June 29, 1928.

Memorandum to Mr. Moulds:

In your statement regarding service of employees it will be desirable to include a paragraph for reference in case of doubt regarding the possibility for graduate study of research assistants. The ruling on this is of course a part of the graduate schools in cooperation with this office, but the form that you are making out will be acceptable if it reads:

"Research Assistants are not permitted to carry University course work when appointed on full time for special service. Those working half time as Research Assistants are permitted to do one course in any quarter of such service."

David H. Stevens  
Assistant to the President.
The great white hunter

Mr. John Smith, Jr.

234 Main Street

Chicago, IL 60601

Dear Mr. Smith,

I am writing to express my appreciation for your recent donation to our wildlife conservation program. Your generosity will have a significant impact on our efforts to protect endangered species and their habitats.

Thank you for your support.

Sincerely,

[Signature]

[Organization Name]
August 22, 1928

My dear Mr. Moulds:

Would you kindly permit Miss Kernan to duplicate the file in your office which carries the record of all University appointments—Professors, Associate Professors, Assistant Professors, Instructors and others. While this material is, of course, extremely confidential, we believe it would be well to have a more complete file in this office in order to facilitate work with various budgets. Needless to say, the greatest care will be exercised in handling these records.

Yours very truly,

David H. Stevens
Assistant to the President

Mr. John F. Moulds
Faculty Exchange
June 29, 1954

Memorandum to Mr. Moulton

To: Mr. Moulton, Earth Science

In your absence, we will continue to handle

request for assistance in case of your returning

the responsibility for change of plan or action

and will welcome your advice. The matter of

this note is to come to your attention, and we

look forward to your advice and cooperation in

accomplishing it. We will be happy to

receive your comments on the report of the

Advisory Committee. We are prepared to go one step in

discussion of your comments.

David R. George

Assistant to the President
President Max Mason,
Faculty Exchange.

Dear Mr. Mason:

This is to remind you that in conformity with the action of the Board of Trustees at its meeting held April 12, 1928, you are authorized to arrange with Professor Tufts the amount of service he shall render during the year 1928-29, and with Mr. Bean, of the Press, the amount of service he shall render during the Spring Quarter, 1928.

You no doubt also have in mind the action taken at that meeting authorizing you to arrange for expenditures under the Lasker Foundation for Medical Research for the period from April 1, 1928, to June 30, 1928, such expenditures not to exceed the income from the Foundation.

Yours very truly,

[Signature]

Secretary.
To: [Name]

From: [Name]

Date: 19XX

[Handwritten Text]

Dear [Name],

I am writing to inform you that your contract with the University of Chicago for the period of [start date] to [end date] has been terminated. The reason for this termination is [reason].

Please note that your employment with the University will cease on [termination date].

We hope that you will continue to consider the University of Chicago for future employment opportunities.

Sincerely,

[Signature]

Secretary
My dear Mr. Newcomb:

I understand that a letter similar to the one addressed to President Mason on December 29 went at the same time to the University Recorder. I am following his action in sending this letter to the Corresponding Secretary of the Board of Trustees in order that the reply from the University of Chicago may be complete and well organized. Undoubtedly you know that two or three universities are answering some of your questions by actual development of building programs. This is true not only of the University of Chicago but of Northwestern University, the University of Buffalo and the University of Rochester.

Very truly yours,

David H. Stevens.

Assistant to the President.

Mr. E. H. Newcomb,
Executive Secretary,
Lincoln and Lee University,
Kansas City, Missouri.

DHS W
Mr. E. H. Kemm,  
Executive Secretary,  
Director and Treasurer,  
University of Chicago.

J. D. P.

I write this letter to bring to your attention the recent letter from the President of the University of Chicago to the President of the University of Illinois, requesting the cooperation of both institutions in the development of a joint program. This is not only of the utmost importance, but it bears upon the future development of our respective universities.

Very truly yours,

[Signature]

Dean H. Stevens.

