CHICAGO     August 30, 1899.

My dear President Harper,-

The enclosed is a sample of five requests on my desk to-day - to all of whom I have to write that we have nothing to send, but will send something as soon as possible, and ask them to make specific inquiries. This has gone on for days and weeks, and people have become very much annoyed, and have written repeatedly; and I have no doubt in my mind that we shall lose many students owing to the fact that we are entirely out of ammunition at the most important period of the campaign. If there is anything that I can do to hasten the appearance of the second edition of the Circular, I shall be very glad to lend a hand. Probably others do not feel the seriousness of the matter so much as I do, but in this office the lack of Circulars has been the cause of grave anxiety.

Yours very truly,

[Signature]

[Additional marginal notes]
April 28th, 1903.

My dear Mr. Carpenter:-

I want to thank you for your letter of April 13th. You know, of course, how difficult it is to get everybody acquainted with any one thing, and perhaps we ought not to be surprised is even so great a man as Mr. Lee should not have heard of some things, but we must be working on the subject and making headway continually.

Yours very truly,
My dear President Harper:

I do not like to exceed my commission and proffer suggestions in matters which do not directly concern me, but recently two incidents have brought home to me in a very striking way the matter of the lack of advertising for books published by the University Press, which has been so commonly commented upon in the University, as you doubtless know. When I showed Mr. Sidney Lee the other day a copy of the list of publications of the Press, he expressed his surprise and gratification at the extent and richness of the list, and also his regret that it had never been brought to his notice before, because he would have been pleased to procure and use some of the items. Mr. Lee, as you know, is probably the most active man of general letters now living in London, closely connected with periodicals and publishers, and would be likely to keep the run of such things, if any man in London could.

Similarly, Miss Reynolds was telling me yesterday that she had just received a letter from Edmund Gosse, even better known as an active man of letters in London, who said that the only fault he could find with her recently issued Lady Winchelsea volume was, that it was published in "so remote and obscure a way." This last phrase sounds to us perhaps rather disagreeable, but you will doubtless agree with me in thinking that the remoteness is only relative, and that the obscurity is largely our own fault. Chicago as a publishing centre need not be essentially any more remote from London than is New York, and if the Press were permitted to use such means of advertising as is employed by other conservative publishers, doubtless our obscurity, also, would quickly disappear. Mr. Miller, I understand, is anxious to advertise and secure all due publicity, but is unable to do so.
I take the liberty of bringing this matter to your attention because it seems to me a defect in our practice which could be easily remedied, and that the remedy of it would redound greatly to our advantage.

Very truly yours,

F. I. Carpenter
CROSS REFERENCE SHEET

Name or Subject: Publicity

File No.

Regarding

Date

SEE Harper letters, February 14, 1900

Name or Subject

File No.

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."
April 27th, 1904

Mr. R. A. Hall,
High School, Houston, Texas.

My dear Mr. Hall:

Now are things coming along for the Texas party this summer. We are having a good many inquiries from Texas people. If there was some leaflet which I might have here it would be possible for me to enclose them in letters, and thus perhaps, enlist the interest of a good many. I am just a little bit anxious each time regarding the "race", "color" and "previous condition of servitude" of the correspondent, but I know of no way to tell and will leave it to you to get rid of any one who may be obnoxious to you.

Yours truly,

W. R. Harper
April 1st, 1940

Mr. R. A. Holt

High School, Houston, Texas

My dear Mr. Holt:

I was wondering how the Student Council stood for the Texas party this semester. We are having a good many interesting Texan people. If there were some member among my friends who have notice it would be possible for me to announce them in the interest of a good many. Teachers and some people want the interest of a good many. I am just a little bit excited and I have been thinking the "situation" could be improved. I have spoken to many of the students and I know of no way to tell and with leisure I can to you...

Your's truly,

W. R. Herbert
May 7, 1904.

Dr. Francis W. Shepardson,
Chicago, Ill.

Dear sir,

I beg leave to report that prospects for a large Texas delegation this summer just now are very bright. My list of prospective students contains the names of over 125. This is by far the best outlook we have ever had.

I have had considerable trouble in securing the same rate as we had last year. The railroad people claim a low rate with the time limit we desire will interfere with the St. Louis fair mates. However, after almost unlimited perseverance yesterday I received positive assurance of a rate of one fare plus 25 cents for the round trip. This I deem it well to accept. In a few days I shall have out a circular letter announcing this rate and the official route, copies of which I will send you for distribution from your office, as per your suggestion.

I anticipate trouble in holding the party together on account of the action of certain people, who for some small favor shown by a competing line, will endeavor to divert their home delegation from the "official route". Such I understand the situation to be in Waco. I shall go to Waco and endeavor to offset this influence.

I took a clipping from the Daily Maroon concerning the new Department of Education and had it inserted in the Texas School Journal as an ad. This was put in the reading column. I anticipate good results from it.

Yours truly,

R. A. Hall

Secretary, Texas Club of the U. of C.
Mr. (

As the President and Director of the Board of Education, I herewith extend to you cordial greetings, and express the hope that you will find your stay here in this beautiful city a source of pleasure and satisfaction.

I understand that you have been interested in the educational work of the city, and I trust that your visit will prove to be a source of inspiration and guidance.

I am pleased to have the opportunity of meeting you and discussing with you the educational problems of the city.

I hope that you will find your visit a source of information and enlightenment.

I am looking forward to your arrival, and I trust that you will have a pleasant and profitable stay in this city.

Yours truly,

[Signature]

Secretary, Board of Education.
May 25th, 1904.

Mr. R. A. Hall,
Houston, Texas.

My dear Mr. Hall:

I am glad to get your circular letters regarding the Texas Club, two of which I have already sent our. There will be no extra charge in registration if your party does not reach Chicago until the twentieth or twenty-first. There will be no difficulty about arranging for the baggage.

Suppose you write to Mr. Clarke S. Jennison, who is in charge of the Information Office of the University and is also connected with the University Express Company. He will make the necessary arrangements I am sure.

Yours truly,

W. R. Harper
May 25th, 1914

Mr. R. A. Head
Houston, Texas

My dear Mr. Head:

I am glad to get your autumn letter regarding the Texas CAGE. Two or three years have passed since my last trip there, and I have been unable to keep in touch with you regularly. It seems to me that the University of Texas is still going strong, and I hope that you and your family are doing well.

There will be no difficulty in arranging for the purchase of the necessary equipment for the university. I suggest that you write to Mr. Clarke of the University Extension Office of the University and to me, and we will make the necessary arrangements.

Yours truly,

W. R. Herdez
Dr. Francis W. Shepardson,
Chicago, Ill.

Dear sir,

I have mailed you a number of circulars, a copy of which please find enclosed herewith. I do this in response to your suggestion that I leave some literature with you that you can send direct to those making enquiries concerning the Texas rates, etc.

You will note that the party proposes to stop over in St. Louis for the fair. In that connection two questions come up. The first is, can the Texans register on June 20 or 21 without extra charge, if they are late in getting to Chicago? The second is in connection with their baggage. The stop in St. Louis will involve the paying of storage on baggage in Chicago, unless we can arrange with some one to look after it for us in Chicago. Can you have some one connected with the university receive the checks, give them over to the university transfer people, and receive their check in return? Of course, the party will be willing to pay for this.

I shall esteem it a favor to hear from you at your earliest convenience.

Yours truly,

R. A. Hall,

Sec. Texas Club of the U. of C.
Mr. President & Secretary,

Dr. \[\text{Illegible}\]

Dear Sir,

I have been informed that a number of gentlemen and others wish to purchase a property, I do this in response to your suggestion that I have some interest in the project and that you can send a letter to those who are interested concerning the Texas Traction Co.

I would be happy to send you a copy of the letter that I have written to the Texas Traction Co. and will forward it to you as soon as possible. I have also enclosed a copy of the letter that I sent to the Texas Traction Co. for your information.

The enclosed letter contains the Texas Traction Co. for your information.

Yours truly,

[Signature]
Dear President Harper:

I am sending you herewith a list of questions which have been suggested by various people. I have carefully omitted those things which you would naturally include in a general account of the progress and of the immediate plans of the University.

Attendance

1. It is believed throughout eastern universities that the number of students at Chicago has not increased at all in proportion to the increase in the facilities of the University. University men are continually asking -- usually in an insinuating tone of voice -- what the reasons are. In a recent article in "Public Opinion" it is made out that the University has lost 150 students this year, chiefly in the Junior College and the Medical School.

2. It is believed also that the University reports of attendance are padded; that students who attend the summer school only, or for merely one quarter of the year, are counted as bona fide students; and that there is duplication. (This report, I believe, emanates from the Economic Departments of Columbia and Harvard.)

3. Briefly, what is the bona fide attendance at present, and what is the growth in the number of students?

4. The co-education idea is, of course, assailed from every quarter in the East, and it is commonly believed that the number of women in the various departments of the University is far too large.
Dear President Harper:

I amwriting you to inform you of a matter of great importance. I have come to the realization that the number of students at our University has not increased as significantly as the University had anticipated. This is due to the fact that the facilities of the University are currently being utilized to full capacity.

I propose that we consider the possibility of expanding the University's facilities to accommodate more students. This would not only increase the number of students but also improve the quality of education provided at the University.

I am confident that with your support, we can make this a reality. Your input and guidance are crucial in this matter.

Affectionately,
[Signature]

PS: In addition, I have been informed that the current student body is not satisfied with the current living conditions. I believe that by improving the living conditions, we can retain more students.

The coexistence of the University and the community is essential for the success of both. I am committed to ensuring that the University remains a beacon of learning and progress for many years to come.
Concerning Entrance to the University and the Relative Standing of its Degrees

1. Because of the affiliation idea it is commonly believed in the East that students are admitted to the Freshman year at the University inadequately prepared. What are the present requirements?

