Dear Dr. Harper,

I was interested in additional buildings. I cannot quite understand the need for a $150,000 building. In Haskell, which cost $150,000, you now have reception & assembly rooms for the Div. School, Deans' rooms, President's rooms, & Museum rooms. Why are these moved to the Div. School alone? The School would not want it & cannot occupy it all. The School would like a gym in a manner of clothes.

Since the raising of the money will be the harder work we have to undertake, let us not attempt more than is really necessary. It may be possible to raise $20,000. I thought you'd have about $75,000.

I do not like a conditional subscription from Mr. R. or in fact from anyone. I would prefer to go to the people in the $10,000. When we get $30,000, then let Mr. R. come in with the balance.
W. W. wrote then asking for subscriptions on the basis of $12.00 or less, instead of $25.00, or in many cases, twice as much.

While I approve the policy of appointing an agent and think Stevens a good man, we must consider when we shall get the funds to pay his salary and expenses, say $2,500. He can never get this outside of
this building. Subscriptions if you have a conditional subscription, from which no funds will be available at least one year. And of course, we must find this of the $2,500, in some other way.

Shall this subscription be taken in

the name of the Trust, Union, or the University, or both?

Your truly

W. W. Roddick
Suggestions of Expenditure necessary for rounding out the work of the University upon a satisfactory basis prepared at request of Mr. John D. Rockefeller, Jr.

Remark: This statement includes only those things for which additional funds are required; i.e. the fees of students are to be counted in addition.

1. Capitalization of deficit, $2,000,000.

2. New Land
   1) Land now being negotiated, 210,000.
   2) Remaining land on North side, 800,000.
   3) Land on south side of Plaisance, 1,500,000.

3. Museum Endowment and Collections, 1,500,000.

   1) Libraries, 1,000,000.
   2) Chapel, 400,000.
   3) Woman's Quadrangle, 1,500,000.
   4) Twin building for Cobb Lecture Hall, 200,000.
   5) Administration building on Lex Ave, 200,000.
   6) New dormitories for men, on Ellis Ave, 400,000.
   7) Athletic Gymnasium, 250,000.
   8) School of Education Bldgs, 500,000.
   9) Stadium for Athletic Field, 250,000.
The statement includes only those changes for which additional funds are required; i.e., the fees of students are to be continued.

### 1. Classification of Relief

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>New Land</td>
<td></td>
</tr>
<tr>
<td>Field for parking facilities</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Research Land on Ford site</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Land on campus site of residence</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Museum Endowment and Collection</td>
<td></td>
</tr>
</tbody>
</table>

### 2. General Buildings

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Laboratory</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Office</td>
<td>$900.00</td>
</tr>
<tr>
<td>Women's quarters</td>
<td>$600.00</td>
</tr>
<tr>
<td>Administration Building on Ford Ave.</td>
<td>$400.00</td>
</tr>
<tr>
<td>Administration Building on Hill Ave.</td>
<td>$400.00</td>
</tr>
<tr>
<td>New psychology for men on Hill Ave.</td>
<td>$400.00</td>
</tr>
<tr>
<td>Administration Building</td>
<td>$363.00</td>
</tr>
<tr>
<td>Administration Building</td>
<td>$363.00</td>
</tr>
<tr>
<td>School of Education, Biology</td>
<td>$300.00</td>
</tr>
<tr>
<td>School of Education, Biology</td>
<td>$300.00</td>
</tr>
<tr>
<td>Physical Education</td>
<td>$260.00</td>
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</tbody>
</table>
10. University Press,  $500,000.

11. University Extension,  $500,000.

12. Music and Art,  
   1) Endowment,  $400,000.  
   2) Buildings,  $400,000.  
   3) Equipment,  $100,000.

13. Pension endowment funds,  $1,000,000.

CLASSIFICATION.

1) Capitalization of Deficit,  $6,000,000.  
2) New Land,  $2,310,000.  
3) New Buildings,  $7,800,000.  
4) Equipment and Libraries,  $1,275,000.  
5) Endowment,  $7,450,000.  
6) Univ. Press & Extension,  $1,000,000.  
7) Pension Endowment fund,  $1,000,000.  

Total,  $26,865,000.

December 10th, 1901.
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>1) Operating Deficit</td>
<td>$300,000</td>
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<tr>
<td>2) New Land</td>
<td>$300,000</td>
</tr>
<tr>
<td>3) New Buildings</td>
<td>$300,000</td>
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<tr>
<td>4) Equipment and Copyrights</td>
<td>$1,000,000</td>
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<tr>
<td>5) Equipment</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>6) Pension and Endowment Fund</td>
<td>$1,000,000</td>
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<tr>
<td>7) New Pension Endowment Fund</td>
<td>$1,000,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$6,800,000</strong></td>
</tr>
</tbody>
</table>
5. Arts, Literature and Science,

1) New Endowment, $1,000,000.
2) Buildings for History, Ancient Languages, Modern Languages, Geology, each 150,000, 300,000.
3) New permanent Equipment, 150,000.

6. Divinity School,

1) New Endowment, 250,000.
2) Building, 150,000.
3) New Equipment, 25,000.

7. Law School,

1) Endowment, 300,000.
2) Building, 150,000.
3) Initial purchase of books, 50,000.

8. Technology,

1) Endowment, 1,000,000.
2) Building, 500,000.
3) Equipment, 500,000.

9. Medicine,

1) Endowment, 2,000,000.
2) Buildings, 400,000.
3) Equipment, 150,000.
4) Hospital buildings, 700,000.
5) Hospital equipment, 300,000.
6) Hospital Endowment, 1,000,000.
<table>
<thead>
<tr>
<th>Department</th>
<th>Estimated Cost (in thousands)</th>
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<tbody>
<tr>
<td>Division of Humanities</td>
<td>$1,000,000</td>
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<tr>
<td>Library</td>
<td>$500,000</td>
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<tr>
<td>New Endowment</td>
<td>$100,000</td>
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<tr>
<td>New Equipment</td>
<td>$50,000</td>
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<tr>
<td>LAW SCHOOL</td>
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<tr>
<td>Enrollment</td>
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<tr>
<td>Buildings</td>
<td>$100,000</td>
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<tr>
<td>Equipment</td>
<td>$50,000</td>
</tr>
<tr>
<td>INITIAL PURCHASE OF BOOKS</td>
<td></td>
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<tr>
<td>TECHNOLOGY</td>
<td></td>
</tr>
<tr>
<td>Enrollment</td>
<td>$1,000,000</td>
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<tr>
<td>Buildings</td>
<td>$500,000</td>
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<tr>
<td>Equipment</td>
<td>$50,000</td>
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<tr>
<td>MEDICINE</td>
<td></td>
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<tr>
<td>Enrollment</td>
<td>$500,000</td>
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<tr>
<td>Buildings</td>
<td>$100,000</td>
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<tr>
<td>Equipment</td>
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<tr>
<td>Hospital Equipment</td>
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<td>Hospital Equipment</td>
<td>$50,000</td>
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<tr>
<td>Hospital Equipment</td>
<td>$50,000</td>
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</table>
A PLEA FOR THE ESTABLISHMENT AT THE UNIVERSITY OF
CHICAGO OF A RESEARCH FOUNDATION FOR THE INVESTIGATION
OF CLINICAL PROBLEMS IN THE DISEASES OF THE EAR, NOSE
AND THROAT.