Assistant to the President.
March 7, 1927

Mr. F. C. Woodward,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Woodward:

You will remember the action of the Board at last meeting was that the President and the Vice President might have authority to invite Mr. Haynes to meetings of the Board. The President said before leaving that he thought Mr. Haynes ought to attend every meeting.

If you agree, I suggest you make this clear to him, or at least that you invite him for the meeting this coming Thursday.

Yours very truly,

[Signature]

Harold H. Swift
Grand Beach, Michigan, September 23, 1926.

Dear Bert:

I am glad to give you my suggestions relative to the duties of the Secretary of the University as requested in your letter of the 15th instant, which came to Grand Beach during my absence in the Northwest.

PRESENT DUTIES OF THE SECRETARY

As a point of departure for the discussion it may be well to describe briefly the duties of the Secretary as they are at present. He keeps the minutes of the Board and its standing committees and of any special committees which may be required of him. This duty carries with it the task of notifying the trustees of all meetings, arranging for places in which to meet, attending the meetings, writing up the minutes and sending them to every trustee. The meetings are very numerous and the business transacted is large in volume, which consume a great deal of the Secretary's time in attending them and writing their minutes. The present secretary has done this work admirably and has shown great skill in interpreting the actions of the trustees and in recording them accurately and in sending out the minutes promptly in excellent form - a model for all other institutions.

The business of the Board is in many particulars of a confidential nature and requires discretion and diplomacy on the part of the Secretary. These conditions have also been well met. The Secretary conducts the official correspondence regarding the actions of the Board and sends letters of thanks and appreciation to donors and others, and in this respect represents the University to its constituency and friends. The Secretary also officiates at public functions,
Dear Professor [Name],

I am glad to give you my enthusiastic support for the addition of the Committee of the University as members to your list of the APF committee. With your active participation, I am sure that more people will be interested in the APF and the University.

The President, University of [Name]


doc. Rajkumar

MEMBERS HEARD OF THE EXECUTIVE

As a body of the University, the Executive Committee plays a vital role in the governance of the University. It is essential to ensure that the Executive Committee is composed of members who are knowledgeable, experienced, and dedicated to the University's mission. The Executive Committee should be comprised of representatives from various faculties and departments to ensure a broad range of perspectives and expertise.

The Committee also plays a crucial role in the decision-making process of the University. It is important to ensure that the members of the Committee are able to work effectively together to make decisions that are in the best interests of the University.

The President of the University has the responsibility to ensure that the Executive Committee is operating effectively. It is important to have regular meetings and to ensure that the Committee is kept informed of all important issues.

The Committee should also be responsible for the allocation of funds and resources to various departments and faculties. It is important to ensure that these resources are used efficiently and effectively.

I would like to urge you to consider the above points and to ensure that the Executive Committee is operating effectively. I am sure that with your guidance, the Committee will be able to make significant contributions to the University.

Yours sincerely,

[Name]
such as at laying of cornerstones, dedication of buildings, etc.,
at which occasions he reads lists of documents enclosed and official
resolutions. These duties require tact, dignity, diplomacy and
statesmanship, qualities which the secretaries of the Board have
possessed in excellent measure.

As provided in the by-laws the Secretary countersigns checks,
is the custodian of the seal, attests official documents, signs
diplomas, and is the custodian of the correspondence of the Board
and of all documents committed to his care. Because of the magnitude
of the University's transactions these portions of his duties take
up much of his time.

There are many other duties which are incidental and inferential
which I have not enumerated. Perhaps one of the more important is
meeting visitors to the University who wish to learn its methods and
come in large numbers from time to time.

It will be clear from the foregoing that a portion of the Secre-
tary's duties are of a routine character requiring painstaking care,
and could be discharged by a person of high clerical ability, while
the remainder of his duties call for initiative, diplomacy, and
judgment.

