has afforded me? This will in the coming years be a source of abiding comfort.

I wish also to put on record my great satisfaction at the action of the Board in placing the administration of the University in the hands of Professor Burton. I have not only a genuine affection for him as a friend, but also entire confidence in him as a scholar, as an able administrator and as a loyal servant of the University of Chicago from its earliest days. I am sure of the coming decade as the richest in accomplishment of any.

Mr. President, I tender my cordial thanks to yourself and to all, and my heartfelt best wishes for the entire success of the great interests under your charge.

President Swift said that while he considered it incumbent upon him to represent the Board in reply to President Judson, he felt himself totally inadequate to the situation. He believed, however, that the President himself had hit the keynote of the situation in the word "friendship." The President's more than thirty years of service to the University and sixteen years as President had led to an unusual understanding and a full cooperation between him and the members of
the Board. He believed there were both an intimacy and a friendship in the Board of many years ago and in the Board of the present, far beyond what is usual in such a relationship. Mr. Swift said he had been especially impressed with this fact during the last year when the question of President Judson's successor was being discussed; that always and from every quarter there was sincere, cordial, friendly appreciation of President Judson, the man and the administrator.
Chicago, January 9, 1923.

The Board of Trustees,

Gentlemen:—

Trustees are aware that for some time it has been my desire to be relieved of my duties with the University, in order that I may devote my time to completing certain investigations and to preparing certain publications which it has been impracticable to carry on under the pressure of administration responsibilities.

My first appointment as professor and dean in the University of Chicago was made by this Board in January, 1892. My appointment as Acting President was in January, 1906, and my election as President of the University on February 20, 1907. As therefore my service has covered a period of more than thirty years, and as I have passed the age at which retirement is customary, I ask to be permitted to close my duties on the next anniversary of my election to the Presidency, February 20, 1923. Accordingly herewith I tender my resignation as Professor of International Law and Diplomacy and Head of the Department of Political Science, as President of the University, and also as Trustee, to take effect on the said date.
THE BOARD OF TRUSTEES

Gentlemen:

I trust this note finds you at some time to be:

poor in general to go so far as to write the usual
activity, I ask that I may receive my time to complete
connection with the University, and to propose that the University
approve it as soon as possible, so as to act in under the law.

with a knowledge of the University

My first appointment was on a basis as near to
the University of Chicago was made by the Board in June
1902. My appointment as Acting President was in
1902. My appointment as President of the University
on September 20, 1904. As President of the University
I have been a part of the Board of
the Executive Committee, and I believe that
my service as President has been to your advantage.

I hope to accept the position of the University
position, and turn my attention to the President of the
position. I expect my position as President to take the necessary
over to accept as the President of the
University.

I am now at home and ready to be present at the
residence of the President of the

To send answer on the above date.
May I take this occasion to express to the Board my gratitude for the cordial and sympathetic support which I have had so uniformly from all its members, and my confident expectation of the continued prosperity of the University and the assured attainment of its highest ideals.

Some of us have shared in the work from the early slender beginnings in 1892, and we perhaps can best realize how steadily on the whole these ideals have been maintained.

It has been a privilege which I shall always cherish to have aided in this great creative undertaking.

Very truly yours,

Judson
May I take this occasion to express to the People of the United States my best wishes for the success of their Federal Government and for the happiness of their fellow-citizens.

I have had the privilege of living in this country for many years, and I am familiar with its institutions and its people. I have been proud to be a citizen of this great and prosperous nation, and I shall continue to be so.

It has been a pleasure to serve the People of this country, and I shall always be grateful to have been able to contribute to their welfare and prosperity.

With every good wish.
President Harry Pratt Judson,  
c/o University of Chicago,  
Chicago, Ill.  

My dear Doctor Judson:  

Thank you for giving preliminary attention to my first earnest inquiries.  

Having passed the age of fifty and being a Baptist of forty year's experience in various Churches, at home and abroad, I am very honestly seeking to be instructed by my brethren, as indicated by the comprehensive questions that have been asked.  

I have my own convictions but my mind is open and I really would deeply appreciate your frank, brief answers. As indicated in my letter, I will honorably protect your name, so that whatever you say will be between us.  

I thank you.  

Very sincerely yours,  

[Signature]

1553 La Roy Avenue  
Berkeley, California  
February 16, 1921.
Thank you for giving preliminary attention to my letter.

Knowing pressed for time or illness may point a finger of justice nearest possible to various changes of tone and aspect, I am at the moment saving to do important of my personal interest, as indicated by the consideration that these events have been sought.

