

2
Bus. Man -

Arnett

In order to meet more adequately the growing responsibilities and opportunities of the University and to bring about the close relationship between the educational and business interests of the University which the Committee believes to be desirable, the Committee recommends that it be given authority to take the necessary steps

1) For the election of James H. Tufts, Dean of the Faculties, to be also a Vice President of the University;

2) For the appointment of Trevor Arnett at such date as may be agreed upon, to be Business Manager of the University, responsible as such to the Board of Trustees; with the understanding that in order to effect the closer relationship above referred to

a) He shall also, during his tenure of office as Business Manager, be a Vice President of the University, and as such shall cooperate with the President in coordinating the educational and the business policies and administration of the University.

b) He shall have a seat in the Senate

c) His salary shall be \$15,000 a year

d) Provision shall be made for an adequate retiring allowance (\$5000 to \$7500) on the jointly contributing basis.

Committee
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1) For the election of James H. Tufts, Dean of the University, to be also a Vice President of the University;
2) For the appointment of Trevor Arnett as such date as may be agreed upon, to be Business Manager of the University, responsible as such to the Board of Trustees; with the understanding that in order to effect the closest relationship above referred to
a) He shall also, during his tenure of office as Business Manager, be a Vice President of the University, and as such shall cooperate with the President in coordinating the educational and the business policies and administration of the University.

b) He shall have a seat in the Senate
c) His salary shall be \$15,000 a year
d) Provision shall be made for an adequate retiring allowance (\$5000 to \$7500) on the jointly contributing basis.

Buss Man

November 2,
1923

Arnett

Dear Trevor:

The way things are piling up, November 10 will be here before we know it and I want to be sure to have an abundant amount of time to talk over the matter we have in mind; therefore, won't you and Bertha stay at our house when you are in town next week-end? You almost owe it to me because you didn't come to Mr. Burton's dinner. Moreover, there are so many things I want to put across to you that it is going to take most of the three days that you are in town.

Mr. Burton says he finds himself more at home in my library than in his new one so that I am sure this will work conveniently for him also.

Yours cordially,

HAROLD H. SWIFT

Letter practically
dictated by
CWE - Poetic
licence - and
strategy - but you
did say it
you remember!

HHS

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, New York.

November 3,
1923

Dear Trevor:

The way things are piling up, November 10
will be here before we know it and I want to be sure
to have an abundant amount of time to talk over the
matter we have in mind; therefore, won't you and Bertha
stay at our house when you are in town next week-end?
You almost owe it to me because you didn't come to
Mr. Barton's dinner. Moreover, there are so many things
I want to put across to you that it is going to take
most of the three days that you are in town.
Mr. Barton says he finds himself more at
home in my library than in his new one so that I am
sure this will work conveniently for him also.

Yours cordially,

HAROLD H. SWIFT

Mr. Trevor Abbott,
Hotel Hollis,
25 Washington Square,
New York, New York.

3912
better practically
dictated by
Gus -
Lucas - and
strapped - but you
did say it
you remember!
HHS

November 9, 1923.

My dear Mr. Arnett:

Welcome to Chicago! I under-

stand from Mr. Swift that you are planning to go directly to the Quadrangle Club.

May I say that I should be glad to see you in my office at any time at your convenience between ten and twelve; and that Mrs. Burton and I would very much like to have you take luncheon with us at the President's House at 12:30. We are very sorry that Mrs. Arnett, I understand, is not to be with you. But we are looking forward to the pleasure of seeing you as representing you both in our new home.

Cordially yours,

Mr. Trevor Arnett.

November 9, 1933.

My dear Mr. Arnett:

Welcome to Chicago! I under-

stand from Mr. Swift that you are planning

to go directly to the Quadrangle Club.

May I say that I should be glad to see you

in my office at any time at your convenience

between ten and twelve; and that Mrs. Burton

and I would very much like to have you take

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at 12:30. We are very sorry that Mrs.

Arnett, I understand, is not to be with you.