2. Because of the four quarters a year and the possibility of a man's graduating in three years, and because of a difference in requirements, the impression has arisen that the bachelor degrees of the University are not equivalent, for example, to those of Harvard. For example, it is believed that in some departments of Harvard, at least, credit is given to University graduates for only three years' work, and the student is required to take an extra year. For another example, some of the university clubs will not admit graduates of the University of Chicago because of the club constitution, which requires a four years' course. (Practically, however, I believe the clubs do make exceptions and admit at least certain graduates of the University.)

3. In what way does the affiliation of small colleges with the University affect the scholarship and the significance of the bachelor degree? There is a report abroad that the affiliation idea has a deteriorating effect.

4. It is believed by many who have exaggerated ideas of the number of women in the University that their presence is deteriorating upon the standards of scholarship and upon the value of the degrees.
Generalization of the University and the Department of the College}

I. Because of the selection process in university and the university's role in determining the future of the student, it is essential that the process be meaningful and relevant to the student's future goals.

Writing a program of study that meets the student's needs and is consistent with the courses offered by the university is crucial. For example, it is fallacious to assume that all courses in the university are equally important. For instance, a student may choose to take courses in history, mathematics, or literature, but not courses in science, business, or the arts. The selection process is not arbitrary; it is based on the student's needs and the university's objectives.

However, I believe the student must make sure to consider both the short and long-term goals.

In short, we may have the selection of small colleges with the university's role in determining the student's future, and the university's role in determining the student's future, and the university's role in determining the student's future.
Concerning Trigg's Failure of Reappointment

What explanation can an alumnus of the University make when asked about Trigg's dismissal, which harks back, of course, to the dismissal of Remis? (In this connection I may say that biased reports of Trigg's dismissal and of the influence of the Standard Oil Company in the University have led many people honestly to believe that free speech is not possible at Chicago.) It is probable that you will not care to talk about this matter; but it is possible that you may be able to say a few words which will be of great help.

Some Definite Questions about Plans, and Questions of Fact

1. Is it the policy of the University to favor the establishment of the two years' college course, and to have the University proper begin with what is now the University College? If so, just what does this plan involve? Does it mean a development of the high school and the academy into colleges and the lowering of the standards of the small colleges; or does it mean that the University proper will lower its standard by two years?

2. (The following series of questions will doubtless be covered by your general remarks on the plans of the University.) What use is the University to put to the land south of the Midway? Is it planned, as has been reported, to make a graduate quadrangle of the territory bounded by the Midway, 57th Street, Ellis Avenue, and Lexington Avenue; and to have an undergraduate men's quadrangle to the west of it, and an undergraduate women's quadrangle to the east of it?

3. Is Rush Medical College the medical school of the University?
Concerning Traylor's Letter of Appointment

We're still uncertain about the University's reaction to Traylor's letter. It seems to suggest a possible resignation or move. Our concern is how to respond to this.

In the meantime, I've been working on a new report for the Faculty Council. It should be ready by the end of the week. Would you like to see a draft before it's finalized?

I've also been reviewing some old correspondence regarding Traylor's appointment. It's interesting to see how things have changed over the years.

Best,

[Signature]
4. What is to be the basis of the proposed engineering school? When is it likely to be started? What is the grade of work to be done, undergraduate or graduate?

5. Is the University to carry out reported plans for fraternity houses?

6. What is the amount of the total endowment of the University and the total income?

In sending you these questions I wish to repeat what I said yesterday: that they are the merest suggestions, and that we are not unreasonable enough to expect you to answer them all. I trust, however, that they may serve to make you feel that we are all deeply interested in every department and plan of the University.

Sincerely yours,

[Signature]

To President W. R. Harper.

Dict. to E.K.

The luncheon is in the Women's Cafe, University Club, at 1:45 sharp if possible. 1011
to President W. R. Kerber.

While on the subject of the proposed engineering school,

1. What is your opinion of the proposed engineering school?

2. When is it expected to be started? What is the grade of work to be
   gone through before graduation?

3. Is the curriculum to carry out the specifications of the University?
   If so, how can the total amount of the total requirements of the University
   be cut down?

In answering your previous question I wish to report what I have

researched that this is the better solution and that we are not

necessary to expect you to return soon after I Grant.

However, that this will enable to make your record clear and quickly.
Interfering in every department and plan of the University.

Sincerely yours,

[Signature]

D. E. F. to R. R.

[Signatures]
Mr. R. A. Hall,
Houston, Texas.

My dear Sir:

Your may rest assured that we shall not give the names of students from Texas to anyone else than you. In view of your success, we should really like to turn the whole South over to you. Seriously though, I may say that since I wrote you last the Illinois Central has quoted regular summer excursion rates for us, which are in general about one and one-third fares for the round trip. I am in hopes that we can get a corresponding reduction in rates from other southern points.

Your point in regard to an early determination of the question whether or not teachers in cooperating high schools shall be given half tuition rates is well taken. I shall take the matter up with Mr. Judson.

Hoping that we may arrange to continue the plan and that we may very shortly be in a position to announce it, I am,

Yours very truly,

W. B. Harper
Mr. Harper
A.B.A.
Houston, Tex.

My dear Sir:

You may rest assured that we shall not give

the name of student from Texas to anyone else than you. In

view of your success we entirely Hike to turn the whole

South over to your Department. I mean every part since I

wrote you last. But the Illinois Central has dropped the matter

examination letter for me, which I am in general happy with, and one

examination letter for the coming spring. I am in hopes that we can get

the matter ad with Mr. Judd

Hoping that we may arrange to continue the plan and that

we may very shortly be in a position to announce it.

Yours very truly,

W. A. Harper
Mr. Henry Porter Chandler,
Secretary to the President,
University of Chicago.

Dear sir,

In reply to your letter of Jan. 31 permit me to state that I hope to be able to secure a rate from the railroads again for this summer. However, I anticipate more trouble than I had last spring. My experience justifies me in believing that they will do it, even if they do declare very positively that they will not give a rate another time. I will do the very best I can with them, taking the matter up as soon as I know the date of the opening of the summer quarter.

In this connection I would like to ask that no one other than myself be given the names of those who contemplate coming to the University this summer from Texas. I have to assure the railroad people that I alone have the authority to route the Texas delegation and that I alone have the names of those who are going. That constitutes a good part of "my stock in trade", and without it I could not be able to do anything. Of course, it is supposed to be somewhat against southern democratic principles on monopolies, but I find that the scheme works.

I have already asked informally for the necessary leave of absence for next year in order that I may avail myself of the scholarship in your graduate schools. I anticipate a pleasant and profitable year and think that I can be of some assistance in working up the Texas delegation for the following summer even if in Chicago.

Will the teachers of the co-ordinated high schools be given half rates again this summer? I did not know of it last summer in time for
In reply to your letter of Jan. 21, I want to state that I hope to be able to secure a date from the Taft-Roosevelt era for this summer. However, I anticipate more trouble than I had last spring. My experience in dealing with them will go to prove it, and it seems to me that the very best plan will not give a date sooner than I will go with them. I can't see that the matter is as soon as I know the date of the opening of the summer quarter.

In this connection I would like to say that no one other than myself;

- E. L. Howard, the name of those who contemplate coming to the University this summer; I have to secure the Taft-Roosevelt era, and that I know the usual publicity to name the Texas delegation, and that I have not the authority to name the Texas delegation a floor. I have not the names of those who are coming.

I have already given the names of those who are coming. It is not possible for us to Snuffin' of course, it is impossible to be considered a member of the Governor's party, and I find that the same motive.

I have already given the names of the necessary laws of the Department. You may rest in the name in the name of mine, and I think that the same motive.

I know the names of those who come to the Department. You may rest in the name in the name of mine, and I think that the same motive. I have the names of those who come to the Department. You may rest in the name in the name of mine, and I think that the same motive. I have the names of those who come to the Department. You may rest in the name in the name of mine, and I think that the same motive.
Houston High School,
CHEMISTRY AND PHYSICS.
R. A. HALL.

Houston, Texas.

It to be of any help in securing an increased attendance. Already many circulars from summer schools are being distributed in Texas and I am being asked about the U. of C. I want to insert some paragraph ads. in the March, April, and May numbers of our school journals, calling the attention of the Texas teachers to the summer session of the U. of C. Of course, this can not be done until the opening date is known.

I shall see Mr. James in the course of a few weeks and discuss the Texas situation with him.

Very truly,

Robert A. Hall,
Texas Secretary of the Texas Club of the U. of C.
It so pleased my heart in scoring on increasing attendance. Although many
opportunities from summer schools and paying attention to Texas, I was
again rushing about the U. of C. I went to Texas some barracks she
and the water, until they were impeded. I now consider, until the
attention of the Texas legislature to the summer session of the U. of C.

Of course, this can not be done until the opening gets to know.
I expect met games in the course of a few weeks and glance

the Texas legislature with him.

Very truly,

Texas Secretary of the Texas Grid at the U. of C.
November 14th, 1904.

My dear Mr. Chandler:

We must take up the question of having press reports for the university functions. As a matter of fact, nothing was given in the Saturday papers about the action of the Conference Friday afternoon, nor, so far as I can learn, were the names of the successful candidates Friday night announced Saturday morning, and only by an accident was the matter taken up for Sunday morning. We must get some machinery into shape which will enable us to avoid this. I shall be glad to have you give your thought to it and talk to me about it.

Yours very truly,

W. R. Harper.
Mr. [Name]

Mr. C [Signature]

We must take up the question of authorship

Dear Mr. [Name],

As a matter of fact, I am not at all sure how to proceed. I have written to the Secretary, but I am not sure how to proceed. The question of authorship is of the utmost importance. I must have the necessary information to proceed. I am not sure how to proceed. I must have the necessary information to proceed.

Yours very truly,

W.R. [Signature]
TO MEMBERS OF THE FACULTIES:

It is not news to members of the faculties that the University has long suffered severely from misrepresentation in the press. For some time we have been wondering whether, by following the example of Columbia and Pennsylvania and appointing a special press representative whose business it should be to furnish the press with all the facts in regard to the University and detailing him to work up accounts of special features or developments in our life, we might not displace undesirable newspaper notices with accounts which should be interesting and at the same time accurate.