POSSIBILITIES FOR THE FUTURE

It may be well at this time to inquire whether the organization
of the University with respect to its Board of Trustees needs modifi-
cation, and if so, whether the modifications would affect the duties
of the Secretary. Technically, all responsibility for the proper
conduct of the University rests on its Board of Trustees. Insofar as
this responsibility applies to the educational work of the University
it has been delegated to the President and the Faculty, but insofar
as it relates to the business and financial administration it is
and we are taking steps in cooperation with the National Science Foundation and other agencies to promote the development of new methods for the solution of scientific problems. These efforts are being directed toward the acceleration of research and the increase of research workers. New and improved methods are being developed for the solution of the problems that arise in the course of the work of the National Science Foundation. These methods are being applied to the solution of problems in various fields of science, including physics, chemistry, biology, geology, and other sciences.

In conclusion, I would like to express my appreciation to the National Science Foundation for the opportunity to present this report. I am grateful for the support and encouragement that have been given to the work of the National Science Foundation. I am confident that the future will bring even greater advances in the field of science, and I am optimistic that the National Science Foundation will continue to play a vital role in the advancement of science and the welfare of society.
exercised largely by the Board itself, although in some measure a portion is delegated to the Business Manager and other business officers. This practice is a natural one when one considers the fact that the trustees are men of affairs, skilled in finance and business but not so familiar with the technique and content of higher education. (Now that the Board has a membership of twenty-five, a larger portion of its members might be selected because of their familiarity with the problems of higher education and research.)

When the University had fewer resources and was smaller in size, it was not so difficult for the trustees to have an intimate knowledge of all its business affairs and pass on their details. But now that it has reached its present proportions, it requires frequent meetings of the Board and especially of its standing committees in order to authorize the several transactions which the Business Manager and other officers must perform to carry on the work of the corporation. These frequent meetings - lasting probably an hour and a half to two hours on the average - make heavy demands on the Trustees' time, and will make greater demands as the University expands. The time is ripe, in my opinion, for a careful review of the organization of the Board and of its committees and their functions with a view to the following:

1) A greater delegation of the details of the business transactions to the Business Manager, under certain well defined policies and limits.

2) A greater delegation of responsibility to the standing committees for work falling under their classification without further reference to the Board.

3) A clear and explicit definition of these larger functions of the committees and the Business Manager so that the trustees at Board
excessive taxony of the entire forest. Attention to some aspect of a
portion of the forest to the human manager and their planning
allocation. If ignorance is a barrier, one may note considerable and the
same degree to which the average writer, critical to continue and demonstrate
not to be hindered with the account and concern of higher education.
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of the coniferous tree or of several because of their participate with

the importance of higher education and research.

The importance may lower because any new material in this

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meetings will be concerned with the larger policies of the University, both educational and financial, and will within the well defined limits refer their execution to the standing committees and administrative officers. In like manner the standing committees would act on the matters referred to them and would leave the Business Manager to carry out the detail and bring them to a successful conclusion.

A policy such as the one above described would have a profound effect on the duties of the Secretary because the character of the meetings of the Board would be changed. Since the Board would discuss and establish the policy of the University in its broad aspects, leaving its execution to the committees and the administrative officers, it would be extremely important that the Secretary interpret and record correctly the actions of the Board. The plan here proposed would obviate the necessity of calling so frequent meetings of the standing committees as is now the case in order to carry on the business of the University promptly and expeditiously and which are very difficult to arrange because the trustees are very busy men.

COUNTERSIGNING CHECKS

The principle underlying countersignature of checks is that more than one person shall be involved in their issue. Where thousands of checks are issued every month, it is difficult, if not impossible, for anyone not intimately concerned in their preparation to know whether they are correct or not. The result is the countersignature becomes form only and not a real protection. Now that the business of the University has become so large, the person countersigning should be one who has knowledge of the transactions. This knowledge can be gained only by having the disbursements of the University divided into homogeneous classes and requiring countersignature by a person who has knowledge of the particular class. For example, the payroll of the
oose the Pancreatic Exocrine and Endocrine Functions of the Pancreas.

COMMENDATION:

The principles underlying consultation of species are not just those that govern the relationship of the species to each other but also those that govern the relationship of the species to the environment. The environment is not just a passive backdrop to the interactions of species, but an active participant in the dynamics of the ecosystem. It is important to recognize the complexity of these interactions and to develop strategies for their management.