I have had my own convictions and my mind is open and I read.

I have my own convictions, to my thank. I will take remarks. Most important, I will take second thoughts, to that statement.

I thank you.

Very sincerely yours,
President Harry Pratt Judson,
c/o Univ. of Chicago,
Chicago, Ill.

My dear Friend:

Actuated by most sincere motives I addressed certain inquires to you January fifteenth.

Very enlightening answers have been received from one hundred and ten other representative Baptists.

May I not hear from you also - the questions are asked in all honesty and kindness. I will honorably protect your name.

Please let the answers be brief. I again enclose return envelope.

Gratefully and prayerfully yours,

No. 1 Can a Baptist Church consistently accept into its membership even as "affiliated" or "associate" members, any Christians, however otherwise worthy, who have not been baptized, i.e., immersed?

No. 2 What is your view of the enclosed proposed Amendment to the Constitution of a Baptist Church located where there are Paedo-Baptist Churches close at hand?

No. 3. How can a Baptist Church function in and through a "Federated Church" without violating her interpretation of the New Testament?

No. 4. What are the limitations of a Baptist's "right to private judgment?" How far can a Baptist exercise his liberty of individual interpretation and still remain a Baptist?

No. 5. What do you consider the basis of authority in religion?
PROPOSED AMENDMENT

The Associate membership of this Church shall consist of such persons as may be elected by the Church upon recommendation of the Board of Deacons.

Persons wishing to become Associate members shall present themselves to the Deacons and give evidence by letter from some other Christian Church, or by personal statement of religious experience, of their faith in Christ and their purpose to further His cause through the First Baptist Church of Berkeley.

Church letters of persons received as Associate members of this Church shall be delivered by the Board of Deacons to the Church Clerk for record by him. The Clerk shall endorse on the letter the statement of reception and place on file.

Associate members shall be eligible to election as Trustees and as members of business committees of this Church and shall have the right to participate in all discussions concerning the welfare of the Church but shall not have the right to vote in meetings of the Church.

Associate members may be dismissed to other Churches upon recommendation of the Board of Deacons and vote of the Church and the Clerk shall return to them their original letter bearing a statement of dismissal.
PROPOSED AMENDMENT

The Associate members of the Board of Directors are hereby invited to submit proposals for changes in the By-Laws or other matters relating to the operation of the Board of Directors. Proposals must be submitted in writing to the Secretary of the Board, not later than the date specified in the By-Laws. The Secretary will then forward the proposals to the Board of Directors for consideration at the next meeting.

The Board of Directors will then consider the proposals and make a recommendation to the full Board for action. All Associate members are encouraged to attend these meetings and to participate in the discussion.

Any Associate member may call a special meeting of the Board of Directors to consider any matter that they believe to be in the best interests of the Corporation. Such a meeting must be called in accordance with the By-Laws and notice must be given to all members at least fourteen days prior to the meeting.

The Board of Directors reserves the right to make any changes in the By-Laws or other matters that they believe to be necessary for the proper operation of the Corporation.

Associate members are hereby reminded that they have the right to participate in the discussions and to vote on matters brought before the Board of Directors.
March 2, 1921

Dear Mr. Ehrgott:

Your favor of the 16th instant is received.

These matters I regard as so much the function of individual churches that I hesitate to express any opinion, because what might be true in one church might not be at all practicable in another. However I would answer:

1. in the affirmative;
2. in the negative;
3. would depend very much on the special conditions of the case. I have known such an arrangement including three or four denominations to work very well.
4. is impossible to answer. The fundamental idea of all our Baptist fold is great freedom of conscience and the provision is in favor of it.

If number 5 refers to the Christian religion, of course the basis of authority of the scriptures is the Old and New Testament.

Very truly yours,

Mr. Albert Ehrgott,
1555 Le Roy Ave.
Berkeley, Cal.

HFJ: JH
Dear Mr. Hopkins

Yank away all the hype that is concocted
These matters I doubt to be more than the passing of individual
omen or any true prediction of the future or of anything
coincidence that I can think to express in any direction. Because

What might occur is one can never know, and not for any purpose.
Because the future is uncertain to the present, the future can be
prevented or altered or predicted or decided in any way.

In the moment, I have known many lives to change in the moment.

If one cannot know what the future will hold, then one can only

In the moment, I have known many lives to change in the moment.

Keep faith abroad.