With a desire to test this plan Mr. Oscar D. Skelton has been appointed the press representative of the University for the coming academic year. Mr. Skelton will have office hours in the President's office in Haskell Hall from 10:30 to 11 in the morning, 12 to 1 and 4 to 5 in the afternoon. It will be a great help in the work which we are undertaking if officers of the University will kindly communicate to Mr. Skelton, either in person or in writing through the Faculty Exchange, in which he will have a box, such items as seem to them proper for publication. He will be glad to take advantage of any clues that are given and work up accounts of such features of the life of the University as call for detailed treatment.

Finally, may I ask that officers of the University refer reporters to Mr. Skelton for information and treat him as the official channel of communication with the press. Only, of course, as newspaper men have confidence in him as a man conversant with all material facts and the best source of information will they consult him regularly, and only in this way can our relations with the press be centralized and responsibility fixed.

Counting on your cooperation in a policy which we hope will present the University to the public in a better light, I am,

Very truly yours,
To Members of the Board:

It is not uncommon to receive letters from universities on the subject of membership. The University of California and many other educational institutions have been writing to their members, thanking them for their support and expressing a desire to continue to work together.

In this letter, I will discuss the importance of the University and the role it plays in the world. The University is a vital part of our society, providing education, research, and cultural enrichment. The work of the faculty is essential to the success of the University.

I have already mentioned the importance of the University in my previous letter. I believe that the University is a unique institution, one that provides a unique opportunity for the education of future leaders. The University is a place where ideas are born, where new knowledge is created, and where solutions to complex problems are found.

I encourage you to support the University in any way that you can. Whether you contribute financially or volunteer your time, your support is essential to the success of the University.

Thank you for your continued support.

Very truly yours,

[Signature]

[Department or Position]

[University Name]
October 16th, 1905.

President William R. Harper,
The University of Chicago.

My dear President Harper:

I send you a plan of Mr. Skelton's work which has been drawn by himself. Mr. Skelton is keeping his office hours regularly and whatever else he is accomplishing, he is relieving the administrative officers here from interruption by the reporters. They seem to accept the new arrangement and be quite content to consult Mr. Skelton exclusively. He is hampered somewhat by the fact that other officers of the University are not accustomed to the plan and in some cases have not furnished him with information that he needed; simply because the persons who had it did not think about him. We are following those cases up with reminders of his existence and the difficulty from this cause will of course decrease as his work becomes familiar.

Mr. Skelton has written an excellent article in fluent magazine style on the work of the Employment Bureau and this afternoon he was to consult with Mr.
President William R. Herber,  
The University of Chicago  

My dear President Herber:  

I am glad you have a plan of  
Mr. Skelton's work which has been drawn up.  

Mr. Skelton is to keep the office house secretary  
and whatever else he is requested to do.  
In the meantime I have been in touch with the  
administration office here from time to time.  

They seem to accept the new arrangement and be quite content to continue.  

He is performing somewhat by exception. He is under the secretary of the  

New Administration and be quite content to continue.  
university and not  

It is regrettable that the university shall not  

be able to give him any more help. If you think short  

because he was the person who had it hit not think short  

because I was following these cases up with examples  
will of course agree as he work become familiar.  

Mr. Skelton has written an excellent article  
in Lincoln weekly article on the work of the Employment  

between my office afternoon we were to complete with Mr.
Butler about an article on the School of Education. Mr. Dodson, of the Medical School, has promised him information in regard to the medical work a little later. The difficulty will be to get these articles published inasmuch as they are not strictly news but rather feature stories, to use the press vernacular. They are the kind of thing that one would like to see in the Sunday press. Of course they cannot be given to all the papers because it is the necessity of a feature story that it must belong exclusively to one paper. Skelton has a scheme, however, for preparing enough of these to go around and then giving them out one to each of the Chicago papers. Under these circumstances, inasmuch as the papers will get the articles for nothing, I think it not at all unlikely that he may accomplish something.

The fourth point of staff articles for outside papers like the New York Evening Post, to use in their college section, contains promise. Skelton can work up weekly a half column or so summary events at the University which I think eastern papers will be glad to handle. If he can do that we shall be securing
butter, not as a substitute on the School of Education.

Mr. Doakson of the Methodist School was bringing into
information in regard to the Methodist work a little
letter. The difficulty will be to get these extracts
unpublished, inasmuch as they are not officially new, but
rather test results. To me the phrase "newsworthiness"
They are the kind of thing that one would like to see
in the Sunday Press. Of course they cannot be given
here. Letter from a source who has been examining to one
butter. Expect for a source, however, that it must be done excellently to one
butter which can be used in a butter which can be used in a butter
money of three to be earned and then Earning from one
to one or two of the Churches. What will the writer
complain of income as the butter will get the writer
of the butter, I think it not to see sufficiently
just in my last reply somewhere.

The fourth point of extra assistance for extra
butter, like the New York Morning Post, to me in such
college section, continue prominent. Still, can work
and weekly a part either on an extra-employee survey of the
University which I think essential because it will to bring
if we can to get our point of meaning.
the best kind of publicity in a new field. On these last two points of feature articles for outside papers I hope to be able to report results in a fortnight, perhaps less. In general Mr. Skelton is taking hold of his work with energy and intelligence and so far as I can judge has won the good will of newspaper men. Furthermore he is entirely reliable and gives out nothing without securing authority.

I am sorry that the figures in regard to registration were announced. If I had known just your feeling in the matter of course they would not have appeared. I am entirely responsible for them and I shall bear in mind the policy of the University on this point in the future.

Yours very truly,

H. P. Chandler
Secretary to the President
The part kind of publicity in a new field

The two points of contact especially to notice before

I hope to be able to report results in a satisfactory

Perhaps later. In general, my effort to take part

of the work with energy and intelligence and to try

on paper can never mean the same with or without men.

For persons to work effectively, no one can

Without much more serious authority

I am sorry that the figures in regard to results

If I had known that your

Feeling in the matter of course that money for these

especially I am entitled to benefactor for whom and I

may be to think the benefit of the University or

Here both to the future.

Yours very truly,

H. P. Cleghorn

Secretary to the President
February 16th, 1904.

Mr. R. A. Hall,
City High School, Houston, Texas.

My dear Mr. Hall:-

I am glad to get your letter about the Summer Quarter. I will write you again in the course of a few days. The Summer Quarter will begin on Monday, June 20th, the first term ending July 27th. The second term begins July 28th and ends Friday, September 2nd.

Yours truly,

W. R. Harper
My dear Mr. Heflin,

I am glad to get your letter about the

General Conference. I will write you again in the course of a few

weeks. The summer quarter will be held in Memphis, June 20th,

and the fall term beginning July 1st. The second term begins

July 25th and ends October, September 29th.

Yours truly,

W.R. Heflin
Dr. Frances W. Shephardson,

Secretary to the President,

University of Chicago,

Dear Sir;

As Texas Secretary of the Texas Club I am preparing to send a circular to the Texas Teachers in order to ascertain the names and addresses of those who contemplate attending the University of Chicago this summer. I would like to know the exact date of the opening of the quarter. Also I should be pleased to have any other data that will be of interest to the Texas teachers at this time.

I am just beginning negotiations with the railroad authorities looking to securing low rates again for the summer and with stop over privileges at the St. Louis Exposition. I would like to know what other states have been able to secure along this line.

Shall I have ads. concerning the summer quarter inserted in the Texas School Journals? If so, and you have any matter that you desire especially put in, please send it to me. I think best results would be obtained by doing this advertising during the months of March, April, and May, in as much as the teachers are now making their plans for the summer.

It is my hope to be able to secure a very low rate with good stop over privileges at St. Louis and to arrange for "A Texas House" in St. Louis during the week or so that the Texas party will be there. I want to have some married Texas lady act as chaperone for the party.

I hope to hear from you as soon as convenient.

Yours truly,

R. A. Hall

Texas Secretary Texas Club of U. of C.
April 9, 1915.

Professor R. D. Salisbury,
Dean of Ogden School of Science,
Chicago University,
Chicago, Ill.

Dear Sir:

On account of the unsatisfactory nature of the publicity which the research and other scholarly work of the faculty and graduate students receive in the newspapers of Iowa City and the state, a faculty committee is attempting to devise a means for controlling the news that reaches the newspapers. The object is to secure publicity of the right kind and more of it.

We would very much appreciate your answers to the following questions:

(1) Do you make any special effort to secure such publicity?

(2) If so is it done through-
   (a) Press bulletin, news letters or something similar,
   (b) University publicity matter,
   (c) Dependence on the activities of reporters?

(3) If you have some organized procedure will you please outline the principal features?

Your assistance in this matter will be greatly appreciated.

Very truly yours,

For the committee.
April 3, 1946.

Professor M. H. Kellogg,
Dean of the Graduate School of Education,
Columbia University,
Chicago III.

Dear Sir:

Understanding the need for the establishment of the Graduate School of Education and the possibility which the proposed graduate school offers to the students of Iowa City and the residents of the community in co-education and study of the faculty of the Graduate School of Education, the need for the reorganization of the present graduate school in the present form and facilities is apparent. The need for the reorganization of the present graduate school in the present form and facilities is apparent. The need for the reorganization of the present graduate school in the present form and facilities is apparent.

May I make the following suggestions:

1. Do you make any special effort to secure

   (a) Professional opportunities;
   (b) Professional recognition;
   (c) Professional recognition;
   (d) Professional recognition;
   (e) Professional recognition;

2. If so, if not, how are you going about it?

   (a) To commision of the faculties of the University to do the work;
   (b) To commission of the faculties of the University to do the work;
   (c) To commission of the faculties of the University to do the work;
   (d) To commission of the faculties of the University to do the work;
   (e) To commission of the faculties of the University to do the work.

3. If you have some organized program

   to your advantage in this matter, will you please outline the principle features of

   each such program.

Yours faithfully,

[Signature]

For the Committee.
Chicago, April 19, 1915.