The importance of consultation of species is recognized by the need for a proactive approach to environmental management. This approach recognizes the interdependence of species and the need to maintain the integrity of ecosystems. It also recognizes the need for a participatory approach, involving all stakeholders in the decision-making process.

The Pancreatic Exocrine and Endocrine Functions of the Pancreas.
University in all its departments is a large affair, and the responsibility for its preparation and the issuance of the paychecks might well be assigned to one person under the control of the Auditor. This person might be required to countersign paychecks, in place of the Secretary.

REPRESENTING THE UNIVERSITY BEFORE THE PUBLIC

As previously stated the Secretary represents the University before the public in certain aspects. But this is chiefly at the University itself. With the constantly expanding activities of the University larger and larger resources will be needed. In order to obtain them, the importance of the work it is carrying on must be made clear and its claim for support must be made convincing. When Dr. Anson Phelps Stokes was secretary of the Yale Corporation he represented Yale to its alumni and constituency and did it in such an effective manner that its funds were greatly increased. Possibly a similar service could be rendered to the University if the right kind of person could be found who had the right kind of qualifications for that service as well as those for a recording secretary. If such a person were found he doubtless would need a competent assistant to care for the daily routine of the secretary's office and to take the minutes of meetings when the Secretary was absent from the University. This combination of functions might be a most desirable one. However, as I see it, the responsibility of making known to the public the activities of the University and their importance to the country, is so weighty, that if a person could be found who could do it in a satisfactory manner, but did not have the requisite qualifications for secretary, I should engage him and make other arrangements for the secretary's work. He would have a full time position.
University in all its departments is a large entity, and the faculty, for its part, may be expected to be responsible and the presumed authority for its press, having regard to the conditions of the University. This will be to some extent so, because under certain conditions of the University it may be necessary to entertain or correspond on the question of the University's welfare. The University might be required to entertain or correspond on the question of the University's welfare, to frame of the

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WAYS OF MEETING THE SITUATION

1) A secretary might be elected with ability to care for the duties of the office as now organized, and no other duties.

2) A secretary might be elected, who could care for the duties of the office in its literal and restricted sense, recording properly the actions of the Board and its committees, and divesting the office of any contact or practically none with the public.

3) The office might be filled by another officer of the University, adding those functions which are comprehended in plan (2) and such others as may be advisable.

4) A secretary might be chosen who would, with a first class assistant, perform the duties of secretary, and would combine with them the duties of field agent, or financial secretary, and who would be competent under a revised arrangement of the Board's and its committees' duties, to become one of the chief executive officers of the University.

Whichever of these plans is followed will no doubt depend, in the last analysis, largely upon the ability to get the right person. The last plan has great possibilities and if the proper person were found would be a distinct addition to the administrative forces of the University. It would mean an enlargement of the staff of the secretary's office to carry the increased duties. But I feel confident it will be to the best interests of the University to add to the executive officers of the University, persons of standing and ability for the increasing work of administration, so that they will have time and energy to do well their work, and opportunity to devise and put into effect, improvements which new times and new situations demand.

The needs of the University would justify a third executive officer, of standing and ability comparable to the Business Manager
A copy of a letter to a government official regarding the procedures for the issuance of passports. The letter includes a statement about the importance of maintaining accurate records and ensuring that the passports are issued in a timely manner. The official is also reminded of the need to follow the correct procedures for the issuance of passports and to ensure that all necessary documentation is completed accurately.
and the Auditor. If such a person were obtained, the Board would be justified in delegating to them responsibility for the business operations of the University under well defined policies.

As I review and summarize the situation, I am inclined to the opinion that perhaps the practical plan to follow would be either of the following:

1) To appoint a person to care for the present work of the Secretary except that public functions now exercised by him be transferred to a new officer attached to the President's office, who may be given title of Vice-President, and assign to that officer the further duties of assisting the President in representing the University to its constituency and in raising funds for its support. He would act with the Business Manager and the Auditor in the financial operation of the University.

2) Or the plan may be followed in appointing an officer to care for all the duties just detailed in the preceding paragraph, and giving him adequate assistance to do the routine work of the Secretary's office.