The incomplete state of our knowledge of the clinical problems
in otolaryngology renders the establishing of a research institute
devoted to the study of these problems highly desirable. The menace
that exists in diseases of the nose and throat, particularly in the
development of systemic infection such as rheumatism, organic heart
disease and kidney trouble, from foci of infection existing in the
upper respiratory passages is only just beginning to be generally
appreciated. The handicap that results from defective hearing as the
result of preventable conditions developing in childhood and from the
more frequent serious defects in hearing that result from chronic
progressive deafness coming on in early adult life is only fully appreci-
ciated by those who happen to come in contact with these conditions.
These and many other clinical problems in this special field all stand
as a challenge to the medical profession for a more thorough investigation,
the sort of investigation that can be successfully prosecuted only in a
research institution like the University of Chicago where the several
fields of science are so well represented. Such an investigation requires
cooperation with other departments such as anatomy, Physiology and
internal medicine. No such institution has as yet been developed in
this country. What we want is the development of a research foundation
analogous to those departments of otology that have been developed
particularly in the German universities.

In order to establish at the University of Chicago a research
department in otology our first problem must be the training of men
The importance of maintaining a high standard of official documentation cannot be overestimated. It is essential to ensure the accuracy and reliability of all official records. This is crucial for the proper functioning of any government. The development of a comprehensive system of documentation is therefore of paramount importance.

The need for strict standards in the preparation and presentation of official documents is evident. It is necessary to ensure that all documentation is clear, concise, and free from errors. This will enable the government to make informed decisions and ensure the transparency of its operations.

In conclusion, the importance of efficient and accurate documentation cannot be overstated. It is essential for the proper functioning of any government. Therefore, it is imperative that all government agencies and departments adopt rigorous standards in the production of documentation.
for this work. Such men will eventually become our clinical staff whose work will consist of:

a. Rendering the best possible service for patients suffering from ear, nose and throat trouble.

b. Carrying on of such instruction in this special field as medical students need.

c. Promotion of investigation and the training of medical scientists. (While this latter "c" is our primary aim, both "a" and "b" are, of course, prerequisites for such work).

With this object in view, the University desires as early as possible to secure funds for fellowships and to appoint fellows for study at home and abroad. We desire funds at this time for three fellowships, each running for a period of three years with salaries ranging from $2000, $2500 and $3000 respectively for the three years. The first two years of these fellowships can be spent perhaps most profitably in work that has already been developed in our own institution where they will receive fundamental training in this specialty and assist in carrying on investigative work. The third year might consist of a travelling fellowship, providing the work during the first two years warrants assistance during a third year. This time would be spent abroad or in some instances in other centers of our own country, the work being always under our own supervision.

The University requires for the carrying out of this program a budget eventually calling for $25,000 annually. We are submitting here a tentative budget:

- Chairman of department, salary: $10,000
- Assistant in department, salary: $5,000
- Three fellows, salaries -- $2,000, $2,500, $3,000: $7,500
- Funds for carrying on research: $2,500

Total: $25,000
REPORT OF THE SUBCOMMITTEE ON MEDICAL NEEDS. OTOLOGY.

(Carbon Copy).
REPORT OF THE SUBCOMMITTEE ON
MEDICAL NEEDS. OTOLINK.

Introduction.

There is no place in Chicago where a man may study the individual variations of the nasal sinuses.

Further detail on the function and pathology of the ear can only be acquired where large numbers of ears are examined in serial section after their function had been ascertained during life. The condition of the middle ear must be known, the function of the cochlea and of the static apparatus should be tested. This work will lead to investigation of the brain and nerve-stems on the one hand and the naso-pharynx and nose on the other.

Supposing we set out to get statistics of five hundred heads. The anthropological measures are taken. The relation of long-heads, and round-heads to the size and arrangement of the nasal cavities and parasal sinuses, the condition of the ears with mastoid cells, (x-ray pictures) of each are to be studied.

1. Historic background, to show main line of development in this locality in the field in question. In Chicago Dr. Shambaugh has done very good work on anatomy and
REPORT OF THE SUBCOMMITTEE ON
MEDICAL NEEDS...OLOGY

[Text continues on page]
embryology of these parts, mainly on animals. No systematic investigation has been undertaken on the human ear.

2. The present condition.

Each medical college has a clinic where the students are shown only what they absolutely need for graduation. In the post-graduate schools teaching is the exclusive feature. For systematic investigation of individual work there are no provisions, no localities, no men who can afford to prepare themselves for the work, no inducements for the men who are willing to make this a life's work.

3. Outstanding needs from medical, social, educational, investigatory points of view.

(a) Medical: The practitioner is absolutely helpless in the relief of the higher degrees of hardness of hearing. Equally inefficient are the attempts at prevention, as the physiology and therefore also the diagnosis and pathology of the different parts of the ear are still under discussion. The suppurations are better known but even there the diagnosis of the progress of a suppuration to the labyrinth or to the meninges, or the recognition of a brain abscess are so uncertain that many lives are lost that might be saved,
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as occasional lucky results of operation show. Similar conditions exist in the nose. The frequently unexplained fatal terminations after minor operations are at present investigated. The great individual variations in the arrangement and size of the nasal cavities and the paranasal sinuses lead to many complications in the nose and its vicinity. In Chicago the students of these subjects have to depend entirely on books and atlases, that is on two dimensions and reproductions, where three dimensions and the original specimen are all important. A large collection, a museum of specimens showing these parts will be of scientific, anthropological and educational importance.

(b) Social: Many lives can be and must be saved by giving the men who operate in ear, nose and throat larger and better opportunities for study. The excuse of insufficient opportunities for education must be removed.

(c) Educational: In addition to the educational needs just pointed out there are the large educational opportunities in the systematic examination of thousands of ears and noses and their hearing and other functional tests which are necessary in order to
as a consequence from research of operation. Now, similarly
conditions exist in the event. The promptness and
fast transmission after shorter operation are to present
investigatory. The great interest arises at the need
suitability of the need, service and the facts.

After these facts lead to many complications in the case
and the activity. In addition, the substance of these
supplements have to engage actively in books and articles.

that is on two dimension and reproduction, that is
these dimension and the existing aspects are still
portray. A large collection's meaning of a dimension
showing these facts with the substantial authoritative

of the educational importance. (d) Caution! Many times can do any want of many
grain the use who operate in ease, noise and amount.

factor and better opportunities for research. The same of influential opportunities for education.

In relation to the educational sessions. The quality and care are the large educational
opportunities in the extension examination of these
series of self and noise and their possible and other
important cases which are necessary to alter or
get the five hundred post-mortems mentioned. Finally a large clinic with a competent head and proper organization cannot fail to be of educational value.

(d) Outstanding needs from an investigative point of view:

No museum like the one suggested exists in Chicago, containing a large number of heads showing the divergences of the different races and in connection therewith the different extensions and arrangement of the sinuses of the nose. The same is true of the mastoid cells. Nevertheless it is clear that if any law or rule exists concerning the relation of shape of skull and development of the sinuses and cells of the mastoid it can only become evident in a collection of this kind. Furthermore the pathology of the ear is known in its outlines only. The filling in of detail is all left to future investigation. The pathology of deaf-mutism is only known by general types. Of pathology of the static labyrinth, vestibulum and semicircular canals all that is known are the changes produced by suppuration of the labyrinth originating from the interior of the skull or from perforations from the middle-ear, and some of the congenital deformities. Progress can only be expected from post-
mortem investigation of organs that have been found deficient and were observed for some time during life.