Dear Sir:

The University of Chicago makes no special effort to secure publicity of the kind you mention, except through the issuance of the University News Letter — an enterprise which was not forced, however, by the "unsatisfactory nature of the publicity which the research and other scholarly work of the faculty and graduate students receive in the newspapers".

There are University regulations which protect the members of the faculty as well as students. No student is permitted to report without the consent of the instructor or student items of a personal nature. No student is permitted to report without the approval of the instructor classroom lectures. Although many members of the University of Chicago have suffered from the irresponsibility of the American reporter, most of the members of the University
have sufficient humor and ability to get on with people to enlist the respect of the reporters. I say this although I myself have seen in printed newspapers from coast to coast generalizations attributed to me absolutely without authority.

In the President's Office I have found that it was possible to co-operate with the city newspaper men. On many occasions they have even suppressed items which might have been misconstrued. It is, of course, especially desirable that the officer in relation with these men should be in a position to furnish them with as much legitimate news as possible, either from his own desk or through such a News Letter as the above mentioned. Diplomatic personal relationship with the newspaper men, both the reporters and the managing editors, has been chiefly useful with us. Of course, in spite of all this, many foolish stories are snapped up because the American
public will never cease to enjoy the discomfiture of the academic, and especially of the college professor.

Very truly yours,

Secretary to the President.

D.A.R.-D.

Mr. H. L. Dodge
The State University of Iowa
Iowa City, Iowa.
Chicago, May 7, 1913.

Mr F.W. Dignan,
The University Press.

Dear Mr Dignan,

When in the East the papers I most frequently saw were the New York Post, the Boston Transcript, and the Springfield Republican. In all of these there was a very large amount of school and college news greatly impressed me. Even more was I impressed by the absence of news from the University of Chicago. Because these papers run college news almost every day it seemed to me that our fortnightly service was not keeping us in the front in the vast reading circles in the East. Have you thought of any supplementary articles which could occasionally be sent out in the form of news? I have no doubt at all that these papers would print them as soon as received.

I have asked Mr Dodd to prepare 600
words on the Durrett library. The Louisville papers have printed columns about the loss of that library from their city. I have seen nothing in the Chicago papers concerning its accession. I think, therefore, that a good statement from Mr. Dodd might be valuable for the magazine, the newsletter, and possibly for such a special article to certain papers as suggested in my first paragraph.

Sincerely yours

Secretary to the President.

DAR.C.
May 8, 1913

Mr. David A. Robertson,

President's Office,

My dear Mr. Robertson:

Replying, in the absence of Mr. Dignan, to your letter of yesterday concerning the use of University news in Eastern periodicals, I was glad to see that you read such good papers on your vacation. (How about the Atlantic City newspapers?)

Of course the Eastern papers devote most of their space to Eastern institutions, but I am sure you will be surprised and pleased to learn, from a record kept here, that since November 28 there have appeared in the college page issued every Saturday by the New York Evening Post, over fifty different news items from the University of Chicago—many of them under the important heading of "Educators and Their Work." Also in one of the special literary letters from the West, written by Elia W. Peattie for the Post, the University Press had the first place, and an important place in the second. In Science about thirty separate news items have appeared since December 1, and in the Nation five. In the Boston Transcript of as recent a date as April 16 there was a long verbatim extract from the University News Letter with reference to the coming Summer Quarter instructors and courses.

In the Springfield Republican of April 16 there was also a good account on the same subject, despite the fact that, as the editor wrote me, they had not been giving much space to Western educational news. He said they hoped to increase it, and was kind enough to add that the best news letter received from any educational institution came from the University of Chicago.

This isn't much, but considering the infrequency of the News Letter and the necessary character of the "news," it is a fairly good representation in the best papers of the East.

Before receiving your letter to Mr. Dignan we had already written to Mr. Dodd and Mr. Burton for an account of the new library purchase and had received some good material from the former.

In this connection it occurs to me that it would be a great help if in some way we could know about important coming events a little in advance.

I didn't know anything about the library purchase until it was announced in the papers the morning following the alumni banquet. Couldn't you give us tips, and couldn't notices of important official actions, appointments, and forthcoming events be reserved for the University News Letter? Come over into the "Duab of Turkestan" and help us.

Very truly yours,

[Signature]

Horace S. Finlee
May 10, 1912

Mr. President and Members of the Board:

I write a letter to announce the opening of the University of Chicago's 1912-1913 academic year. The University has experienced tremendous growth and expansion in recent years. With the addition of new faculty members and the development of new programs, the University is poised for greater achievements.

In the past year, we have established several new departments and institutes, including a Department of Economics and a Research Institute for Social Science. These initiatives have been welcomed by the faculty and the public alike. We are confident that these and other initiatives will contribute significantly to the University's mission.

I am pleased to report that the University has received a substantial increase in funding from various sources, including a significant contribution from Mr. John D. Rockefeller. This support will enable us to continue our expansion and enhance our programs.

I look forward to working with you and the Board in the coming year to achieve our goals and advance the University's mission.

Sincerely,

[Signature]
Chicago, March 17, 1915

Dear Mr. Miller:

May I call to your attention what seems to have been a failure of the impersonal system of addressing the University Press? It has always been the custom to deliver the manuscript of the Convocation address, when it could be procured in advance, to the University Press for composition in advance of the University Record or the University Magazine, so that galleys might be distributed to the newspaper men at the time of Convocation. Continuing the practice of several years' standing, I sent the Convocation address to "The University of Chicago Press" on Thursday, March 11th. Yesterday, when I asked for the galleys, Mr. Hancock reported that they would not be ready until to-day, that he had not realized there was any need for them.

I make no comment.

Very truly yours,

D.
Mr. Newman Miller
Secretary to the President.
The University of Chicago.
I have received your letter. I had a letter from the Government in New York last week informing me of the fact that I am to attend an important conference to be held in Washington. I was not aware of this until now. I will make the necessary arrangements and will return to New York as soon as possible. My best wishes to you.

Yours sincerely,
[Signature]
Dear President Judson:

At the meeting of the Educational Division of the University Service Committee Wednesday, October 17th, it was recommended that the University should undertake to print a series of books, pamphlets etc., pertaining to the issues and problems of the war, this material to be printed by the University Press and to bear the imprint of the University: and that the University make financial provision if possible for a certain amount of free distribution of such portions of this material as the committee might deem advisable. It was also moved that we should utilize the general news service of the University Press in connection with the advertising of this material and that a recommendation be made to the President of the University for permission to so utilize the Press news service.

The sub-committee on Publicity, with Mr. Tufts as chairman, was instructed to draw up a specific plan for these publications as possible, stating titles, character of imprint, format etc. This will be submitted to you in the near future.

Yours very truly,

[Signature]

HGM: HMA

President Harry Pratt Judson
University of Chicago
Chicago, October 22, 1917

Dear Mr. Moulton:

Your favor of the 20th inst. is received. I shall expect of course a detailed statement as to plans and costs before the matter can be passed on officially.

Very truly yours,

H. P. J. — L.

Mr. E. G. Moulton
The University of Chicago
Dear Mr. Minister,

Your favor of the 80th instant.

Enclosed I have the honor to forward a statement as to plans and costs pertaining to the matter on which I press an official action.

Very truly yours,

[Signature]

Mr. M. O. Morton
The University of Oklahoma
Chicago, November 10, 1913

Gentlemen:

For the next News Letter the following preliminary announcements of approaching lectures may be of interest.

Professor Abel Lefranc, Professor in the College de France, Director in the Ecole pratique des hautes études (Sorbonne), Exchange Professor in the University of Chicago, will give the following courses during the Winter Quarter:

*Explication de Rabelais (for graduate students only), Tuesday, Wednesday, 2:30.*

*Moliere et les grandes questions de son temps. (Open to the public), Monday, Wednesday, 4:30.*

Four lectures on the Aspects of Islamism will be delivered at the University of Chicago by the professor of Arabic at the University of Leiden, Dr. Christiaan Snoucke Hurgronje. Dr Hurgronje was born in Holland in 1857. Becoming interested in the East, in Mohammedanism and the Arabic language, he took a year's leave of absence from his work as lecturer on
Mohammedan Law at the University of Leiden. The greater part of that time he spent in the city of Mecca itself — the only European who has ever spent a lengthy period of time in the holy city of Islam. The result of his studies he published in a standard work on the subject "Mekka". In 1885 he was appointed lecturer at the University of Leiden, and in 1889 was sent on a mission to the Dutch East India Colonies, in order to report to the Colonial Department upon the influence of Islam in Netherlands India. At the end of that period, the Dutch East Indian Government demanded his services as adviser on Mohammedan and native affairs. He remained in the East India Colonies for seventeen years. It was through the adoption of his advice that the long drawn out Atche War was finally brought to an end. He crowned his colonial work with a monumental treatise on the Atchinese. At present Professor Snoucke Hurgronje is professor of the Arabic Language and of Islam at the University of Leiden, and adviser to the Ministry on Colonial affairs. The lectures will be delivered as follows:

Monday, March 2: Mohammed; past and present views of his life and work.
Tuesday, March 3: Features common to Mohammedanism and modern thought.

Wednesday, March 4: Features in Mohammedanism opposed to modern thought.

Thursday, March 5: Possibilities of an understanding.

Sincerely yours,

Secretary to the President

D.A.R.-D.

The University Press
Chicago
November 14, 1924.

My dear Mr. Fiske:

Now that we are concentrating the matter of publicity in connection with the Committee on Development I am led to ask the question whether your service in that field would not be more effective if you were more closely associated with Mr. H. J. Smith. I understand there is a space for a desk in the Vice President's suite on the north side of the first floor of Harper. I suggest that, if agreeable, you look into the office and talk to Mr. Smith both about transferring your desk to that building and joining up your work with his.

Very truly yours,

Mr. H. S. Fiske,
The University Press.
My dear Mr. Kaiser:

I hope we can come to some conclusion on this matter.