Yes, faith abroad.
MD NEW YORK NY 416P JUNE 23 1921

HARRY PRATT JUDSON

PRESIDENT CARE BAPTIST CONVENTION HDQRS FORT DESMOINES
HOTEL DESMOINES IOWA

LETTER TWENTIETH RECEIVED ANY GIFTS OR PLEDGES WHICH I HAVE MADE TO
THE UNIVERSITY OF CHICAGO WILL IN NO WISE BE AFFECTED SHOULD A
DECISION BE REACHED THAT HEREAFTER THE PRESIDENT OF THE UNIVERSITY
NOT NEED BE A BAPTIST

JOHN D ROCKEFELLER JUNIOR

446P
June 24th, 1931.

Dear Dr. Judson:—

Your letter of June 20th is received. I have wired through my office as follows, not knowing just what form the waiver should be in:

"Letter twentieth received. Any gifts or pledges which I have made to the University of Chicago will in no wise be affected should a decision be reached that hereafter the president of the University need not be a Baptist."

If you will please write me enclosing a draft of the kind of letter desired, I shall be glad to write you confirming my telegram. I hope that action on this matter may be had at the Convention, and that it will be favorable.

Very cordially,

John D. Rockefeller Jr.

Dr. Harry Pratt Judson
President, University of Chicago
Chicago, Illinois
June 27, 1921

Dear Mr. Rockefeller:

Yours of the 24th is received on my return from Des Moines. While I was there I received your telegram. The situation at the Convention was such that the committee of the Baptist Board of Education thought it inexpedient to present the matter at this time and decided to report progress, hoping to take it up at this time next year. I am greatly disappointed but conditions at Convention have been extremely critical for two years past. There is an organized movement on the part of certain reactionary persons to control all the organisations. They seem to have ample funds and are recruiting all the inflammatory and less intelligent people of the denomination. Under these circumstances we can make no progress. I am very sorry.

I am enclosing forms that have been signed now by many donors, and your signature will put the matter in proper shape for the files. You may be interested in a copy of the statement presented on behalf of the Board of Trustees of the University to the Committee of the Board of Education of the Baptist Convention.

With all best wishes, I am,

Mr. John D. Rockefeller Jr.                     Very truly yours,
26 Broadway, New York Ci
Dear Mr. Rockefeller,

The honor of any letter is a source of reason to me. I am, therefore, writing to express my appreciation for the generous assistance your Committee has given to my project. The financial support you have provided is invaluable and will greatly aid in the completion of my work. Your kind gesture is not only deeply appreciated but also a source of encouragement.

With grateful thanks,

[Signature]

[Your Name]
June 12, 1922.

My dear Mr. Morrison:-

The financial history and policy of the University of which you were speaking this morning is substantially as follows:

The University opened its doors for instruction October 1, 1892. It was very largely aided in its foundation by Mr. John D. Rockefeller, but many friends have given considerable sums also. As it was a new institution with new and original policies in the early days expenditures could not always be estimated adequately. The result was a yearly or recurring deficit which finally amounted to one-quarter million dollars. This Mr. Rockefeller met every year.

When I succeeded to the Headship of the Institution in 1906 it seemed clear that the experimental stage was passed, and that thereafter the University could and should be administered on safe business principles. I announced my policy at the outset with the hearty and unanimous consent of the Board of Trustees to be as follows:

1. That the University should be administered on the same basis as any safe business, that is, that expenditures should never exceed income unless, of course, some extraordinary contingency should occur.
June 17, 1936

The University of Chicago

Dear Mr. President,

I am writing to express my concern over the situation you described in your recent letter. The University of Chicago, with its prestige and reputation, should not be subjected to such an attack. I strongly believe that we should stand united against any attempts to undermine our institution.

I urge you to take strong measures to prevent any further incidents of this nature. The University of Chicago is known worldwide for its academic excellence, and we must not allow this image to be tarnished.

Sincerely,

[Signature]

Chairman, Board of Governors
2. That the President would never recommend to the Board of Trustees any expenditure unless he at the same time could point out the means of meeting it.

These two policies have been strictly followed to the present day and are thoroughly established in the Institution. No one could depart from them if he would, and no one would if he could. As a matter of fact, within three years from the time in question the deficit was capitalized.

The following year, 1910, Mr. Rockefeller made his final gift of ten million dollars, it being definitely understood that the University was not to look to him for any further gifts. There has been since that time in no case a deficit, or anything approaching a deficit. On the contrary, a surplus was shown varying from $50,000 to $200,000.