4. How specific needs may be supplied and improvement secured.

A program like the one proposed, consisting of the establishment of a museum of skulls, furthermore the preparation of five hundred faultless series of cuts of labyrinths which have been tested during life, can only be carried out in connection with a large clinic. In order to obtain the five hundred labyrinths we will have to test probably ten times as many living ears, that is five thousand or two thousand five hundred patients. Each test will take about one hour. In the beginning more, later on less. The preparation of the labyrinth after death requires daily handling for from three to five weeks for each specimen. These figures give a basis for an estimation of the scope of the institution: At the head there is one man who gives his full time with the exception of maybe one hour of the day for private practice. Two or three assistants who have to sign a contract to remain for at least four years, as it will take all of two years before a man is of much value for advanced work. An indefinite number of voluntary assistants or externes
A program like the one proposed, consisting of

the establishment of a museum of printing, further

the preparation of the number of limited copies of

one of the masterpieces which have been tested during life

can only be carried out in connection with a large

office. In order to obtain the fine number of

preparation we will have to keep properly few issues as many filling

some sheets to the number of two thousand fine

number paste. Each sheet will take about one point.

In the beginning more bars on less. The preparation

of the masterpieces after deep knowledge with patience.

These give a price for an estimation of the price

of the impression. At the best price to the same one

give the half time with the exception of some one

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will constitute the medical staff. A sufficient
nursing staff and laboratory attendants complete
the personnel. The qualifications of the head of
the institution must be high and his renumeration
must be according. The assistants, too, must be
salaried sufficiently so that they will remain long
enough to be of benefit to the institution. Chief
and assistants are directly responsible to a board
of directors composed of the heads of the departments
for ear, nose and throat of the main medical schools.
Above them is a larger board of trustees which may
be, at least, partly composed of lay-men. The chief
directs the running of the indoor and outdoor de-
partments of the clinic, and laboratories. He or-
organizes the examination of patients outside of the
clinic and establishes connections with deaf-mute
societies in order to get material for pathologic
investigation.
is important in any case to build the Theological Group.

November 19, 1923.

5. Could it be practicable to ask the Alumni for new
endowments for the increasing salaries, and at once—or as
My dear Mr. Swift:
soon as President Boster comes to see me form plans for raising
Before I leave for New York on Thursday I should
an Alumni Fund for this purpose? This is the kind of thing
like to have a word with you on these matters:
that ought to appeal to alumni, most of whom cannot give a

1. The Theological Group. I am coming to feel that not
building but some amount of $100,000 for this purpose,
only or chiefly in the interest of the Divinity School, but in
Vassar College, has just finished raising $8,000,000 for this
that of the University at large, in order to make visibly
expenditures, most of which was given by alumni in amounts over-
evident to the Faculty and the city that we are moving for-
ward, and to help answer the question why we do not use some
Could we suggest this to Boster as his first task? I feel
of the money that we already have for building, it is very
this also would help us to get around the jam, though I should
desireable to build that building as soon as possible. Might
also hope that by the time we had these plans in shape we
we consider taking the necessary amount from the Rockefeller
should also have answered the question committed to the Library
Pianl Gift, $100,000 or less—I hope much less—for this pur-
Commission, and be ready to present a complete plan for the
pose? Would it be worth while to consider asking Mr. Rocke-
development of the Library Group.
eller if he would like to have us do this and to name the
4. I am informed that Mr. Ayer is leaving for California
cloister the Spelman, or the Laura Rockefeller Spelman Cloister?
in ten days. Evidently we cannot approach him within that

2. I should like it much if at the same time we could
time. Perhaps that ought to affect my plans for the short
start the new Haskell Oriental Museum, both because that would
vacation that I am to have in Hawaii in February,
obviate any criticism to the effect that I was favoring the

Accept my hearty thanks for the expression of help
Divinity School, and because, vacating Haskell by both Divinity
year home for my week at Haskell. It enables a delightful
School and Museum would give us for immediate use a new building
haven of escape from outside calls, and enables me to make
for Library purposes. But if we cannot do both I feel that it
excellent progress with my work.

Very cordially yours,

[Signature]
is important in any case to build the Theological Group.

3. Would it be practicable to ask the Alumni for new endowment for the increasing salaries, and at once—or as soon as Mr. Bestor comes to us—to form plans for raising an Alumni Fund for this purpose? This is the kind of thing that ought to appeal to Alumni, most of whom cannot give a building but could give $100 to $100,000 for this purpose. Vassar College has just finished raising $3,000,000 for this purpose, most of which was given by Alumnae in amounts averaging about $200. Could we raise as much in two years? Could we suggest this to Bestor as his first task? I feel this also would help us to get around the jam, though I should also hope that by the time we had these plans in shape we should also have answered the question committed to the Library Commission, and be ready to present a complete plan for the Development of the Library Group.

4. I am informed that Mr. Ayer is leaving for California in ten days. Evidently we cannot approach him within that time. Perhaps that ought to affect my plans for the short vacation that I mean to take in January or February.

Accept my hearty thanks for the privilege of using your home for my work on Sunday. It furnished a delightful haven of escape from outside calls, and enabled me to make excellent progress with my work.

Very cordially yours,
It is important in any case to apply the Teapotage Grant.

In fact it's a preoccupation to see if the Affann for your employment lot to the ransom, and at once as soon as

the down payment for the investment surplus, and at once as soon as

the result comes in to me--to form plans for paying off the Affann Fund for prize purposes. This is the kind of plan that ought to supplement its amount, most of whom cannot give a

pittance at any cost, and I want to have my name give a

additional 400 to 500,000 to 100,000 for a prize bond.

Assist College. A joint investigation revealed 50,000,000 for this purpose.

Moreover, most of whom we give in Vurnere in a manner ever-

enough, and after 1000 we can give as much as we can ever get.

Since about 1000, our fund is now ready to be turned over to the

Great Britain, and to be turned over to the Government, I have not

wished to make this a secret as to the growth and the

success I have had to date. I know we cannot take as much in the

future, but we have been able to get on slowly. The future is

far from risking, and if we had been able to build up an

organization and be ready to handle a complete plan for the

development of the library group.

It is important that no one be left out. It's the obvious for consultation.

In this case, with the help of our agents, my efforts, I think we can

make it work. The principle is simple, but it has to be

assumed that I want to conserve the number of passenger.

Thank you for your interest in the survival of my work.

With cordiality yours,

[Signature]
The President reports that with the approval of the Committee on Instruction and Equipment, he called on the officers of the General Education Board in New York, accompanied by Dean Tufts and Mr. Plimpton, on November 1 and 2, and laid before the officers of the Board certain educational needs of the University calling for the expenditure in the next fiscal year of $217,883, and inquired whether the General Education Board would consider favorably a proposal to make to the University an appropriation covering these contemplated expenditures for a period of two years, with the understanding that the capital sum necessary to yield the income for the permanent meeting of these expenditures would be included in an effort which the University would make in the near future to secure additional endowments and gifts for buildings. After full and sympathetic discussion the officers of the General Education Board expressed the opinion that it would be contrary to the policy of the General Education Board to make to the University such a grant for its current expense, but indicated that serious consideration would be given to a proposal that the General Education Board should, for a limited time, meet the expense of education experiments which give promise of results valuable not only to the
The President reports that with the approval of the Committee on Instruction and Development, a call for the officers of the General Education Board and Mr. F. D. F. Thrale, and Mr. H. St. J. Thrale, on November 1 and 2, to hold debate the officers of the Board concerning educational needs of the University.

Calling for the expenditure in the next fiscal year.

At $1,889,100 and including $599,000 for General Education.

Board wanting consideration for the immediate year.

Expenditure to be a period of two years with the understanding that the capital sum necessary to yield the income for the permanent meeting of these expenditures would be included in an allotment for General Education would make in the near future to secure all necessary equipment and facilities for public instruction.

After last and unexpected item.

Concerning the officers of the General Education Board.