In connection with the committee on development,

Please let me know whether your service

more closely associated with Mr. H. L. Smith. I suggest

when there's less space for a week in the vice president's

office on the north side of the first floor of the

I understand that Mr. Westmore, you took into the office

and talked to Mr. Smith about our secretaries. Your approval

to the printing and joining of your work with ours,

Very truly yours,

Mr. H. L. Plake

The University Press.

350 Main
Chicago, Illinois, September 1, 1912

You are at liberty to use or to remodel any portion of this letter, the paragraphs being arranged on slips for convenient choice. If you are not already doing so, will you kindly exchange, by placing the University News Letter on your mailing-list.

The University of Chicago Press

The University of Chicago, at its eighty-fourth Convocation on August 30, 1912, conferred one hundred and eighty-eight degrees, titles, and certificates. Of the one hundred and fifty degrees conferred, seventeen were given to students in the College of Education. In the Senior Colleges seven students received the degree of Bachelor of Arts, thirty-six that of Bachelor of Philosophy, and eighteen that of Bachelor of Science. In the Divinity School there were seven Masters of Arts, one Bachelor of Divinity, and three Doctors of Philosophy. In the Law School four students received the degree of Bachelor of Law and eight that of Doctor of Law (J.D.). In the Graduate School there were thirty-two Masters of Arts, six Masters of Science, and nine Doctors of Philosophy. The Convocation address was given by President Henry Churchill King, D.D., LL.D., Sc.D., of Oberlin College, his subject being "The Contribution of Modern Science to Ideal Interests."
The date of the opening of the Autumn Quarter of the University of Chicago has been changed from October 1 to September 30, 1912.

The total registration of students for the Summer Quarter of 1912 at the University of Chicago was 3,531, of which number 1,762 were men and 1,769 were women. This is an increase of 282 over the summer registration for 1911. The largest increase was in the Graduate Schools. The total number of different students for the year from July 1, 1911, to July 1, 1912, was 6,306.

Dr. Rollin T. Chamberlin, of the Department of Geology in the University of Chicago, recently returned from a year of special investigations in South America, where he went as a geologist of the Brazilian Iron and Steel Company to examine the recently recognized iron ore deposits in the state of Minas Geraes, famous in the past for its output of gold and diamonds but likely in the future to be best known for its unrivaled mountains of iron ore. Dr. Chamberlin's special work was to locate the most promising ore masses in the district, make geologic and topographic surveys, and estimate the quantity and value of the ore. The surveys were much hindered by the necessity of cutting trails through the tropical jungle, natives armed with the Brazilian foica or wood hook being employed for the purpose. Travel was largely by muleback.

In order to get a general view of the geology of the South American continent Mr. Chamberlin, after finishing his work in Minas Geraes, traveled southward through Brazil and Uruguay to Buenos Aires and returned to the United States by way of the Straits of Magellan, Chile, Bolivia, Peru, and Panama.
Charles Richmond Henderson, Head of the Department of Practical Sociology in the University of Chicago, has been given leave of absence by the University trustees during the Autumn Quarter of 1912 and the Winter Quarter of 1913, to act as the Barrows Lecturer in India. The Barrows Lectures are given every three years in the principal cities of India, on the foundation established by Mrs. Caroline E. Haskell. The general purpose of the lectureship is to consider the relation of Christianity to other religions. Professor Henderson will lecture in some of the cities of Japan and China on his return to this country. His predecessor on the Barrows Foundation was Charles Cuthbert Hall, former president of Union Theological Seminary, New York. Professor Henderson’s lectures in India will be issued in book form by the University of Chicago Press.

Frank Mitchell Leavitt, Associate Professor of Industrial Education in the University of Chicago, was one of the speakers at the conference called in Springfield by the Illinois Bankers’ Association for August 14, to discuss a proposed state law making provision for “practical” studies in all state schools. The proposed courses are in agriculture, domestic science, and industrial education. Professor Leavitt was made a member of the committee to draft the bill, other members being Francis G. Blair, State Superintendent of Public Instruction of Illinois, and Edwin G. Cooley, former superintendent of the Chicago schools. Professor George H. Mead, of the Department of Philosophy in the University of Chicago, who is chairman of the committee on education in the Chicago City Club, was also a member of the conference.
The Brotherhood of St. Andrew will hold its annual convention at the University of Chicago from September 4 to 8. The National Council of the Brotherhood will meet on September 4, and Bishop Anderson of Chicago will make the opening address of the convention. There will be a daily institute on chapter work. On September 5 Robert E. Speer will give an address on "The Bible in the World Today." Other speakers will be Bishop Lloyd and Mr. Raymond Robbins of Chicago, the latter speaking in Leon Mandel Assembly Hall on the subject of "Christ and the Republic."

George Elmer Shambaugh, Instructor in Anatomy of the Ear, Nose, and Throat in the University of Chicago, was awarded the International Lening prize at the meeting of the International Otological Congress which convened in Boston the second week of August. This is the first time the award has come to an American. Dr. Shambaugh has been Instructor in Anatomy in the University for ten years, and is also Assistant Professor of Otology in Rush Medical College.

*American Poems* is the title of a new volume issued by the University of Chicago Press on September 1, the editor being Professor Walter C. Bronson of Brown University. This volume is uniform with Professor Bronson's *English Poems*, which has proved so popular for use in college classes and by the general reader. The new volume contains the best poetry of representative poets of all periods grouped in such a way as to show the development of the various schools and the relation to contemporary literature. The notes contain much brief and interesting comment based on contemporary documents.
Associate Professor J. W. A. Young, of the Department of Mathematics in the University of Chicago, is a member of the commission on the teaching of mathematics appointed at the International Mathematics Congress at Rome in 1908. Professor Young is one of the three American commissioners, the other two representing Columbia and Harvard universities. After a thorough investigation through the co-operation of many eminent teachers in the United States, the commission prepared a series of reports which in August of this year were presented at the meeting of the congress in Cambridge, England. The reports are published for free distribution by the United States Bureau of Education.
November 11, 1924.

My dear President Burton:

I beg to return herewith Mr. Smith's letter of October 30 and to venture the following with respect to Mr. Fiske:

If his services are to be continued in connection with the Newsletter or other publicity of the University, I think that his work should be under Mr. Smith's direction and probably in order to secure the best use of his time, he should be attached to Mr. Smith's office. At the present time, although he is quartered in the Press Building, I believe there is little, if any, activity on his part in connection with publicity matters of the Publication Department. In the budget for the ensuing year, probably Mr. Fiske's salary should be included in the list of those in the President's office.

In the matter of notification to Mr. Fiske, I should think a plan by Mr. Smith bearing your approval would meet the requirements of the situation.

Yours very truly,

President E. D. Burton,
Harper Library.
Rev. President Mr. Porter:

We look forward to your return to Chicago.

On October 29, we anticipate your return to campus. In the meantime, please find the attached letter to be signed and returned.

Mr. President:

I hope to return by the end of the semester, but please be advised that I may not be able to attend.

In connection with the faculty meeting of the University, I would like to request your permission to make a few remarks on the subject of faculty appointments. At the present time, I believe it is important to consider the potential impact of any change in the faculty structure. I would like to propose the establishment of a faculty advisory committee to oversee the appointment process.

Thank you for your consideration.

Yours sincerely,

[Signature]
Oct. 30

Dear President Burton:

I have not wished to take your time for an oral conference on the subject of Mr. Fisk and the News Letter. Perhaps this memorandum will serve to make more clear what should be done.

The question came up afresh during your last trip to New York, when Dean Laing suggested that Mr. Fisk should be connected with the Publicity Office in a way that would involve his removal from the University Press to some more space in this department. As our auxiliary office in Cobb Hall is on the fourth floor, and very small, I hardly think that Mr. Fisk could well be situated there. Apparently a small place can be found for him here in Harper Library.

In view of what the change would involve as affecting Mr. Fisk's comfort, and his time of life being that in which a drastic change seems more severe than it otherwise would, I do not feel like acting in the matter until you are fully advised. If you wish to notify Mr. Fisk, yourself, that such a change must be made, that would be one solution. If you prefer to have me deliver a message, of course I shall gladly do so.

I feel that the matter should be taken up, in view of Dean Laing's recommendation.

Sincerely yours,

[Signature]
March 14, 1917.

My dear Dr. Judson:—

Thanks to you, Mrs. Glessner and I had a very delightful interview with Mr. Herbert Putnam in the Library of Congress. It is a great institution that he presides over, but I believe its best exhibit is Mr. Putnam himself. He certainly was very affable with us, and I am under many obligations to you for your letter.

Believe me

Very sincerely yours,

[Signature]

President Judson,

University of Chicago,

Chicago, Illinois.
Chicago, March 15, 1917

Dear Mr. Glessner:

I am glad to know that you met my good friend Mr. Putnam in Washington. He is certainly a very charming man.

With best wishes, I am,

Very truly yours,

H.P.J. - L.

Mr. J. J. Glessner
14th Floor Harvester Bldg., Chicago
Office, Meatp, FC, 1919

Dear Mr. Osborn:

I am glad to know that you met my

good friend Mr. Potter in Washington.

He is certainly

a very outstanding man

With best wishes, I am

very truly yours,

H.B.T. - J.

Mr. J. J. Gandeser

Fifth Floor Hamburger Hts. Office
Memorandum for the President:

As to the publicity man of whom we talked Friday, I wonder whether the Board is at all likely to authorize $10,000 worth of publicity within the next year, and whether the writing of specific pamphlets could not be much better done by men on our own staff like Linn, Lovett, Grabo, or Scott, who write for leading magazines? They might even be paid a nominal sum for individual pieces of work, such as writing a pamphlet. They should, of course, be loosely organized as a Publicity Committee.

E. J. G.
Commercials for the "Emphasis"

As for the Hospital, we are all up to speed in writing.

I want to express the anxiety to get all facilities to functionize the equipment. The 1,000 horse power electric motor for the next year. We want

the electric motor to function as possible and as far as possible to take any action in our own plant in time. Never a change in speed. Should we

need to change the latest equipment, that might have to be

let a decision by the top administrative board of the company in

writing a pump for any company. Our company, of course, to express

according to a financial committee.