But we are looking forward to the pleasure

of seeing you as representing you both in

our new home.

Cordially yours,

Mr. Trevor Arnett.

UNDER
KNOTT MANAGEMENT

Hotel Holley
Washington Square West
New York

SHERMAN K. HILL,
MANAGER.

2

Arnett

Nov. 14. 1923

My dear Dr Burton,

I saw Dr Rose this morning and carried out my program as planned. He and all my colleagues are mourning as a result of my decision to go to Chicago but are perfectly splendid about it. They wish me and the University all success and say they will do anything they can to help me.

I sent Harold a telegram
to-night and asked him
to telephone to you.

Now that I am coming
to Chicago I am looking
forward with great anticip-
ation to my work with
you and Harold and I am
already making plans.

I suggested to Harold that
it would be courteous to
withhold public announcement
until after our Board meets
Nov. 22.

Bertha joins me in
affectionate greetings to you
& Miss Burton, I am.

Sincerely yours
Tressor Arnett

Harold H. Swift
Union Stock Yards
Chicago

Don Man
COPY -- to all Trustees except - Hughes
Hutchinson
MARYerson

Arnett
COPY - to all Trustees except - Hughes
HOTEL HOLLEY
Washington Square West
NEW YORK
Hutchinson
MARYerson

November 14, 1923

My dear Harold:

As soon as it was convenient after I reached the office this morning, I saw Dr. Rose and told him of the new offer and said that it was such that my duty to the University compelled me to accept.

COPY OF WESTERN UNION TELEGRAM

Chicago, November 16, 1923

He was very much disturbed at the news, which he characterized as bad, but said that he knew my decision was a sincere and earnest one and

Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.

that he would do all he could to help me in my new work. He said that I wanted to have my resignation take effect upon his return from abroad or such time before as suited his convenience.

Telegram and letter received with genuine satisfaction and happiness. Withholding publicity as requested. Regards to Bertha and yourself. I am sure they think I am doing the right thing.

(Sgd.) HAROLD SWIFT

I sent you a telegram announcing my interview with Rose and suggesting that any public announcement be withheld until our Board meets next Thursday, November 22, since that would be more courteous to them.

11:10 AM

Now that the matter is finally decided, I am eagerly planning to visit you in Chicago.

How nice to see you at your home and enjoyed my visit very much.

Bertha is well and joins me in most cordial regards.

Yours sincerely,

(Sgd.) TREVOR ARNETT

EDB.
Presume we should consider whether I either you or I should write Mr Rose
H.W.S.

Harold H. Swift
Union Stock & Bond
Chicago

Harold H. Swift
Union Stock & Bond
Chicago

Don't know

COPY - to all Trustees except - Hughes
Hutchinson
MARVerson

Answer

COPY OF WESTERN UNION TELEGRAM

Chicago, November 16, 1933

Trevor Arnett,
Hotel Holly,
36 Washington Square,
New York, N.Y.

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Harold H. Swift
Union Stock Yards
Chicago

COPY -- to all Trustees except - Hughes
Hutchinson
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Hutchinson
MARYerson

HOTEL HOLLEY
Washington Square West
NEW YORK

November 14, 1923

My dear Harold: *WESTERN UNION TELEGRAM*

As soon as it was convenient after I reached the office this morning, I saw Dr. Rose and told him of the new offer and said that it was such that my duty to the University compelled me to accept. *New York, Nov. 14, 1923*
Harold H. Swift,
Chicago, Illinois.
He was very much disturbed at the news, which he characterized as bad, but said that he knew my decision was a sincere and earnest one and that he was ready to do all he could to help me in my new work.

Dr. Rose magnanimously acquiesces. Please withhold public announcement till our Board meets.
I told Dr. Rose that I wanted to have my resignation take effect upon his return from abroad or such time before as suited his convenience. He said he was too stunned to make any plans upon the spot. *(Sgd.) TREVOR ARNETT*
Dr. Rose is the salt of the earth. Dr. Butterick, Dr. Flexner, and Mr. Thorkelson are grieving at my going, but I am sure they think I am doing the right thing.