Expressed the opinion that it would be contrary to the policy of the General Education Board to make to the University such a grant for the current expenses, but including that some consideration would be given to a program for the General Education Board appliance for a limited time, meet the expenses of education hereinafter,
University of Chicago but to other institutions. The officers expressed especial interest in the plans already partly under way for a more individual dealing with students in the colleges, and cited this as an example of the kind of work in which they would be willing to cooperate with the University by a grant for annual expenses.
The University of Chicago put to offer instruction. The
officers expressed special interest in the plans already
partly made, yet for a more interesting activity with
engravers in the college, any object type as an example
of the kind of work in which they would do milling, so
cooperate with the University of Chicago for example to
expand
engraving equipment. When the University

expressed

February 5, 1924.

President Ernest D. Burton,
The Hollywood,
Southern Pines, North Carolina.

Dear Mr. Burton:

From copy which I sent you of letter that I wrote Mr. Tufts on January 25th you know on what he has been working to submit to the John Price Jones Corporation. He brought me last night a compilation of information and understand he sent copy to you in last night's mail.

I am not sure that it is feasible for you to do so, but if possible, upon receipt of his letter, I should appreciate your wiring me how you would summarize the information which we want to send to the John Price Jones people. Their query asks for the information as follows:

**NEEDS:**

1. Immediate
   - A. Buildings
   - B. Endowment
   - C. Equipment
   - D. Special Funds

2. Deferred
   - A. Buildings
   - B. Endowment
   - C. Equipment
   - D. Special Funds

When dictating your wire I recommend that you keep the above form in mind and filling in blanks in reference to it where possible. I will have it before me when reading your telegram. In event you feel you cannot even estimate as to the costs of the different divisions as specified, satisfactory simply to advise "information later," but shall be glad to have all filled in that seems feasible.

Yours cordially,

[Signature]

[Note: The signature is not legible in the image provided.]
Dr. E. D. Burton,  
The Hollywood,  
Southern Pines, N. C.

My dear Dr. Burton:

Upon my return to the office yesterday I found your letter of February 3 awaiting me.

After your conference with Dr. Flexner, Mr. Thorkelson, and myself I turned the University of Chicago material over to them for consideration. It so happens that the three of us are planning to see Dr. Buttrick at Hampton on Friday of this week, and my associates will bring up the question you ask for consideration at that time.

This morning I received your letter of January 31, in which you describe the situation in Mr. Payne's office, and also that in the office of the Board of Recommendations. Last week Mr. Thorkelson and I spent several days at the University making preliminary plans for the inquiry which the General Education Board has in mind. We interviewed Tufts, Wilkins, Payne, Stieglitz, Plimpton, Barrows, Fairweather, and several others. We were deeply impressed with the spirit of co-operation which everyone showed and the opinions they expressed of the desirability of an inquiry of the kind we had in mind. As soon as the accumulation of mail has been cared for, Mr. Thorkelson and I will draw up a plan covering the proposed inquiry. The plan as we now conceive it will be very general in outline, for we feel that as the work progress new ideas and
General Education Board

428 Madison Avenue
New York, New York 10017

Dear Mr. President,

I am writing to express my concern about the situation at the University of Chicago. I have heard from several sources that there is a lack of coordination and communication among the various departments and faculties. This lack of unity is hindering the progress of our institution.

I believe that we need to address this issue immediately. Perhaps we could hold a meeting of the deans and department heads to discuss the problems and find solutions. I would be willing to attend such a meeting.

Thank you for your attention to this matter.

Sincerely,

[Signature]
developments will present themselves and will in a large measure determine the final plan itself. We are, however, thoroughly convinced that the inquiry should be very wide in scope and very careful and painstaking in character. It will probably take several people a considerable time to do all that we have in mind. We expect to cover all the administrative divisions of the University, including the two you mention. We also expect to examine carefully the work of every academic department, probably going back for a period of years. We also hope to take up the student activities, the relation of athletics to academic life, and in fact everything which has an influence on the successful organization, administration, and purposes of the institution.

At the latest meeting of the Board the question of a survey of this kind was discussed, and the Board expressed its opinion in favor of making such an inquiry. The action taken, however, was that the executive officers should think out a plan and present it to the executive committee for approval before undertaking the work itself. Therefore, we are now considering the details of a plan for presentation to the executive committee.

Mr. Thorkelson and I feel that the University of Chicago is the right place to begin and offers an opportunity for an intensive and far-reaching inquiry, which we hope will lead to beneficial results, not only to the University itself, but to other institutions of learning throughout the country.

You of course know that the John Price Jones Corporation is beginning the preliminary survey of the University and its needs this week.

Yesterday I was invited to luncheon by Mr. Rowland Rogers, an
alumnus of the University and a nephew of the late H. H. Rogers of the Standard Oil Company. He is engaged in the motion picture business and gives a course on motion picture production at Columbia University, in which I understand he is very successful. He showed me yesterday a letter from the Secretary of War and one from General Bullard commending very highly a film which he had prepared for the War Department on the makers of the flag. It occurred to me that a film showing the activities of the University of Chicago, its objectives, and its needs, might be a great aid in making known to its constituency the desirable features of the University. Rogers said he was quite sure of the importance of this type of presentation and would be very glad to offer his services without cost to the University in the preparation of such a film, and without profit on the venture, if the authorities thought it desirable to make one. I am just throwing this out as a suggestion. I think there are great possibilities in it.

Last Sunday I had a conference with Bond, Axelsson, and Dickerson regarding the housing situation, and especially the report of the special commission. The consensus of opinion was that the time was now ripe for detailed plans and estimates of the cost of a co-operative building. Mr. Bond said he would undertake to get that information as soon as possible. I am quite sure that careful thought should be given to the working out of a plan for the relief of the faculty in the present serious housing conditions.

We hope that you and Mrs. Burton have thoroughly recovered from your severe colds, that you are getting a good rest, and that when you return to Chicago you will feel thoroughly fit.
I have just returned from the University of Wisconsin, where I presented a paper on cooperative education at the Annual Convention. The paper was well received, and I believe it has sparked interest in the potential of cooperative education. I am excited about the possibilities of this approach and look forward to further research in this area.

As you know, cooperative education is a model where students gain practical experience through internships or work placements while still enrolled in their academic programs. This model has been shown to enhance students' learning and improve their job prospects upon graduation.

I am currently working with the Department of Education to explore the feasibility of implementing a similar program in our institution. We believe that this approach could be highly beneficial for our students, and we are committed to exploring all possible options to make this happen.

I would be grateful for any feedback or suggestions you may have regarding cooperative education. Your insights will be invaluable in helping us develop a successful program.

I look forward to hearing from you.

Sincerely,

[Your Name]
Bertha joins me in affectionate regards to you and Mrs. Burton.

I am

Yours very truly,

TA AM

Trevor Arnett
Dr. E. D. Burton,
The Hollywood,
Southern Pines, N. C.

My dear Dr. Burton:

Dr. Flexner and Mr. Thorkelson brought up the statement of the needs of the University of Chicago at an informal conference of the officers yesterday at Hampton. It was the opinion of my associates, an opinion in which I concur, that this was not an opportune time to present a request from the University in view of the fact that the prospective survey, or inquiry, which we expect the Board to approve at the next meeting, will be promptly undertaken, and the Board would no doubt wish to postpone action on any request from the University until the inquiry was made. There are other features of the case which, in our judgment, make it advisable to defer action, about which I shall be glad to talk with you personally when I see you. Are you planning to return to Chicago via New York? If so, we could take that opportunity to discuss the matter. The conclusion that it was wise to defer action was taken not because of lack of interest in the University and its problems, but rather because of the deep interest which we all feel and share.