X.7.6.
SUGGESTIONS FOR A PLAN OF FINANCE

CAMPAIGN 1924

JAN 7, 1924

The public addresses made by the President and Mr. Breasted in and about Chicago the past Autumn, and to a less extent by Mr. Laing, myself, and others, have done much to draw attention to the work of the University, and revive interest in what it is doing. This will prove useful as a preparation of the ground for a Finance Campaign.

The Finance Campaign must be an "inside job;" it must be carried on, chiefly if not wholly, by the Alumni, Trustees, and Members of the Faculty.

In thinking over our conversation of Christmas morning, it seemed to me that an outside agency, even for survey purposes, could tell us little, if anything, that we do not already know. Our Campaign, except among the Alumni, is not to be a wide reaching search for small, or even moderate gifts, but the reaching of a few notable givers for very large sums. This select limited public, we among us know better than any outside group is likely to, and our collective intelligence is well adapted to find the ways of reaching them.

Under this impression, I venture to offer this suggestion for a Plan of Campaign:

1. Goals
   a) For Medicine, $6,000,000.
   b) For other buildings, $6,000,000.
   c) For salary increase, $5,000,000.

2. Period
   Until January 1, 1925

3. Campaign Chairman
   Harold H. Swift, or President Burton
   If this is impossible, Arthur E. Bestor, if he would come for a single year, with leave of absence, of course, for his Chautauqua work
SUGGESTIONS FOR A PLAN OF FUNDING

CAMPAIGN 1964

JANUARY 1964

The publicity associated with the President's visit to Mexico, and to a lesser extent to Cuba, naturally have gone hand in hand with mention of the work of the University, and interest in what it is doing. This will produce an immediate interest in the campaign. The Finance Committee will develop an "immediate" job; it must be

consistent with strategy of not money of finance, reservoir, and membership

of the Faculty;

in thinking over our consciousness of this campaign,

seem to me that an obvious answer, now for many members, giving you with me, and Presidents, is not little, it is mundane, that we go not elsewhere know our campaign.

except money the million is not to be a wise reservoir, ready all small.

The recent limited success of the reservoir of a few notable gives for

very large sums. This recent limited success, we must be no longer patient.

Shawn and another return is fixed for our collective intelligence

is well capable of finding the way of reservoir's power.

UNDER THIS IMPRESSION, I continue to offer this suggestion

for a Plan of Campaign:

I. Goal

(a) Total reservoir, $6,000,000

(b) Total principal, $3,000,000

(c) Total interest, $3,000,000

II. Target

Until January 1, 1965

3. Complete Chairman

Research & write to national function

It fails to impossible, attempt, E. Patterson, to

to money come for a single year, with issue

of appearance of course, not the Chancellor's work
4. Organization

Committees:

(a) Executive
    To include Chairman of all Committees,
    under the Chairmanship of the Campaign
    Chairman.

(b) Publicity
    James Weber Linn, Chairman

(c) Lists
    T. E. Donnelley, Chairman
    James A. Field, Vice Chairman

(d) General Gifts
    Harold H. Swift
    or
    Robert L. Scott
    Chairman

(e) Hospitality
    J. Spencer Dickerson, Chairman

(f) Medical Fund
    Dr. Billings, Chairman
    Trevor Arnett, Vice Chairman

(g) Alumni Fund
    A. W. Sherer, Chairman
    H. E. Slaught, Vice Chairman

(h) Social Sciences Fund
    Andrew C. McLaughlin, Chairman
    A. W. Small, Vice Chairman

(i) Modern Language Fund
    W. A. Nitze, Chairman
    John W. Manly, Vice Chairman

(j) Education Fund
    Charles H. Judd, Chairman
    Henry C. Morrison, Vice Chairman

(k) Physics and Chemistry Fund
    Julius Stieglitz, Chairman
    Henry G. Gale, Vice Chairman

(Other specific projects to be assigned to
similar sub-committees.)
5. Operation

Each committee to secure all names from the Lists Committee, and report on results and contacts through its own Chairman to the Executive Committee at fortnightly meetings of that Committee. Each committee to seek gifts, or one sufficient gift for its purpose through inquiries after and personal interviews with promising people, and after reaching its goal to be discharged from further duty in the Campaign.

The Executive Committee to meet fortnightly, as above, to hear reports of progress, and make further plans.

The Publicity Committee to prepare Campaign pamphlets, and keep the matter steadily before the public through the papers and the mails.

The Lists Committee to secure select lists of good prospects, with information as to ability to give, characteristic interests, and channels of approach.

The General Gifts Committee to find and approach persons able and likely to give to general University purposes.

The Hospitality Committee to arrange occasional luncheon and dinner meetings under orders of the Executive Committee.

The Alumni Committee

Goal, $150,000. a year for five years, beginning with 1924, or an average of $10. a year from each alumnus; this income to be used for increases of salary; plan to use local Alumni Clubs, and Class Organizations, and apportion amounts. This particular goal seems especially appropriate in view of the interest repeatedly expressed by Alumni in keeping the Faculty strong, and in holding good men at the University.

I should be glad to follow this with further suggestions about details.

E.J.G.
Operation

Board committee to receive all names from the files
Committee, and report on names and committees

found for own committee to the Executive Committee.
Each committee to seek lists of their committees, and
submit list of names to the Executive Committee.

The Executive Committee to select officers and
members, and form the new committee.

The Executive Committee to meet periodically,
and report to the Legislative Committee.

The Legislative Committee to present specific bills to
the General Assembly, to fund the committee.

The Membership Committee to attend annual meetings
of the Association, and present annual reports of the
Executive Committee.

The Executive Committee to receive funds for the
Association, and report to the General Assembly.

The Executive Committee to submit annual reports of the
Association, and report to the General Assembly.

I hereby resign my seat at the University.

M.J.C.
President Ernest D. Burton,
The University of Chicago.

My dear President:

Supplementing the Publicity Report of May 6, 1923, I am taking the liberty of tabulating a few matters, which probably already have your attention.

The desirability of preliminary work before asking for funds seems important.

Keeping friendly contacts with the alumni and those who have attended the University without graduating. Lists of both we now have quite complete through the Football Tickets Committee. If these could be kept in touch with the University activities, such, for instance, as:

The Breasted Lectures and the opportunities, if there are such, of seeing the materials secured by him in his last trip to the Orient;

The scientific work as disclosed by the statements of our research men when Dr. Flexner was here;

The interesting and entirely new phases of the work being given in the Commerce and Administration Department;

The work being done by Dr. Jordan;

An outline of the organization of the Divinity Department and the work being done there, as laid before the Board at its last meeting;

Institutional economics and the advantages derived by various institutions through installments by the University.

(other things which are probably even more interesting which you have in mind);

Information as to the important men added to the Faculty;
The medical plan as soon as it is made definite.

Many ways are open to this distribution:

Circular letters;

Newspapers and magazines;

Rotary and other clubs are asking for presentation by stereopticon or otherwise of the general features of the institution. There is excellent material in this line on hand. Dr. Butler, in the selection and production of such material, might, in a dignified way, secure the friendly interest of this and adjacent communities.

The Harvard method of approach in these directions seems preferable to that of some institutions in the west.

Very truly yours,

Wallace Heckman.
(For President Burton)

October Twenty Four
1 9 2 3

Mr. Heckman:

I suggest that some attention be given at once toward developing lists of prospective donors and methods of developing their interest in The University of Chicago.

These lists would be developed from the following sources:

1. Former donors.
2. Alumni lists.
3. Lists of former students who did not graduate. Note that in this group address lists are being developed in the football tickets office.
4. Lists of financially competent citizens not directly connected with the University.

As to method, a beginning could be made in a card index of prospective donors, listing information concerning them which would be useful in making an approach. This is the system used to some extent in connection with the Northwestern Fund Campaign.

Perhaps some carefully selected person might be assigned, at least temporarily, to this activity, with or without the aid of a temporary committee that would attempt to explore the preparatory work for a campaign for funds. The findings of such a preliminary committee would be of some value to a later committee when organized.

It might also be expected to bring to the President's attention current opportunities for interesting well selected, prospective donors in the University as a basis for a later appeal.

Yours very truly,

(Signed) G. O. Fairweather

GOF: HF
October 29, 1923.

My dear Mr. Heckman:

I am very much obliged for your letter of October 25th suggesting methods of publicity. I shall be glad very carefully to consider these suggestions and to endeavor to find some way of carrying them into effect.

Very truly yours,

Mr. Wallace Heckman,
230 S. Wabash Ave.,
Chicago, Ill.

RDB:CB
October 30, 1932

My dear Mr. Heckman:

I am very much obliged for your letter of October 26th regarding membership of the Fellowship. I am pleased to learn that the work is advancing to a point where steps are being taken to organize and to synchronize the various sections of the Fellowship. I am very anxious to contribute to this purpose. It is a great honor.

Very truly yours,

[Signature]

Mr. W. Wallace Heckman
330 E. Wabash Ave.
Office, 11th

E.3:10
June 6, 1924

My dear Mr. Washburne:

In order to make more easily available to you news of University activities, Mr. H. S. Barnes will be in my office ready to meet any of your representatives and to perform all possible service for the Chicago press. Mr. Barnes will take up this work Monday, June 9, 1924, and continue it until a more permanent arrangement can be made.

The sole purpose of this appointment is to cooperate with the newspapers and to simplify the news gathering efforts of the campus correspondents as well as those of any reporters who may seek special information. Mr. Barnes will use his best endeavors to help make accessible the important news that develops. He will be glad to meet any members of your staff, especially the campus correspondents, whenever they have occasion to call at the President's Office.

May I also suggest that you would be very welcome should you find it possible to visit the University in the near future and see the progress which it has made.

Very truly yours,

Mr. Walger Washburne,
City Editor of Chicago Evening Post
Chicago, Illinois

EDB:HP
June 8, 1934

My dear Mr. Superintendent:

In order to make more efficient arrangements for your need of University activities, Mr. H. E. B. Jones will be in my office today to meet you of your representation and to perform all necessary service for the office of the place. Mr. B. Jones will take no further money after June 8, and continue to hold a note only until an arrangement can be made.