I sent you a telegram announcing my interview with Rose and suggesting that any public announcement be withheld until our Board meets next Thursday, November 22, since that would be more courteous to them. *Business Manager of the University, carrying with it the title of Vice President*

Now that the matter is finally decided, I am eagerly planning things to be done in Chicago. *H.H.S. 11/16/23*

I had a very nice time at your home and enjoyed my visit very much.

Bertha is well and joins me in most cordial regards.

Yours sincerely,

(Sgd.) TREVOR ARNETT

MARYVON
HUTCHINSON
COPY -- to all Trustees except - Hughes

Chicago
University of Chicago
Library

MARYVON
WASHINGTON SQUARE WEST
NEW YORK
COPY - HUGHES
HUTCHINSON
HUGHES

November 14, 1923

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Bertha is well and joins me in most cordial regards.

Yours sincerely,

(Sgd.) TREVOR ARNETT

Harold H. Swift
Union Stock Bards
Chicago

COPY -- to all Trustees except - Hughes
Hutchinson
MARYerson

COPY OF WESTERN UNION TELEGRAM

New York, Nov. 14, 1923

Harold H. Swift,
4848 Ellis Ave.,
Chicago, Illinois.

Dr. Rose magnanimously acquiesces. Please
withhold public announcement till our Board meets.
Telephone President.

(Sgd.) TREVOR ARNETT

611 pm

MEMO.

Above refers to our invitation that he become
Business Manager of the University, carrying with it
the title of Vice President, etc.

H.H.S. 11/16/23

Harold H. Swift
4848 Ellis Ave.
Chicago, Illinois

COPY -- to all Trustees except -
Hutchinson
MARVerson

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611 pm

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Business Manager of the University, carrying with it
the title of Vice President, etc.
H.H.S. 11/16/33

B M 2

Arnett

November 16,
1923

Dear Trevor:

I want to acknowledge your telegram received at home on Wednesday night and the splendid letter received this morning, which puts the situation in splendid shape and is a source of much satisfaction to us. We are anxious to have you come to us promptly, - of course, but please realize that we are even more solicitous that you shall suit Mr. Rose's convenience. I quite understand that he may wish you to remain until he returns from abroad, but on the other hand, he may feel that the responsibility might well rest with those who will carry on, which would result in a fairly prompt release to us. In either event we shall be entirely happy.

You will be interested to know that I had a very satisfactory interview with Mr. Fairweather yesterday, of which I drew up memorandum and attach a copy. Since your letter had not been received, I believed I was justified in saying to him that while we were much encouraged we were still waiting for final affirmative letter, as it seemed to me it would be a good situation if he would volunteer to cooperate in bringing about a favorable result, which is what happened. I presume you have received, or will receive in the near future, a letter from him. There is a rumor that the Chicago Board of Education is looking about to strengthen their business management and have his name on a list, so that it seems to me doubly satisfying to have his expression of satisfaction at the whole arrangement.

We were quite disturbed yesterday to learn that Mr. Heckman had not been well for a day or two and was being sent to the hospital for observation by Dr. Post. There is some likelihood of a severe operation, but we are hoping to avoid it. If necessary to do it, we are assured by Dr. Post of his splendid general condition.

Matters seem to be going along very well at the University. The only difficulty that I see is there aren't enough hours in the day for Dr. Burton to do all he wishes. One of our responsibilities must be to see that he won't overwork, which isn't easy.

It is interesting how human minds work. I find myself exulting over the happy conclusion of the matter we have had so much in my mind recently and at the same time saying, "Now Bestor!" Respectfully referred next week to you and Mr. Burton!

With affectionate regards to Bertha,

Yours cordially,
HAROLD H. SWIFT

hhs-gb

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.