I hope that you and Mrs. Burton are having a delightful rest and are becoming thoroughly refreshed and strengthened.

Thank you very much for the copy of your letter to Mr. Tufts.
of February 5. Mr. Thorkelson and I reported our preliminary inquiries regarding the survey to our associates at Hampton yesterday. We are all enthusiastic and optimistic about its possibilities. We shall hope to undertake it promptly after the Board meeting if the Board, as we hope it will, makes an appropriation for the purpose.

I received a telegram from Harold Swift asking if anything could be done to expedite Dr. Jewett's inquiry regarding technology. I called Mr. Jewett on the wire on Thursday and learned that he was out of town but would be here today. I have just spoken with him over the telephone and inquired what progress he was making and learned that he has had difficulty getting the associates whom he has hoped to get. He feels, however, that he will be able to write you in a few days telling you of the men who are associated with him in the inquiry, and he also feels that he will be able to give us within the next six weeks at least a more or less complete report of the situation. I told him that there were other matters which were being held in abeyance pending the reception of his report and that we were quite anxious to have it at the earliest possible moment. He said he appreciated the fact fully and would take pains to expedite the matter.

Bertha joins me in affectionate regards to you and Mrs. Burton.

I am

Yours very truly,

Trevor Amott
At Peking. 8

Mr. Secretary:  

I express my appreciation and appreciation for the

endeavor of the various officials and for the services of the

postmasters and for the cooperation of the various

officials. I am also

grateful for the assistance of the postmasters and for the cooperation of the various

officials, and I am glad to have

made a number of suggestions for the purposes

I received a telegram from Mexico City, saying it might

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Night letter

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

Reckoning according to needs disregarding possibility of securing funds and assuming that we want full figures to scale down if necessary, I count as follows: stop.

(Immediate needs - A. Buildings Medicine two and half millions. Other buildings seven and half millions. B. Endowment - Fund for maintenance above buildings four and half millions. For instruction and research exclusive of Medicine and Theology five millions. For Medicine four millions. For Theology five hundred thousand. C. Equipment above buildings one million. D. Special Funds including Technology five millions. Total thirty millions. Stop.

Deferred needs - A. Buildings Medicine and related subjects three and half million, Colleges south of Midway eight millions, University College two millions, other buildings four and half millions. B. Endowment. Fund for maintenance of above buildings four millions. Instruction and Research exclusive of Medicine and Theology four millions. Medicine and related subjects four millions. Theology two hundred thousand. C. Equipment for above buildings one million eight hundred thousand. D. Special Funds one million and half. Total Thirty three and half millions. Grand total Sixty three and half millions.)

Detailed statement and comment by early mail.

ERNEST D. BURTON.
THE WESTERN UNION TELEGRAPH COMPANY
MANAGERS OFFICE

To: [Redacted]

Subject: [Redacted]

Western Union Telegraph Company has been notified of a need to decommission a large number of telegraph facilities at certain locations. It is expected that this action will result in the elimination of certain positions within the company.

In order to reduce the impact on employees, the company will offer early retirement packages to eligible employees. These packages will include a lump sum payment and health insurance benefits.

The company understands the concerns of those affected and is committed to providing support during this transition. Please feel free to contact your supervisor or human resources department for more information.

Sincerely,
[Redacted]

[Redacted]
The Hollywood,
Southern Pines, N. C.,
February 9, 1924.

My dear Mr. Swift:

Pursuant to my telegram of February 7th, I enclose herewith certain schedules which will amplify and explain what lies behind my telegram. Sheet 1 is simply the substance of my telegram in tabular form.

Sheet 2 is a restatement of Sheet 1 modified in three respects. First, it groups Equipment and Maintenance of Buildings with the cost of Buildings. Second, it includes under "Immediate" the group of Medical Buildings marked Aa, which in Sheet 1 is marked under "Deferred". Third, it reduces the item for Maintenance of the first group of buildings by $300,000, on the theory that Women's Halls ought to bear the cost of their own maintenance.

The result of these changes is to raise the total for "Immediate" Needs from $30,000,000 of the telegram to $32,100,000.

Sheet 3 furnishes an itemized statement showing how the $17,600,000 of Sheet 2 is arrived at. I have endeavored to place the twelve Non-Medical Buildings somewhat in the order of their relative urgency. I recognize, however, that we shall have to take the money for these buildings in the order in which we can get it.

I have included the Central Unit of the New College Buildings in this list for reasons which appeal to me very strongly. I have indeed been rather reluctant to put it at the end of the list. By the Central Unit, I mean a building on the South Side of the Midway which should eventually be used in common by all the students of all the Colleges which, I hope, will be built east and west of it, and which in the meantime would serve as the rallying point and unifying center for all Undergraduate life. I would have
The Ettlingwood

September 11, 1910

Mr. Geo. S. Saffle.

I am about to turn in my resignation for the position of

Secretary and Assistant with the firm of Ettlingwood.

I have been very happy in my position and I

feel I am justified in resigning.

I have been advised by Mr. Ettlingwood to

leave the firm effective immediately

with the understanding that

I will have the benefit of the

firm's generous benefits until

I leave.

I have enjoyed the opportunity

to work for the firm and I

am very grateful for the

opportunity.

I would like to express my

thanks to Mr. Saffle for his

patience and understanding.

I am sure that the firm will

continue to flourish and I

wish you all the best.
in it an Undergraduate Library where students would secure and use the books assigned for study in their courses; classrooms, at least for the Social Sciences and Modern Languages, thus making it unnecessary to provide undergraduate classrooms in the buildings east and west of Harper; offices of the undergraduate deans - the staff that Mr. Wilkins is building up; rooms for all organizations composed of undergraduate men and women, such as The Maroon, Undergraduate Council, Honor Commission, Dramatic Club and so forth; unassigned committee rooms which could be used by organizations requiring no permanent quarters but needing a place for occasional meetings; space not labeled for the meeting of men and women, but actually available for this purpose; if possible, a theater or assembly room for gatherings of undergraduates.

The building should be so constructed that additional classrooms could be added if and when it became desirable to have all undergraduate classes held here and also laboratories if and when it became evident that the laboratories on the main quadrangle should be restricted to graduate students.

In my judgment such a building is an indispensable means of bringing about that unity of undergraduate life as distinguished from the life of the graduates which is desirable and which is entirely consistent with that measure of undergraduate participation in the life of the whole University which is itself also highly desirable. I hope very strongly therefore that this item can be retained in the preferential list, and as I have said, I would almost wish to see it higher up in the list.

I have set down $600,000 for Women's Halls in the thought that at the earliest possible time we must relieve the situation which now exists through the shortage of proper place of residence for women, but I should really like to see this money expended in building or at least beginning one of the Colleges for women on the south side of the Midway, and adjoining the block on which Item 12, the Central Unit, will some day be built.

Under Item 14, I have set down "Pathology or Botany" having in mind a recent letter from Profes-
sor Coles which suggested the possibility that in connection with the removal of the Green Houses to make room for the Hospital, a new Botany Building might be erected with the Green Houses and the Botanical Gardens immediately adjacent; and that the vacating of the Botany Building in Hull Court might provide space for the expansion of Pathology and thus in effect take the place of the erection of a new Pathology Building. Perhaps the better way to put this would have been to unite 14 and 15 in one item "New Biology Buildings . . . $1,100,000." and so forth.

Listing the Medical School as Item 13 and placing Items 14, 15, and 16 where they stand does not mean that these items would necessarily follow all of Items 1 to 12. This is a matter that would require consideration from several points of view.