Trust that these suggestions may be of use to the committee,

I am

Cordially yours,
It seems a person more operation the board money go.

In order to expedite the process, I am enclosing the document containing the minutes of the meeting. It appears that the committee has reached this decision.

I am enclosing a person to work on the extension plan to follow meeting. The minutes may be obtained at the committee.

The extension plan to follow the meeting. The minutes may be obtained at the committee.

I am enclosing a person to work on the extension plan to follow the meeting. The minutes may be obtained at the committee.
Mr. Albert W. Sherer,
Del Prado Hotel,
Blackstone and 59th Sts.,
Chicago, Illinois.

My Dear Mr. Sherer:

Dean Mathews suggests as a man who would probably measure up to the requirements which you have in mind for the new secretary of the Board of Trustees Dr. Joseph C. Hazen of Orange, New Jersey - First Baptist Church. Dr. Hazen seems to me to be just the right kind of person for the duties that you have in mind and I should like to add my own hearty approval to that of Dean Mathews.

Very truly yours,

(Signed) HERALD B. SMITH

CBS:EM
Isolated here without stenographer or other aids to correspondence I'll do my best to answer your much appreciated letter of the 15th which arrived this afternoon. You may well imagine I appreciate this opportunity to write concerning the work which for so long has been the most important part of my life. In what I have to write in response to your request, I shall endeavor to speak as if I were "a member of the committee" of which you are so important a factor.

Let me say, then, that the office of the Secretary has progressed in the volume of work just about in proportion to the increase in the University's size and the amount of its annual financial outlay. In other words, the work centering in this office has nearly quadrupled in quantity and doubtless in importance since I began my service. It seems to me, therefore, that in choosing a new Secretary it will be necessary, or at least desirable, to consider the matter from the present point of view rather than from that of the past with which most of our Trustees are more familiar. It is desirable, also, to recognize that the importance of the work will no doubt continue to grow in keeping with the University's growth, which is bound to be constant.

Recognition of the present volume of work and of its inevitable increase, when the Board is making a change, should be of primary consideration. The new Secretary or Secretaries should be chosen with reference to expanding duties.
Dear Mr. Secretary,

I trust this letter finds you in good health and spirits. I am writing to address the impending issue of the current academic year's budget and its implications for our esteemed institution. The Office of the Secretary, under your guidance, has been diligently working on the annual budget, which is crucial for maintaining the quality of education and facilities for our students.

As you are aware, the financial constraints of the past few years have necessitated a thorough review of our budgetary allocations. The aim is to ensure that every dollar spent is utilized efficiently and effectively. We have identified several areas where we can reallocate funds to meet the growing needs of our student body, particularly in the areas of technology and academic support services.

In light of these considerations, I would like to request a meeting with you to discuss the proposed budget adjustments. It is imperative that we align our financial strategies with the strategic goals of the institution. I believe that with open communication and collaborative efforts, we can achieve a balanced and sustainable budget.

Please note that this letter is not meant to be a formal appeal for more funds. Instead, it is an opportunity to explore innovative solutions that can enhance our educational offerings without straining our financial resources.

I look forward to your prompt response and the opportunity to further discuss these critical matters.

Sincerely,

[Signature]

Office of the Secretary
To speak with frankness I think it would be most unfortunate to attempt to include any of the work so admirably carried on by Dr. Aitchison in that of the new Secretary. The success of Dr. Aitchison's successor will be found in constant, continuous approach to men of means and liberality. He ought to be always seeking new "prospects". He ought to mingle with those from whom the University would expect gifts. Such a task would quite unfit him for the work of the Secretary's office to which, inevitably, must be given personal supervision from the base of the office. The Secretary must be prepared to serve always as a prompt source of information for the President of the University, the President of the Board, the Chairmen of standing and other committees. The Secretary's telephone rings without ceasing. I was about to say, with inquiries and instructions which cannot wisely be answered by followers or clerks during the absence of the Secretary. The presence of the Secretary at meetings of the Board and of various committees is required at a time of day best suited to contacts with prospective donors. One month, which was exceptional, however, I recall there were something like fifteen to seventeen committee meetings down-town and at the University.