November 18,
1942

Dear Trevor:

I want to acknowledge your telegram received at home on Wednesday night and the splendid letter received this morning which puts the situation in splendid shape and is a source of much satisfaction to us. We are anxious to have you come to us promptly, of course, but please realize that we are even more anxious that you shall suit Mr. Rose's convenience. I quite understand that he may wish you to remain until he returns from abroad, but on the other hand, he may feel that the responsibility might well rest with those who will carry on, which would result in a fairly prompt release to us. In either event we shall be entirely happy.

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We were quite disturbed yesterday to learn that Mr. Hookman had not been well for a day or two and was being sent to the hospital for observation by Dr. Frost. There is some likelihood of a severe operation, but we are hoping to avoid it. It is necessary to do it, we are assured by Dr. Frost of his splendid general condition.

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With affectionate regards to Bertha,

Yours cordially,
HAROLD E. SWIFT

hbs-gp

Mr. Trevor
Hotel Holler,
33 Washington Square,
New York, N.Y.

recomm. Jan.
The University of Chicago
The School of Education

OFFICE OF THE DIRECTOR

file
Bus. Manning 2

My Dear Dr. Burton,

It is very desirable that the University of Chicago take the lead in establishing a chair or division of the Department of Education for the study of administrative problems of higher education and for courses along this line.

The man who more than any other has contributed in a definite and concrete way to such study is Mr. Arnett. It would be a matter of great satisfaction to all the members of our Department and a source of the greatest encouragement to me personally if he could be induced to come and give some courses along these lines.

Very sincerely
Charles H. Judd

Nov 18, 1923.

The Board of Trustees

It is very desirable that the University of Chicago take the lead in establishing a chain of institutions for the study of education and for securing better education and for securing better this line.

The men who were then very active contributors in a spirit of cooperation to the work of the University of Chicago. It is necessary to all the members of our department and a review of the present progress must be made. We are overwhelmed by the work we are undertaking to do and our course of study must be changed.

Very sincerely,
Charles W. Johnson

Nov 18, 1923

BM 2

61 BROADWAY
NEW YORK

November 19, 1923.

Dr. E. D. Burton,
President, University of Chicago,
Chicago, Illinois.

My dear Dr. Burton:

A heavy cold has kept Mr. Arnett at home
for the last few days. He wished me to write
you in appreciation of your telegram to him,
which gave him great delight. As soon as he
recovers from his cold he will write you himself.

Yours very truly,

Agnes R. Call
Secretary to Mr. Arnett.

44-113
31 BROADWAY
NEW YORK
November 12, 1935

Dr. W. D. Harkins,
Professor, University of Chicago,
Chicago, Illinois.

My dear Dr. Harkins:

A heavy cold has kept me from writing to you for some time. I am now so well that I am able to write you in appreciation of your letter of the 10th. I am sure that you will find it very interesting. I am sure that you will find it very interesting.

Yours very truly,

Harry Harkins

Harold H. Swift
Union Stock Yards
Chicago

November 19,
1923

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

Dear President Burton:

Since our talk of Saturday, I have gotten up a proposed letter to Mr. Rose on the theory that since I opened negotiations with him, perhaps I ought to close them, and on the further thought that you may have an opportunity to take a similar attitude verbally.

Would you be good enough to indicate frankly whether you agree that I should write a letter, and if the answer is affirmative, to criticise this one freely? Shall be glad if you will call me on the telephone at your convenience not later than noon of Tuesday. I shall be home this evening until 7 o'clock.

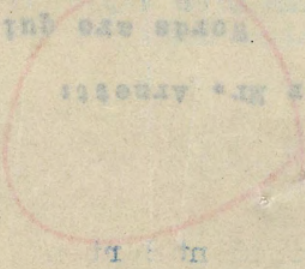
Yours cordially,

Harold H. Swift

Man
ms

November 20, 1923

My dear Mr. Arnett:



November 20, 1923

University of Chicago
Chicago, Illinois

I have just received your letter of the 14th inst. and am glad to hear that you are interested in the work of the Department of Anthropology. I am sure that you will find the work of the Department very interesting and I am sure that you will find the work of the Department very interesting and I am sure that you will find the work of the Department very interesting.