The item of $240,000 for Theology was arrived at by subtracting $500,000, the amount now available plus the interest which will soon accumulate, from $740,000 which Mr. Tufts set down for this building. The other items for Equipment and Maintenance were simply inserted on the usual rule of 10% for Equipment and 50% for Maintenance. I should earnestly hope that when Mr. Goodspeed has finished his negotiations with Mr. Hodgdon these figures can be very much reduced.

Sheet 4 itemizes the amount set down for "Deferred Buildings." In most cases the items themselves and the amount set down rest upon a less substantial basis of knowledge than is the case with respect to Sheet 3. Most of these things we know we shall need. There are perhaps represented needs that will be provided for in other ways, and yet as a total it is, I think, a not excessive forecast of the desirable developments of the next ten or fifteen years.

Sheet 5 is based upon the Statement of Mr. Tufts, which in turn was derived from the recommendations of the Deans presented at a meeting at the Quadrangle Club at which, I think, you were yourself present. The $17,700,000 shown on this sheet for
The sum of $1,000,000 is necessary for the immediate and effective operation of the new project. It is of the utmost importance that this sum be obtained as soon as possible.

In conclusion, I would like to emphasize the urgency of this matter. The proposed project is vital to the future of our community and the support of donors is critical.

Sincerely,
[Signature]
"Endowment of Instruction and Research" appears in the telegram in six items; three under "Immediate" amounting to $9,500,000 and three under "Deferred" amounting to $8,200,000. This was a rather arbitrary division. More exact figures can be arrived at only by a thorough study of the reports submitted by the Deans. For such a study I have not the data here at hand, but it ought to be made as soon as possible.

If we may assume that our study would not materially change the totals, we are confronted by the question whether $32,100,000 is too large a sum to be announced as our immediate goal. If it is, it can only be reduced by transferring some items from the "Immediate" to the "Deferred" list, or by scaling down items in the "Immediate" list. I doubt if much can be done in the latter way in respect to Buildings, at least.

I judge therefore that we must presently decide whether on one side our urgent needs are really such that we must adopt a figure of about $32,000,000 or whether on the other side the announcement of such a figure would be self-defeating and result in our failing to get as much as we might get if we were more modest in our askings.

It is of course possible to avoid any public announcement of our goal, but even so we must ourselves decide for what items in the total list we are going to solicit funds, and about what order of preference, and we must definitely exclude from the "Immediate" list any which however desirable must in our judgment wait until we have secured the more necessary things. Even if a division is not made public we face the necessity of making it ourselves.

The state which this matter has reached makes me feel rather guilty in being so far away from my office. Mrs. Burton and I are both greatly benefitted by our stay here and there is no important reason why we should not return to Chicago at any time. I have an engagement in New York on the 22nd, and feeling that on the whole it would be better for me to remain here some ten days longer, I have made reservations to leave here the 18th and am planning
The information on this page is not legible due to the quality of the image. It appears to contain text, but the content cannot be accurately transcribed.
to leave New York on the afternoon of the 22nd. I have a mind to go by way of Columbus and speak for Mr. Harmon on the evening of the 23rd, reaching Chicago on the morning of the 24th, but if you think it desirable, I can leave here early next week, going direct to Chicago and returning to New York to meet my engagement on the 22nd.

At the last meeting of the Board, it was suggested that we should have dinner at the University and inspection of the buildings afterward on the 19th. If I am not going to return until the 24th, I should be glad if this appointment could be transferred to the 26th or some other date after the 24th. Perhaps you will care to bring this up at the meeting of the Board on the 14th.

Very cordially yours,

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

cc - Mr. Tufts.

P.S. By an odd coincidence, if the $9,000,000 for Endowment of other subjects than Medicine and Theology were divided equally between Immediate and Deferred, $4,500,000 being assigned to each instead of $6,000,000 to Immediate and $4,000,000 to Deferred, the total Immediate and the total Deferred would be exactly the same - $31,600,000.
to issue new York on your appearance at the same.
I have a mind to go to my way of business and expect
for the return of the company at 10 o'clock at your
office on the morning of the 6th, but if you
give me your word I can issue these early next
week, which gives no trouble and promises to
serve in the mean while as a step.
Very truly yours,


Schedule II

I. Endowment.

Needs for endowment are scheduled in the first place under two classes: (1) for endowment of instruction and research; (2) endowment for maintenance of additional buildings.

1. In estimating the endowments for instruction I believe that the material gathered and digested in October 1923 as to the needs of various departments may be freely taken as a working basis. The original estimate of the increase needed to provide for the strengthening of certain departments by additions of new men or by the increases in salaries necessary to retain first class men was approximately $400,000.

   Certain related expenses for Board of Recommendations, chaplaincy, Reynold's Club House and financial secretary were estimated at about $30,000.

   Total $430,000

   This would represent if capitalized an endowment of $8,600,000.

   This amount was successively reduced by omitting all increases in a general salary scale and by cutting off certain other of the less urgent items to $217,000

   This would represent a capitalized value of $4,340,000.
Chapter II

I. Envelopment

Needs for development to be studied in the following:

1. For development of accessory and accessory

2. For development of maintenance of accessory building

In addition to the accessory building and adjacent to October 1950 as to the
need of a minor building may be taken care of as a working part.

The multiple estimate of the following

needed for various accessory to the main or at the

access to various necessary to supply these

800,000

see the approximate

The policy exercise to board of

The money reserve of capital

6,990,000

an amount of

This amount is necessary because of

controversy of interest in a certain period being

and the amount of controversy of the loan amount

5,750,000

This amount represents a capitalization value of

6,000,000
I believe, however, that it would be very unfortunate to postpone for any great length of time the general increases in salary provided in the original estimate, amounting in total to $80,000. In fact, these increases were based on the present situation and not on the needs five years hence.

2. Endowment of buildings not including medical buildings.
I have not obtained, except in the case of medical buildings, estimates of the endowment needed to maintain the new buildings recommended in Schedule I. The above figures were for additional endowments in the schools and colleges already established. Endowment for additional instruction in medical sciences and medical buildings will be placed together under Medical School.

Such an estimate may be obtained and submitted later. Perhaps an estimate of half the cost of the building would not be far out of the way. On this basis the additional endowment needed for the buildings not including the medical building would be......

$5,629,000

Additional endowment needed for medical instruction and the maintenance of medical buildings.

For additional endowment for departments already in existence and for the Departments of Medicine and Surgery and the hospital $4-5,000,000

Desirable additions:
For Children's Hospital......................... 2,000,000
For Contagious Disease Hospital.................. 1,500,000
For Clinical Psychiatry Hospital.................. 1,500,000
For University School of Nursing.................. 1,000,000
I believe because most of my work is not available.

to posit one for any piece larger than the recent increase.
In order to maintain the original salary, somewhat in return
for 280,000. In fact, some increases were made on the present
situation and not on the base line salary.

It is important or satisfactory for individual welfare.

I have not applied, except in the case of material
participation, anything of the adjustment needed to maintain the new
participation, assuming in Sabotage I. The new things were not
participating, assuming in Sabotage I. The new things were not
participating. Although we are not
necessary, necessary in the Soviet and college strengths.

These. Achievement for adjustment in material science
and material participation will be placed together under material support.

Such unbalance may be applied and applied later
because of material or half the case of the participation would not be
participating. We are not the materials adjustment needed
for the participation for adjustment the material participation would not be

6,66,000

Additional adjustment needed for material participation

and the maintenance of material participation

For additional adjustment in the department

afford in experience and for the Department of Medicine

6,66,000

dedicated additional:

6,66,000

For Conference Hostel

6,66,000

For Conference Housekeeping

6,66,000

For Conference Housing

6,66,000

For Conference Housekeeping
R earranged in the order of urgency these needs for endowment would stand as follows.