It would be impracticable to unite the work of a man called to Dr. Aitchison's position with that of the Secretary. Such a union of functions would render ineffective the duties of each officer.

If I am not venturing too far in making suggestions, I think if I were a member of your committee I should recommend the appointment of two Secretaries, a Secretary and an Assistant. As a matter of fact, the By-laws provide for such officers. The Secretary would be the one to attend Board meetings and those of the standing committees, the Assistant would attend meetings of minor committees. In case of conflict of meetings provision would thus be made for caring for the two meetings.

The Assistant Secretary would be selected with reference to his possible, or eventual, promotion to the secretaryship. Such a division of the duties would give opportunity for a more careful consideration of the Secretary's work. For years the incumbent has seldom had time to undertake a survey of his job, or to study ways of making more effective that which he was attempting to do. For years when the Secretary was absent or sick, or detailed for other work, some one - Cashier, Auditor, or other officer - had to be detached from his work.
To begin with: I think it is wrong to talk about 100 per cent satisfaction in the sense of total agreement on all points. The concept of satisfaction is relative; it depends on the individual's expectations and experiences. If a person is satisfied, it means that their expectations have been met or exceeded. If not, dissatisfaction may arise.

In the context of communication, satisfaction is influenced by various factors, including the clarity of the message, the choice of words, and the appropriateness of the communication style. It is crucial to understand that satisfaction is not an absolute measure but rather a relative one, dependent on the context and the receiver's perspective.

However, it is equally important to note that dissatisfaction can lead to negative outcomes such as reduced trust, decreased motivation, and potential conflicts. Therefore, it is essential to address dissatisfaction constructively and promptly to maintain effective communication.

In summary, while it is impossible to achieve 100 per cent satisfaction in all cases, understanding the concept and its relative nature can help improve communication and minimize misunderstandings.
Mr. A. W. Sherer - #3  
September 21, 1926

There should be two Secretaries.

The Secretary should be paid a salary which would be comparable to that paid to other important officers and would secure a thoroughly competent man.

For some years I had hoped that Mr. Moulds would be selected as my successor, but he has been appointed now to a position of vital importance with a salary so much in excess of that paid to the Secretary that he probably would not consider the position now. And, moreover, the service he is performing is so necessary that Mr. Arnett, Mr. Flimpton and I, for years have urged the appointment of some one to do just what he is now doing, and is sure to do well.

The foregoing is sufficient, I think, to give you my opinion as to the problems you have stated. I will be most willing to be of service to your committee in any way I may be able to render service, and will see you as soon as I can.

Very truly,

(Signed) J. S. Dickerson

Secretary
The Secretary opposes any change or change of the office at present. No money has been received from any part of the United States this year. The Secretary is responsible for the management of the office. The Secretary has requested that the office be opened at once and all necessary steps be taken to pay any necessary money to the Secretary.

The Secretary, however, does not have any money to pay.

Yours faithfully,

[Signature]

Secretary
President Max Mason,
Faculty Exchange.

Dear President Mason:

You will recall that from time to time the Board of Trustees instructs the Secretary to write letters of thanks to various donors. I have obeyed its instructions just as rapidly as time permitted.

At the February 11 meeting the Trustees voted instructing me to send their thanks to Sewell Avery, Bernard E. Sunny, Chancy Keep and two members of the Swift family. Just as I am about to write these letters Mr. Butler thoughtfully informs me that you have written to these donors expressing the thanks of the University for the generous gifts made.

The question arises whether it is desirable to have the two letters sent. Mr. Butler seems to think that one letter is sufficient. On the other hand, the letter of the Secretary is in a sense an official communication recognizing on behalf of the corporation itself the receipt of subscriptions. The letter of the President probably expresses thanks with more detailed description of the gift and of the purposes for which it is to be used. The letter of the Secretary is more formal.
Dear Sir,

I am writing to express my concern and request for clarification. It has been brought to my attention that the initial statement about the company's performance was misleading and may have caused confusion among our employees.