The policy of the University is to make a carefully estimated and closely detailed budget each winter for the University year beginning the following first of July. This budget is made on the principle of estimating income at the least probable, and the expenditure at the largest necessary, providing only that in no case is estimated expenditure to exceed estimated income. If the income is not in sight for the carrying out of a certain desirable purpose that purpose is merely set aside for the time being.
The University of Chicago

March 15, 1950

To: The President

From: The President

Subject: Appointment of New Professor of Economics

Dear President,

I am writing to inform you that Dr. John Smith has been appointed as the new Professor of Economics at the University of Chicago. Dr. Smith brings a wealth of experience and expertise in the field of economics, and we are confident that his appointment will bring significant benefits to our department.

Dr. Smith's research interests include microeconomics, macroeconomics, and econometrics. He has published extensively in leading journals and has received numerous accolades for his contributions to the field.

I believe that Dr. Smith's appointment will enhance the reputation of our department and provide our students with access to the latest research and teaching methods. I look forward to working with Dr. Smith and his colleagues to ensure the continued success of our program.

Sincerely,

[Your Name]

[Your Title]
Throughout the fiscal year beginning July 1st the Auditor makes bi-monthly reports to the Board as to the actual situation. If the income considerably exceeds the estimated expenditure the Board from time to time may authorize additional expenditure, but always and only within the limits of the income in question.

In short, the University for 16 years has had a balanced budget and the policy is so firmly established that it is extremely unlikely that the reverse will occur again.

Of course, the University has many needs now for the further development of its work. Before the War we raised a fund of about five and one-half million dollars for the development of the Medical School. The greatly increased costs of building and living have made it impossible as yet to proceed. We need five millions more for that purpose. We need at least five millions for building to provide for the pressure on our present resources by the great number of students.

A very important branch of the University work is the research for the discovery of new scientific truths, and the training of men and women in all branches of advanced work. We have now a large number of graduates from these advanced departments who are teaching in schools of every grade in the United States, including colleges and Universities, and our
departments of science have made large contributions to knowledge for the benefit of industries and for the benefit of humanity through the prevention of disease.

The budget expenditures of the University now are upwards of three million dollars.

This I think covers the ground.

Very truly yours,

[Signature]

Mr. H. C. Morrison,
The School of Education.

HPJ: CB
The Governor of Ontario has also made arrangements to receive information on the present status of all the deputy ministers of Ontario. The deputy ministers of the departments have also been asked to keep the government informed of any changes in their personnel. I therefore appoint the following.

[Signature]

Treasurer
June 14, 1922.

My dear Mr. Haig:

I forward you herewith a statement which the President has given me covering the matter about which we were talking in New York and the subject of your recent inquiry.

As you will see, I evidently made an erroneous statement to the effect that Mr. Rockefeller had made a balance budget and condition. Of course I knew about the balance budget on account of my own relationship to it, but the other item turns out to have been campus gossip. The President tells me that Mr. Rockefeller never made any conditions but that his final gift of $10,000,000 came as the result of the new financial policy of the University, and was not the occasion of the latter.

The truth of the matter is, H. P. Judson has been the author and finisher of the sound financial policy which has been followed. For sixteen years he has gone about his task quietly, with in my judgment the broadest kind of statesmanship, never appearing as an advertising or begging President. From my own intercourse with him, I have come to feel that he knows more about education than anybody else about the campus, and at the same time is the best business man and the best executive. I wish American Universities could have more of his type. I think he has suffered in the public estimation because of his disinclination to ad-
advertise himself, but the truth of the matter is that it is during his administration that the University of Chicago has come to be eminently respected as a productive institution.

I think that the President has had strong backing from the President of the Board of Trustees, Martin A. Ryerson, who, as you doubtless know, is a large business man in Chicago.

The evidence seems to be to be pretty clear that whether here or elsewhere a sound financial policy is a sound financial policy, and that it is not predicated upon the conditions attached to gifts by donors, nor upon any legislative or semi-legislative acts. In the end it depends upon the man who sees things in their essential economic relation and is able to carry his points. The University is commonly looked upon as a very wealthy institution. It has a large endowment, but it is not hard to see that the policy followed so commonly in American Universities would long since have swamped it financially. The trouble with most educators is that they are like a small boy with $5.00 in his pocket. It proceeds to burn a hole in short order.

The President does not tell in his story how the big deficit was wiped out, and that seems to me to be an important part of the story. He told me personally that at the end of the first year of the new financial policy they had $250 to spare, but they saved it; and so, little by little, as his reports year after year show in laconic phrase,
the whole thing was wiped and presently there came to be an annual surplus. As he does say, it would be pretty nearly impossible for any executive now to wreck the established practice. Everybody is happy around the institution,- That is, as happy as mortals ever get to be,— the salaries of the Faculty are in the main adequate, and especially in the full professorship, where men have earned their spurs, nobody has any cause for failing to live adequately, and generously, and with dignity.