**Class I.**

For divisions and departments other than medicine...

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>$4-5,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>$8-9,000,000</td>
</tr>
</tbody>
</table>

**Class II**

Desirable as early as possible for departments other than medicine...

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desirable additions for medicine</td>
<td>$6,000,000</td>
</tr>
</tbody>
</table>

**Total** $10,000,000
R & Equipment In The Area of Office/Space Needs

Supplementary costs may be as follows:

**Class I**

For Office and Departmental Plan

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mediation Fee</td>
<td>$4,000,000.00</td>
</tr>
<tr>
<td>Blood Test Fee</td>
<td>$14,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$4,840,000.00</td>
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</table>

**Class II**

Departmental as Entry in and Provided for Department

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid Mediation Fee</td>
<td>$4,000,000.00</td>
</tr>
<tr>
<td>Postpaid Mediation Fee</td>
<td>$810,000.00</td>
</tr>
</tbody>
</table>
My dear Mr. Swift:

Pursuant to my telegram of February 7, I enclose herewith certain schedules which will amplify and explain what lies behind my telegram.

Sheet 1 is simply the substance of my telegram in tabular form.

Sheet 2 is a re-statement of Sheet 1 modified in three respects. First, it groups Equipment and Maintenance of Buildings with the cost of Buildings. Second, it includes under "Immediate" the group of Medical Buildings marked Aa, which in Sheet 1 is marked under "Deferred". Third, it reduces the item for Maintenance of the first group of buildings by $300,000, on the theory that Women's Halls ought to bear the cost of their own maintenance.

The result of these changes is to raise the total for "Immediate Needs" from $30,000,000 of the telegram to $32,100,000.

Sheet 3 furnishes an itemized statement showing how the $17,600,000 of Sheet 2 is arrived at. I have endeavored to place the twelve Non-Medical Buildings somewhat in the order of their relative urgency. I recognize, however, that we shall have to take the money for these buildings in the order in which we can get it.

I have included the Central Unit of the New College Buildings in this list for reasons which appeal to me very strongly. I have indeed been rather reluctant to put it at the end of the list. By the Central Unit I mean a building on the south side of the Midway which should eventually be used in common by all students of all the Colleges, which, I hope, will be built east and west of it, and which in the meantime would serve as the rallying point and unifying center for all Undergraduate life. I would have in it an Undergraduate Library where students would secure and use the books assigned for study in their courses; classrooms, at least for the Social Sciences and Modern Languages, thus making it unnecessary to provide undergraduate classrooms in the buildings east and west of Harper; offices of the undergraduate deans - the staff that Mr. Wilkins is building up; rooms for all organizations composed of undergraduate men and women, such as The Maroon, Undergraduate Council, Honor Commission, Dramatic Club, and so forth; unassigned committee rooms which could be used by organizations requiring no permanent quarters but needing a place for occasional meetings; space not labeled for the meeting of men and women, but actually available for this purpose; if possible, a theater or assembly room for gatherings of undergraduates.

The building should be so constructed that additional classrooms could be added if and when it became desirable to have all undergraduate classes held here and also laboratories if and when it became evident that the laboratories on the main quadrangle should be restricted to graduate students.
In my judgment such a building is an indispensable means of bringing about that unity of undergraduate life as distinguished from the life of the graduates which is desirable and which is entirely consistent with that measure of undergraduate participation in the life of the whole University which is itself also highly desirable. I hope very strongly therefore that this item can be retained in the preferential list, and as I have said, I would almost wish to see it higher up in the list.

I have set down $600,000 for Women's Halls in the thought that at the earliest possible time we must relieve the situation which now exists through the shortage of proper place of residence for women, but I should really like to see this money expended in building or at least beginning one of the Colleges for Women on the south side of the Midway, and adjoining the block on which Item 12, the Central Unit, will some day be built.

Under Item 14, I have set down "Pathology or Botany" having in mind a recent letter from Professor Cowles which suggested the possibility that in connection with the removal of the Green Houses to make room for the Hospital, a new Botany Building might be erected with the Green Houses and the Botanical Gardens immediately adjacent; and that the vacating of the Botany Building in Hull Court might provide space for the expansion of Pathology and thus in effect take the place of the erection of a new Pathology Building. Perhaps the better way to put this would have been to unite 14 and 15 in one item "New Biology Buildings..............$1,100,000," etc.

Listing the Medical School as Item 13 and placing Items 14 and 15 and 16 where they stand does not mean that these items would necessarily follow all of Items 1 to 12. This is a matter that would require consideration from several points of view.

The item of $240,000 for Theology was arrived at by subtracting $500,000, the amount now available plus the interest which will soon accumulate, from $740,000 which Mr. Tufts set down for this building. The other items for Equipment and Maintenance were simply inserted on the usual rule of 10% for Equipment and 50% for Maintenance. I should earnestly hope that when Mr. Goodspeed has finished his negotiations with Mr. Hodgdon these figures can be very much reduced.

Sheet 4 itemizes the amount set down for "Deferred Buildings." In most cases the items themselves and the amount set down rest upon a less substantial basis of knowledge than is the case with respect to Sheet 3. Most of these things we know we shall need. There are perhaps represented needs that will be provided for in other ways, and yet as a total it is, I think, a not excessive forecast of the desirable developments of the next ten or fifteen years.

Sheet 5 is based upon the Statement of Mr. Tufts, which in turn was derived from the recommendations of the Deans presented at a meeting at the Quadrangle Club at which, I think, you were yourself present. The $17,700,000 shown on this sheet for "Endowment of Instruction and Research" appears in the telegram in six items:
In my presentation on the importance of nutrition and health education, I highlighted the need for increased awareness and knowledge among our community. I emphasized the role of community health workers in promoting healthy eating habits and preventing diseases. I also discussed the benefits of regular exercise and the importance of maintaining a healthy weight. I concluded by encouraging everyone to make small changes in their daily routines to improve their overall health. Thank you for your attention.

I have seen 8000 new cases of men's health in the past year. The importance of preventive care cannot be overstated. It is crucial to detect and treat diseases early to improve outcomes. I encourage everyone to get regular check-ups and to be proactive in maintaining their health.

The growth in the Medical School has been significant. The number of students has increased by 25%. This is a testament to the high quality of education provided. I am proud to be a part of this institution and look forward to seeing the future leaders of medicine.

The team at COV are working hard to improve the health of our community. They are conducting research and implementing programs to address the most pressing health issues. I am confident that their work will make a significant impact and improve the lives of many.

I am grateful for the opportunity to share my thoughts with you today. Thank you for your time and attention.
three under "Immediate" amounting to $9,500,000 and three under "Deferred" amounting to $8,200,000. This was a rather arbitrary division. More exact figures can be arrived at only by a thorough study of the reports submitted by the Deans. For such a study I have not the data here at hand, but it ought to be made as soon as possible.

If we may assume that our study would not materially change the totals, we are confronted by the question whether $32,100,000 is too large a sum to be announced as our immediate goal. If it is, it can only be reduced by transferring some items from the "Immediate" to the "Deferred" list, or by scaling down items in the "Immediate" list. I doubt if much can be done in the latter way in respect to Buildings, at least.

I judge therefore that we must presently decide whether on one side our urgent needs are really such that we must adopt a figure of about $32,000,000 or whether on the other side the announcement of such a figure would be self-defeating and result in our failing to get as much as we might get if we were more modest in our askings.