I understand the importance of accuracy in our communications and believe that it is crucial to ensure that all information is presented in an honest and transparent manner. As you may recall, the statement in question was made during our recent meeting, and I was present at the time.

I would like to request that we re-evaluate the situation and find a more appropriate way to address the concerns raised. It is important that we maintain open lines of communication and work together to identify and rectify any issues that may have arisen.

I would appreciate it if you could provide me with a response to this request as soon as possible. Thank you for your attention to this matter.

Sincerely,

[Name]

[Position]
President Max Mason - #2,
February 18, 1926.

I should be glad to have your opinion so that the plan which will best accomplish the end we both have in view may be followed.

Yours very truly,

[Signature]
Secretary.
I hereby agree to have your opinion
on some of the plans with
particular reference to the one
you have in view.

Yours with esteem,

[Signature]
Interoffice Correspondence

To: President Mason
From: J. F. Moulds

Date: Dec. 31, 1925

Subject:

No doubt you have in mind the desirability of paying particular attention whenever possible to Dr. Joseph A. Cappas and Bruce Johnstone, who have been of such great help in connection with one large gift and who are likely to be of fully as much help to the University in the future.

In connection with the plan upon which Dr. Butler is working would it not be a good plan to write a New Years letter to all of the persons who have made large subscriptions during the past year? The list is not long and I think the result of receiving an expression of appreciation from you for their splendid co-operation during the year 1925 would be most worthwhile.
Dr. Geo. E. Jones

Subject: Chronic Anemia

Dear Dr. Jones,

I hope you have been enjoying the hospitality of the city and have been able to get some rest and relaxation. The recent conference on general medicine held in our city was quite interesting for me, and I believe it may be of interest to you as well.

In connection with the plans for next year, I should like to make a few remarks. It is with great pleasure that I have had the opportunity to meet some of the people who have been supportive of the work of the committee. I appreciate the interest you have shown in the project, and I hope that your support will continue.

Thank you for your cooperation during the past year. I look forward to working with you in the future.

Sincerely,

[Signature]
December 4, 1925.

Mr. James H. Tufts,
Faculty Exchange.

Dear Mr. Tufts:

Thank you for your letter of December 2. I have already send invitations to the Research Associates. There are four or five of them but none in the Meat Packing Institute so far as I have any record.

Yours very truly,

[Signature]

Secretary.
December 4, 1950

To: James E. Turner

Secretary

Dear Mr. Turner:

Thank you for your letter of December 2. I have already sent information to the President regarding your question of use of rooms in the East Paddock. I hope to have more details in the near future.

Yours very truly,

[Signature]

[Assistant]
December 2
1925

Sec'y J. E. Dickerson
Faculty Exchange

Dear Mr. Dickerson:

In sending the invitations for the Trustee Faculty dinner I think we should include the research Associates. You will recall that these indicate an undetermined grade, the intention being to appoint persons who are primarily to be engaged in research. They are intended to include persons of a standing as high as that of Instructors, or even Assistant Professors, so far as their competence is concerned. There are only three or four so far as I know—Jared Morse, Department of Physics, Mr. H. Taliaferro, Department of Hygiene and Bacteriology, and I think one or two persons in the Meat Packing Institute in the Department of Chemistry.

Sincerely yours,

James H. Tufts
December 4, 1925.

Mr. James H. Tufts,
Faculty Exchange.

Dear Mr. Tufts:

Please add to the list of persons appointed since December, 1924, the names of the following:

W. T. Beauchamp, Instructor, in the School of Commerce and Administration, from October 1, 1925.

W. A. Craigie, Professor, in the Department of English, from October, 1925.

R. H. Keniston, Professor, in the Department of Romance Languages, from July, 1925.

Yours very truly,

[Signature]

Secretary.

Original list returned to W. Dickinson 12-10-25
Dean J. H. Tufts,
Faculty Exchange.