The sole purpose of the appointment is to cooperate with the new enterprises and to simplify the new operations. The purpose of the campus correspondence is to simplify the work of the new enterprises and the new correspondence. Mr. B. Jones will not be able to meet my most important new developments. He will be glad to meet any member of your staff, especially the campus correspondence. Any member of your staff will have occasion to call on the President's Office. May I suggest that you would be advised to refer the University in the near future and see the President, who is here.

With kind regards,

Mr. W. F. Kellogg, Superintendent
Office of the President
Stanford University

EDB: RP
Memorandum to President Burton:

Confirming my telephone message to you, Mr. Smith thinks that the conditions which made it wise to delay your arrangements for entertaining at luncheon the publishers of the newspapers have now passed by, and he and I both recommend that you make these contacts as soon as possible.

In the case of the Tribune Mr. Smith thinks the only successful approach in your conversation will be along the line of praising their endorsement of certain public improvements such as the subway, the outer drive, etc.

Johns Marzio
THE COMMITTEE ON DEVELOPMENT

Note: It is important to establish contact with all interested organizations. The success of the project will depend upon the cooperation of other groups. This is the only way that the project will be completed successfully. It is important to keep the committee informed of all important developments and to give them the opportunity to support the project.
February 9, 1924.

My dear Dr. Burton:

Miss Wallace's suggestion about an invitation performance of the Dramatic Club's recent Play, has taken on a very definite aspect. What Miss Wallace really proposes is, that you should invite to a great dinner in Hutchinson Hall three or four hundred leading people of the City, when you and Mrs. Burton should receive, before the dinner, in the Reynolds Club; the dinner to be enlivened by a little appropriate singing from the Minstrels Gallery, and to be followed by a few sentences of welcome and explanation by yourself. The company should then adjourn to Mandel and see the Dramatic Club's Play. Such a group would just about fill all the really good seats for a Student Play on the main floor.

This would cost not much less than $1000. It ought to take place in the course of the present Quarter, perhaps the first week of March. Linn, Nitze, and Field, who know the North Side people pretty well, strongly favor it. I can see how a very fine thing might be made of it, if you are disposed to put the money to that use. Harold is much interested in it, thought not committed to it. I must add that I have not discussed the dinner feature with him. Of course there
Mr. William's appreciation speech on graduation

Dear [Recipient],

Congratulations on your graduation! It's been a pleasure to have you in the Music Department. Your dedication and passion for music have been an inspiration to all.

During your time here, you have shown great talent and a love for music that is truly remarkable. Your performances have been a highlight of our musical events, and your contributions to our department have been invaluable.

As you embark on your new journey, I want to wish you all the best. May your future be filled with opportunities to express your talents and continue to make a positive impact in the world of music.

Congratulations again on your graduation. You have made us proud.

Sincerely,
[Your Name]
would be a host of details, but that could be easily worked out with a couple of good committees,—one on general arrangements, and another on invitations.

Affectionately yours,

[Signature]

Dr. Ernest D. Burton,
Hollywood,
Southern Pines, North Carolina.

EJG:AS
The University of Arizona

Office of the Provost

Dear President,

May I recommend that the next meeting of the Board of Regents be held in conjunction with a special meeting of the Arizona State University Board of Trustees, and that the two bodies hold joint sessions on matters of common interest.

The president of the University,

[Signature]

Name
December 31, 1923

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

Dear President Burton:

Referring to your and Mr. Goodspeed's plans in reference to publicity and preparation for securing funds:

While I think I have made my attitude clear in reference to the matter of securing funds, which is that we want to have a comprehensive plan before going ahead to secure funds, yet there occur to me other matters in your suggestions of December 26 that I may not have made clear. Many of the things described therein are perfectly proper in connection with normal University procedure, irrespective of whether or not we have a drive for funds. Those matters, there seems to me no reason to slow up and I don't want my attitude to be considered as opposed to the whole program you outline but merely to those in especial reference to securing funds.

For example, your point (8) to work up a list of needs classified by schools and departments and cross classified as buildings, endowment, current needs. There is certainly no reason to delay this and think it well to have it worked up any time possible.

Similarly, your point (c) under (9) of public addresses following the Breasted lecture downtown. Others may well follow. I am a little inclined to favor the evening divided between your good self and Mr. Goodspeed to come later in the season rather than to be the next one, i.e. let's have two or three other lectures before getting into any controversial subjects. Might not J. P. Goode be a possibility for No. 2?

Similarly, your (a) under 13 on the Theological Building; certainly (b) under 13, and (d) under 13.

Yours cordially,

[Signature]

P.S. I note Edgar's suggestions for a plan of financial campaign end by saying that he would be glad to follow with suggestions for details. I should like to see these at his convenience. I don't agree with him that we should not have a survey by outside people yet I am very sure that the suggestions he presented are valuable and that his further suggestions will be valuable, so that I shall hope for an opportunity to think over them.

H.H.S.
Mr. Goodhew
Can we take up any
matter at once?
Can Mr. Rutter
work at them? in
full, best, to know what
I suggested?

[Signatures]
Dear Mom,

I'm writing to say that I'm doing well and that I'm excited about the new job. I've been working hard and I think I'm making good progress. I hope you're doing well too.

Love,
[Signature]
McCutcheon-Gerson Service
Advertising
Sixty-Four West Randolph Street
CHICAGO
December 15
1923

Dr. Ernest De Witt Burton,
President, University of Chicago,
Chicago, Illinois.

Dear Doctor Burton:

No educational institution in the West lends itself more to conservative, dignified and constructive publicity than the University of Chicago, with its fine prestige and its great future. It is reasonably safe to say that no other seat of higher learning has a more interesting story to tell than the University of Chicago. The finest kind of romance has characterized the development of the University, and this romance can be woven into the fabric of a wonderful story the general public does not know, but is willing and eager to know.

The public lauds, whether demonstratively or not, any institution or movement calculated to brighten or enhance municipal glory—and there can be no doubt that the University of Chicago has contributed a generous measure to this glory, and has much more that can be added to it. Publicity, in its true sense, is the only means that will give the University of Chicago its merits in the hearts and minds of the people. Alumni can do their most earnest part to promote their Alma Mater's interests, but their field is necessarily limited. The message the University has to spread must be properly told in the public print, if the deserved results are to be obtained.

An educational institution of the scope and possibilities of the University of Chicago should have general appeal. When the public learns what the institution has accomplished and is accomplishing, especially along research lines; what it is doing, and what are its plans for the future, it will accord a much stronger moral and practical support. The public is open to education—and education in this case is essential to full appreciation of the University of Chicago. It is not uncharitable to say that the public does not go out of its way to learn of public institutions or public movements—in fact, it must be systematically and instructively "fed" to become thoroughly appreciative. Hit-or-miss publicity can accomplish but little. The institution needs well-planned, systematized publicity of an educational character; in a word, the publicity must be helpful—must be in keeping with the policy and principles of the institution.
December 19

Dear Mr. President,

I am writing to you personally to express my concern about the proposed changes to the operating procedures of the University of Chicago. As you know, the University has a long tradition of excellence and has consistently maintained a strong commitment to academic freedom and intellectual rigor. In recent years, however, there have been several actions that could potentially undermine these values.

First, the proposal to increase the administrative burden on faculty and staff by imposing new regulations and procedures is concerning. These changes may lead to a decrease in the quality of research and teaching, as time is diverted from core academic activities. I urge you to consider the implications of these changes carefully before implementation.

Second, the recent decision to cut funding for certain departments and programs could have serious consequences for the academic community. The loss of support for these programs could lead to a decline in the University's ability to attract top talent and maintain its reputation as a leader in scholarship.

Finally, the proposed changes to the student conduct policies have raised concerns among faculty and students alike. The current policies strike a balance between maintaining a safe and respectful campus environment and protecting the rights and freedoms of individual students. Alterations to these policies could potentially erode this balance.

I am writing to you to express my support for the faculty and staff who are working to protect the tradition of excellence and academic freedom that is the hallmark of the University of Chicago. I urge you to consider the concerns raised by faculty and students and to work with them to find solutions that are fair and sustainable.

Sincerely,

[Your Name]
The public is not going to get the full import of the University's message in a short time; it must be continually reminded of developments on the campus, and publicity is the only means that educate the public to the present and potential importance of the University of Chicago as an outstanding feature of the city's real greatness.

Our organization feels particularly well qualified to conduct such a campaign as the University of Chicago needs to measure up to its full opportunity. We have conducted similar campaigns for leading educational institutions with the most gratifying results. We avail ourselves of every legitimate channel for proper publicity. Obviously, the great metropolitan newspapers afford the most effective means for getting the message to the rank and file of the population of the city and of an important area of surrounding territory.

Our successful handling of some of the heaviest campaigns instituted and carried out in this country is evidenced by a partial list of our clients, which follows:

Chicago Plan Commission
Chicago Public Library
Chicago Police Field Day
Public School Teachers (City, State, National)
Chicago Zoological Society
Red Cross Campaigns
Salvation Army Campaigns
Boy Scout Campaigns
Japanese Relief
Near East Relief
Russian Relief
Moody Bible Institute
Society of the Divine Word (Techny, Ill.)
Foreign Trade Financing Corporation
U.S. Government Savings Campaign
National Shoe Retailers' Conventions
National Hotel Men's Conventions
National Confectioners' Expositions
National Dental Associations' Conventions
National Dairy Shows
National Radio Expositions
National Education Conventions
National Music Trades' Conventions
"Say It with Flowers" Campaign
"Own Your Home" Expositions
National Guard Rehabilitation Campaign
The purpose of this letter is to express my interest in a position in the field for which you are recruiting. I have been actively seeking opportunities in the social sciences and believe that my background in psychology and sociology would make me a strong candidate for this position. I am particularly interested in work that involves community development and social change. I am confident that my skills and experience would contribute significantly to your organization. Please consider me for this position and feel free to contact me for further information. Thank you for your time and consideration.