It is of course possible to avoid any public announcement of our goal, but even so we must ourselves decide for what items in the total list we are going to solicit funds, and in about what order of preference, and we must definitely exclude from the "Immediate" list any which however desirable must be in our judgment wait until we have secured the more necessary things. Even if a division is not made public we face the necessity of making it ourselves.

Very cordially yours,

(sgd.) ERNEST D. BURTON

P.S. — By an odd coincidence, if the $9,000,000 for Endowment of other subjects than Medicine and Theology were divided equally between Immediate and Deferred, $4,500,000 being assigned to each instead of $5,000,000 to Immediate and $4,000,000 to Deferred, the total Immediate and the total Deferred would be exactly the same — $31,500,000.

E.D.B.
The immediate "emergency" situation is serious. This is a matter of the greatest importance. The report submitted to the Department of Education has shown a critical situation in the field of education and welfare. It is imperative that immediate action be taken to rectify the situation. I therefore urge your immediate attention to this matter. I have no doubt that your intervention will be effective.

Very sincerely yours,

[Signature]

[Name]

Date

Footnote:

1. It is recommended that the immediate "emergency" situation be immediately addressed. This is a matter of the greatest importance. The report submitted to the Department of Education has shown a critical situation in the field of education and welfare. It is imperative that immediate action be taken to rectify the situation. I therefore urge your immediate attention to this matter. I have no doubt that your intervention will be effective.

Footnote:

2. It is recommended that the immediate "emergency" situation be immediately addressed. This is a matter of the greatest importance. The report submitted to the Department of Education has shown a critical situation in the field of education and welfare. It is imperative that immediate action be taken to rectify the situation. I therefore urge your immediate attention to this matter. I have no doubt that your intervention will be effective.

Footnote:

3. It is recommended that the immediate "emergency" situation be immediately addressed. This is a matter of the greatest importance. The report submitted to the Department of Education has shown a critical situation in the field of education and welfare. It is imperative that immediate action be taken to rectify the situation. I therefore urge your immediate attention to this matter. I have no doubt that your intervention will be effective.

Footnote:

4. It is recommended that the immediate "emergency" situation be immediately addressed. This is a matter of the greatest importance. The report submitted to the Department of Education has shown a critical situation in the field of education and welfare. It is imperative that immediate action be taken to rectify the situation. I therefore urge your immediate attention to this matter. I have no doubt that your intervention will be effective.

Footnote:

5. It is recommended that the immediate "emergency" situation be immediately addressed. This is a matter of the greatest importance. The report submitted to the Department of Education has shown a critical situation in the field of education and welfare. It is imperative that immediate action be taken to rectify the situation. I therefore urge your immediate attention to this matter. I have no doubt that your intervention will be effective.
Feb. 9, 1924.

THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

Office of the President

NEEDS OF THE UNIVERSITY

1. Immediate

<table>
<thead>
<tr>
<th>Type</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A. Buildings</td>
<td></td>
</tr>
<tr>
<td>Exclusive of Medicine</td>
<td>$7,500,000</td>
</tr>
<tr>
<td>Medicine</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>B. Endowment</td>
<td></td>
</tr>
<tr>
<td>Maintenance of above buildings</td>
<td>4,500,000</td>
</tr>
<tr>
<td>Instruction and Research exclusive of Medicine &amp; Theology</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Medicine</td>
<td>4,000,000</td>
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<td>Theology</td>
<td>500,000</td>
</tr>
<tr>
<td>C. Equipment</td>
<td>1,600,000</td>
</tr>
<tr>
<td>D. Special Funds</td>
<td>5,000,000</td>
</tr>
</tbody>
</table>

   $30,000,000

2. Deferred

<table>
<thead>
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<tbody>
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</tr>
<tr>
<td>B. Endowment</td>
<td></td>
</tr>
<tr>
<td>Maintenance of above buildings</td>
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</tr>
<tr>
<td>Instruction and Research exclusive of Medicine &amp; Theology</td>
<td>4,000,000</td>
</tr>
<tr>
<td>Medicine and Related Subjects</td>
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<tr>
<td>Theology</td>
<td>200,000</td>
</tr>
<tr>
<td>C. Equipment</td>
<td>1,800,000</td>
</tr>
<tr>
<td>D. Special Funds</td>
<td>1,500,000</td>
</tr>
</tbody>
</table>

   $33,500,000

   $63,500,000

(This is in confirmation of my telegram of February 9th, 1924. - E. D. B.)
THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

Office of the President

NEEDED BY THE UNIVERSITY

1. Immediate

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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<tbody>
<tr>
<td>B. Buildings</td>
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<tr>
<td>C. Endowment of near buildings</td>
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<td>D. Special Funds</td>
<td>$1,000,000</td>
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2. Deferred

<table>
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<tr>
<td>F. Endowment of near buildings</td>
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<td>G. Special Funds</td>
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<td>$15,000,000</td>
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(This is in continuation of my letter of May 24, 1994, re: Delayed Funds.)
NEEDS OF THE UNIVERSITY
(Slightly revised statement)

1. IMMEDIATE

A. Buildings, including Equipment and Maintenance

<table>
<thead>
<tr>
<th>Exclusive of Medicine</th>
<th>Buildings</th>
<th>Equipment</th>
<th>Maintenance</th>
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</thead>
<tbody>
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<td>Medicine</td>
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<tr>
<td>Buildings</td>
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<td>250,000</td>
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<tr>
<td>TOTAL A</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>$10,700,000</td>
<td>$4,500,000</td>
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</table>

Aa. Urgent, not Immediate

<table>
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<th>Buildings</th>
<th>Equipment</th>
<th>Maintenance</th>
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<td>1,500,000</td>
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<td>750,000</td>
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<tr>
<td>TOTAL Aa</td>
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</tr>
<tr>
<td></td>
<td>$2,400,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL Aa and A</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$17,600,000</td>
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</table>

B. Endowment of Instruction and Research

<table>
<thead>
<tr>
<th>Exclusive of Medicine and Theology</th>
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<th>Equipment</th>
<th>Maintenance</th>
</tr>
</thead>
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<td>4,000,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Theology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$9,500,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. Special Funds

| Total A, Aa, B. and C. | $5,000,000 |
|                       | $32,100,000 |

2. DEFERRED

A. Buildings, including Equipment and Maintenance

<table>
<thead>
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<tr>
<td>Buildings</td>
<td>2,000,000</td>
<td>200,000</td>
<td>1,000,000</td>
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<tr>
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<td></td>
<td>$12,200,000</td>
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B. Endowment of Instruction and Research

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<th>Equipment</th>
<th>Maintenance</th>
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</thead>
<tbody>
<tr>
<td>Medicine</td>
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<td>200,000</td>
<td></td>
</tr>
<tr>
<td>Theology</td>
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<td></td>
</tr>
<tr>
<td>Total B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$8,200,000</td>
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<td></td>
</tr>
</tbody>
</table>

C. Special Funds

| TOTAL A, B. and C. | $1,500,000 |
|                   | $31,100,000 |
| TOTAL OF IMMEDIATE AND DEFERRED | $32,600,000 |

Sheet 2 is a restatement of Sheet 1 modified in three respects. First, it groups Equipment and Maintenance of Buildings with the cost of Buildings. Second, it includes under "Immediate" the group of Medical Buildings marked Aa, which in Sheet 1 is marked under "Deferred". Third, it reduces the item for Maintenance of the first group of buildings by $300,000, on the theory that Women's Halls ought to bear the cost of their own maintenance.

The result of these changes is to raise the total for "Immediate Needs" from $30,000,000 of the telegram to $32,100,000.