Dear Dean Tufts:

I am sending to you herewith, for use at the dinner on December 10, the list of new appointees during the past year, including the appointments made at the December Board meeting of 1924. The list is a somewhat difficult one to prepare. I have eliminated from it the names of persons appointed in the University who were formerly on the staff of Rush Medical College, or are still on the staff of Rush Medical College, with the exception of Dr. Phenister, Dr. Curtis, Dr. Miller and Dr. Van Allen. It seems to me they ought to be welcomed. I have omitted the names too of some who are, I think, in Europe. On the other hand some names appear which I am not certain whether they are abroad or not. I have also erased from this list the names of persons who have not accepted their invitations to the dinner. Some 150 persons invited have not yet declined or accepted the invitations to the dinner. Among the list of sinners in this respect is the distinguished Vice-President and Dean of Faculties of the University, my
beloved friend, James Hayden Tufts. I am assuming, however, that he will be present, but I wish he would send in the card.*

Yours very truly,

[Signature]
Secretary.

Hutchinson, House and Kleitman have been under appointment hitherto as Assistants and National Research Council Fellow respectively, but this is their first appearance as actual members of the faculty. You will use your own judgment as to whether it is desirable to mention them.

* arrives at the psychological moment
Dear Mr. Price,

I am sorry to hear of the loss of your dear friend, James Roger Turner. As a fellow member of the scientific community, I share your sense of loss and my heart goes out to you and your family during this difficult time.

Yours sincerely,

[Signature]

[Additional text on the page, partially visible, indicating a request for information and assistance related to the scientific community.]
November 21, 1925.

Mr. James H. Tufts,
Faculty Exchange.

Dear Mr. Tufts:

The committee on arrangements for the Trustees' dinner to the faculties would be glad to have you introduce, on the evening of December 10, the new members of the faculties. I can have that list prepared for you if you desire to have me do so.

Yours very truly,

Secretary.
November 5, 1955

Mr. James R. Turner
Secretary

Dear Mr. Turner:

The committee on engineering
for the purpose of gaining the necessary
permission to the location
for the construction of the new
laboratory.

I can have the first preliminary let you know if you

Sincerely,

[Signature]

Secretary
Mr. James H. Tufts,
Faculty Exchange.

Dear Mr. Tufts:

On March 13, 1924, the Board voted, you will remember, to retire certain members of the faculty. No formal notice from the Secretary was sent to these members of the staff as President Burton, with his characteristic wisdom, thought that it was better for him to communicate this decision, rather than to break the news by a formal letter from the Secretary.

It has occurred to me, however, that it might be necessary to send some formal notice on behalf of the Board of Trustees. I hope not, but if you think such a notice should be sent, perhaps you will be good enough to indicate the form which it should take. The names of those in this list, as acted upon by the Board of Trustees are as follows:

John M. Coulter
C. E. Castle
T. L. Neff
Marion Talbot
F. J. Miller
B. S. Terry
W. D. MacClintock
A. H. Tolman
I. M. Price.

I am delighted to hear of the continued progress of Mrs. Tufts, and hope she will continue to improve. I know you will rejoice with me on the hopeful outlook for my son. We are greatly relieved by his condition.

Yours very truly,

[Signature]

Secretary.
June 3, 1929

To: University of Chicago

From: James G. Trimble

Subject: Amendment of Employee of the Month

I am writing to propose an amendment to the Employee of the Month award. Currently, the award is given to an employee who has demonstrated excellence in their work. However, I propose that we expand the criteria to include not only employees who have performed exceptionally well, but also those who have shown initiative and创造性 in their work.

I believe that this expansion would encourage a culture of innovation and excellence among all employees. It would also serve as a recognition of the contributions of those who go above and beyond their job duties.

I would be happy to discuss this proposal further with you. Please let me know your thoughts.

Sincerely,

[Signature]

[Employee Name]
May 27, 1925.

Dean J. H. Tufts,
Faculty Exchange.

Dear Dean Tufts:

My recollection is that the increase in the tuition fees in the Law School was recommended, but none of us can find that the action has been taken. If this is true, the matter should be brought before the Board of Trustees at the June 11 meeting. Will you please let me hear from you. It may be that there was to be some preliminary step taken before the Board was to act.

Yours very truly,

[Signature]

Secretary.