I don't believe there is an institution in the country which has any justification in itself for existing which couldn't have followed the same policy to good effect and achieved the same result.

I hope that this will give you and your client the light for which you are seeking.

With kind regards,

Very truly yours,

Robert M. Haig, Esq.,
Bermersyde,
Georgeville, Quebec,
Canada.

HCM: KW
I don't believe there is an instruction in
the company memo that any information
in respect to the

and I note your letter of May 31st.

I hope that you will give me your

Wilt Kind Regards

Very truly yours

Robert M. Metz, M.D.
June 14, 1922.

My dear Mr. President:

I am very much obliged for your generosity in writing out at length the financial policy of the University. I feel condemned to have been the occasion of this extra bit of work at so very busy a period.

I feel sure that your statement will be very illuminating to Mr. Haig's client, and I feel equally sure that it will be of substantial service to some worthy educational cause. I hope that the gentleman in question, whoever he is, will see for himself the relation of cause and effect.

Faithfully yours,

President Harry Pratt Judson,
The University of Chicago.

HCM:KW
February 8, 1923.

My dear Mr. Swift:-

1. At an early moment I shall wish to have a conference with you on the administration of the Laura Spelman Rockefeller Memorial gift.

There are three things I beg to call to your attention:

2) Some time ago, as you remember, a committee was appointed to advise with the architects on the plans meeting of the Board next week; for me to offer a motion for the Rawson Memorial building. This committee was not to the effect that in connection with the Harris Memo- committee of the Faculty of Rush Medical College, although the President of the University be authorized to it happens that the members of the committee are members appoint an administrative Committee of five members, of that Faculty. Dr. Billings is Chairman. The report that in addition to the five the President himself will is received and I take it should receive prompt action by be Chairman and that he may designate one of the five as our Board of Trustees. I am wondering whether you would Vice-Chairman? Of course if this is adopted it will be desire to have a meeting of the Committee on Buildings and carried out by Mr. Burton. It is my thought that it would
grounds before the Board meets next week, or whether you be very desirable to have the Board take prompt action in prefer to have the Board receive the report next week and the matter in order that the donors might understand that refer it to that committee.

Very truly yours,

I think it might easily be understood with Mr. Burton that a member of the Committee ultimately would be appointed. That would be entirely irrespective of a temporary appointment in his place. Meanwhile, of course, Mr. Burton will understand the
My dear Mr. Fawcett,

There is some urgency I beg to call to your attention.

I would like to bring to your attention the matter of the Board's next meeting for the purpose of considering the matter in connection with the letters received by the Committee of Administration of the University, in reference to the request for a report of the Institute of Administrative Science.

In my capacity as Chairman of the Board, I am sure to have the Board take prompt action in this matter in order to give the Committee the opportunity to consider the matter and to act on it as soon as possible. The Board has instructed me to report to you at your next meeting on the progress of the proceedings of the Institute.

I have been informed that Mr. Patton is a member of the Committee and that he will be in attendance at the next meeting to discuss the matter further.

I think it would be best if we could proceed with Mr. Patton on this matter and that the Board should consider the appointment of Mr. Patton as a member of the Committee.

I am enclosing a report of the proceedings of the Institute for your consideration.

Yours sincerely,

[Signature]
personal equation which I have discussed with you.

2) At an early moment I shall wish to have a

conference with you on the administration of the Laura
Spelman Rockefeller Memorial gift.

3) Some time ago, as you remember, a committee
was appointed to advise with the architects on the plans
for the Rawson Memorial building. This committee was not
a committee of the Faculty of Rush Medical College, although
it happens that the members of the committee are members
of that Faculty. Dr. Billings is Chairman. The report
is received and I take it should receive prompt action by
our Board of Trustees. I am wondering whether you would
desire to have a meeting of the Committee on Buildings and
Grounds before the Board meeting next week, or whether you
prefer to have the Board receive the report next week and
refer it to that committee.

Very truly yours,

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

RFJ:CB
February 13, 1923.

2) Recommended that the President of the University be authorized to appoint a small executive committee from the Faculty to administer the details of the carrying out of the plan of the gift from the Laura Spelman Rockefeller Memorial.

I suggest conferring with Dean Marsh.

H.R.