Sincerely,

[Signature]

[Name]
McCUTCHEON-GERSON SERVICE
Advertising
Sixty-Four West Randolph Street
CHICAGO

(3)

Graphic Arts Exposition
Interchurch World Movement
Pageant of Progress Exposition (1st year)
National Dyers & Cleaners' Convention
Fashion Shows, etc.

As to our ability to execute capably any campaign we undertake, we respectfully refer you to the managing editors of the Chicago newspapers, or to Mr. Frank O. Wetmore, Mr. Roy D. Keehn, Mr. C. W. Folds, Mr. C. H. Schwepp, Mr. Oscar G. Foreman, The Very Rev. Thomas Levan, Ph.D., D.D., Mr. James Keeley, The Rev. James Gray, D.D., J. B. McDougal, Governor of the Federal Reserve Bank of Chicago, Mr. C. H. Wacker, Mr. Melvin A. Traylor, Mr. Samuel Insull, any of whom, we believe, will be pleased to tell you of our ability to conduct publicity campaigns successfully.

Besides availing ourselves of opportunities afforded by the newspapers, we can obtain general dissemination of news and feature articles through the great press association—namely, the Associated Press, the United Press, and the International News Service. When warranted, these organizations will place material on the wire for distribution to their respective territories, and this means practically nation-wide distribution. These associations operate what is known as a mail-service, sending semi-news and feature matter to the editors of newspapers by mail. This class of matter can be used almost any time at the convenience of the editors without losing any of its value. There is a great deal of such material available at the University of Chicago.

There are many other channels of publicity not mentioned here, but they lend themselves admirably to what the University of Chicago has to tell a willing but waiting audience. We stress the importance of publicity in keeping with the lofty and conservative principles of the University of Chicago, and deplore any and all attempts at so-called sensational publicity. Our campaign would be conducted along the highest educational lines, and our staff is particularly well equipped to measure up to the requirements of such a campaign.

The writer shall be glad to discuss the matter more in detail with you at the appointed time, next Wednesday morning.

Thanking you for the consideration, and trusting that our organization may have the honor and privilege of serving you and the University of Chicago, we are,

Yours very truly,

McCUTCHEON-GERSON Service,
By Patrick Henry
MCURRICK-ERISON SERVICE

ACADEMIA, INC.

CHICAGO

Dear Sir or Madam:

I am writing to express my company's interest in the acquisition of the property located at 123 Main Street, Chicago. We believe this property offers a unique opportunity for development and would like to discuss the possibilities further.

As a company with a track record of successful acquisitions and developments, we are confident in our ability to make this property a valuable asset. We are prepared to offer a fair and reasonable price, and we are willing to work with you to finalize the terms of the acquisition.

Please let me know if you are interested in discussing this opportunity further. I can be reached at [contact information] at your convenience.

Thank you for considering our offer.

Sincerely,

[Your Name]

[Company Name]
March 10, 1923.

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

My dear President Burton:

I have your letter of March 8th regarding a plan of publicity.

I believe, and have always believed, that the only way to prevent untrue or misleading newspaper articles about the University is to co-operate with the newspapers by affording authorized news frankly, fully and promptly.

Rightly or wrongly, the newspaper men at the present time feel that the University, as a matter of policy, seeks to place obstacles in the way of newspapers. The ordinary feeling of a city reporter is not significant. The manager of the Associated Press, however, commented to me on the grudging attitude of the University in giving news, and stated it seemed to be placing obstacles in the way of the University. Of course, I told him that the best thing he could do to remove the impression he had was to become acquainted with the secretary to the president, Edgar J. Goodspeed.

The recent publicity given to the University illustrates positively and negatively the foregoing points. As far as I have had connection with the newspapers in this connection - a connection not truly represented by the newspaper statements, may, therefore, be useful.

1. February 15, the Faculty of the Colleges of Arts, Literature and Science, passed legislation involving: (1) the principle of limiting the number of students in the colleges to the number which can be effectively taught in view of the facilities and major purposes of research and graduate instruction; (2) the principle of placing on probation students below "C".

2. February 16, the Daily Maroon published an article entitled, "University Raises Eligibility Standard." This article had reference to the legislation marked (2) in paragraph 1. The Maroon article asserts that the announcement was made by the University Recorder and Examiner.

3. February 17, Saturday afternoon, Mr. Parker of the Chicago Tribune sought an interview regarding the legislation passed by the Faculty on Thursday. Surprised and disturbed because this was already in the hands of newspapers, I told Parker, who is a former student of mine, a graduate of the University, that he should publish nothing unless President Judson authorized the statement, and directed him to see President Judson. Later President Judson as-
My dear Mr. [Name],

I have just learned of your appointment to the University of Chicago, and I have been unable to express my congratulations in person. I am writing to offer my warmest congratulations on this auspicious occasion. The University of Chicago is a institution of great reputation and I am confident that your appointment will bring your unique insights and expertise to bear on its mission.

I have long admired your work and your contributions to the field of [specific field]. Your appointment to the University of Chicago is a testament to the quality of your scholarship and your dedication to the pursuit of knowledge. I look forward to hearing about your work and your experiences at the University of Chicago in the years to come.

Please accept my sincere congratulations on this important appointment. I am sure that your presence at the University of Chicago will bring great benefit to the institution and to the broader academic community.

Sincerely,

[Your Name]
sured me that Parker had called on him. Parker in his conversation showed that he had full information regarding the action of the College Faculty referred to in (1) of paragraph 1. On February 22, Mr. Parker told me that he had received his information from a member of the Faculty.

4. February 18, the Chicago Tribune, on an inside page, carried a very brief story, five or six lines, in general terms.

5. February 21, Mr. John Gunther of the Chicago Daily News called on me in my office. Gunther seemed to have full knowledge of the action by the Faculty on the preceding Thursday. He had also knowledge of the Daily Maroon article and confused the two pieces of legislation passed on by the College Faculty. Gunther is a graduate of the University of Chicago, a man of high intelligence. I called attention to the confusion, the importance to the University of correct statement such as President Judson had made to Mr. Parker of the Tribune.

6. February 22, the Chicago Daily News published the accompanying article. Any one familiar with the facts will see that the article is a tissue of fabrication by a reporter. (1) No plans had been approved by the Faculty; (2) probably the newspaper reporter is the person who expected the enrollment to be reduced "drastically, perhaps by as much as one third." The first sentence in paragraph two can not be true inasmuch as there was no plan. In paragraph three there is again a reference to the plan. The quotation from Mr. Walter Kennedy merely indicates that Mr. Kennedy allowed himself to comment on a plan which did not exist. The confusion of the two bits of legislation mentioned in paragraph 1 of this letter appears in the last paragraph of the enclosed article: "The Faculty has already made a beginning," etc. That "Professor David A. Robertson of the University admitted to me that the committee of which he is a member had worked out a limitation plan," is untrue. It ought to be obvious. At any rate I declare it so. The following sentence is also untrue. The next paragraph is without authority. That the article was worked up by one unfamiliar with the situation would appear in the naive statement that "a fourth criterion will be his scholastic record in high school." The following paragraph refers to a system frequently employed but not yet adopted by the University. The whole article was, in my opinion, mischievous.

7. On February 22, I learned of the Daily News article. Mr. John Aschenhurst of the American read a large part of it to me. I denied the accuracy of the statement referring to myself. I referred the reporter to President Burton or to the secretary to the president, Professor E. J. Goodspeed, and referred him also to the general statement which had been in the Chicago Tribune, Sunday, February 18, to the effect that the University was interested in limiting students to that number which can be taught in view of the facilities and major principles of the University.
Immediately after Mr. Ashenhurst telephoned me, I telephoned to the University in an effort to reach President Burton and Professor Goodspeed. I also tried their home telephones. My intention was to warn the principal officers of the University that such an article had appeared.

The Christian Science Monitor telephoned. I told the reporter of that paper practically what I told Mr. Ashenhurst, to reach President Burton or the secretary to the president if possible. Knowing, however, that they might have the same difficulty in reaching the officers that I had had, I called attention to the general statement which had appeared in the Chicago Tribune on Sunday.

The representative of the Associated Press was handled in the same way.

Mr. Parker of the Tribune called in person at my office and wanted to know what the story was all about. I told him there had been no change since he had printed his article the previous Sunday. He said he supposed there had been no change, but that he had been reprimanded for not "getting the story."

February 23, the Chicago Tribune printed a story obviously based on the Daily News article.

February 23, Mr. John Gunther called up my office. I was both too busy and unwilling to see him. He left word with Miss Gordon that he had not been responsible for the article which had appeared in the Chicago Daily News.

Of course, the whole affair has been peculiarly irritating to me because of my very deep interest in the ultimate success in the program on which, as a member of the Curriculum Committee, I have been working so hard. To avoid this type of publicity, however, I know of only one way — that which I have suggested in the first paragraph. Of course, members of the University should be conscious that the President's office is the news giving agency of the institution. Discovery and reprimand of that member of the Faculty who first gave the newspaper reporter the actions of the Faculty, seem to me to be far less important than the establishment of team work within the University and the cooperation with the legitimate representatives of the public press. In the long period I had association with newspaper men in the President's office, I found that by far the majority of newspaper men were reasonable, intelligent and honorable. Occasionally a student reporter has done an unwise thing. On the other hand, I have known newspaper reporters actually to keep out of the papers information which it seemed to me to be unwise to publish at the time. It is that kind of cooperation with the newspapers which I think it worth while for the University to establish.

Very truly yours,
I would like to express my appreciation to the

University for the opportunity to serve as a member of the Baltimore Committee. I have

been a member of the Committee for the past five years and have found it to be an

enjoyable and rewarding experience. The Committee's work is of great importance to the

University and I believe it has been effective in promoting the interests of the student body.

I am grateful for the opportunity to serve and would like to express my appreciation to the

University for its support and encouragement.