Walter D. Dill

November 20,
1923

Bms Mean

My dear Mr. Arnett:

Dr. Wickliffe Rose,
President, General Education Board,
61 Broadway,
New York, New York.

Dear Dr. Rose:

Our discussion with Mr. Arnett, to which you graciously assented, in connection with the problem of the continuance of the office of Business Manager after Mr. Heckman's retirement, has as you know resulted in Mr. Arnett's agreement to come to us. We believe he will so increase the efficiency of the University as to be of real significance to educational institutions throughout the country, which will prove a contribution to the work in which the General Education Board is interested and thus will be gratifying to you as well as to us.

Your cordial letter of the summer to me, and Mr. Arnett's report of your magnanimous spirit in discussing the matter, would make me feel remiss were I not to convey to you our keen appreciation of your attitude.

Yours cordially,

HAROLD H. SWIFT

HHS*GB

cc President Burton

cc President Burton

HHS:JB

HAROLD H. SWIFT

Yours cordially,

You our keen appreciation of your attitude.

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Dear Dr. Rose:

New York, New York,
61 Broadway,
President, General Education Board,
Dr. Wickliffe Rose,

November 20,
1922

November 20, 1922.

My dear Mr. Arnett:

Words are quite inadequate to express my pleasure

November 20, 1923.

My dear Mr. Arnett:

Words are quite inadequate to express my pleasure at your decision to cast in your lot with the University again. Not that you have ever been away from us except physically. But it will be very good to have you back physically, mentally and spiritually.

I shall see you in New York at the end of the week. I am coming to the office to see Mr. Flexner Friday at four o'clock, and hope I can get in touch with you then. I shall probably remain in New York till Monday.

With heartiest welcome home and sincere affection

Very truly yours,

Mr. Trevor Arnett,
General Education Board,
61 Broadway,
New York City.

EDB:CB

I fear Mr. Heckman is going to be laid up for some time. He has had a preliminary operation and another must follow in a week or so.

B M

November 20, 1923.

My dear Mr. Arnett:

Words are quite inadequate to express my pleasure at your decision to cast in your lot with the University again. Not that you have ever been away from us except physically. But it will be very good to have you back physically, mentally and spiritually. I shall see you in New York at the end of the week. I am coming to the office to see Mr. Flexner Friday at four o'clock, and hope I can get in touch with you then. I shall probably remain in New York till Monday. With heartiest welcome home and sincere affection.

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BBB:GB

I fear Mr. Hookman is going to be laid up for some time. He has had a preliminary operation and another must follow in a week or so.

HAROLD H. SWIFT

cc President Burton

B M 2

November 20, 1923.

My dear Dr. Rose:

It is with somewhat mingled feelings that I think of you in connection with Mr. Arnett's coming back to the University. I know how much you will miss him because I know how much we prize him, and I am sincerely sympathetic when I think of your losing him. But I can but hope and believe that he will do such a work, not so much in enlarging the scope of our work as in enabling us to raise the level of its quality that his coming to us will enable the University to make a far larger contribution to the general cause of education than we could have made without him, and will more than compensate for his loss to you.

Perhaps you will feel that this represents a prejudiced point of view. But we shall do our best anyhow to justify our faith.

With sincerest appreciation of your generous attitude, I am

Sincerely yours,

Dr. Wickliffe Rose,
General Education Board,
61 Broadway,
New York City.

November 20, 1923.

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Dr. Wickliffe Rose,
General Education Board,
61 Broadway,
New York City.

Wickliffe Rose
President
Wallace Buttrick
Raymond B. Fosdick
George E. Vincent
Arthur Woods

International Education Board

FOUNDED BY JOHN D. ROCKEFELLER, JR. 1923

61 BROADWAY
NEW YORK

BM 2
335634

November 23rd, 23.

My dear President Burton,

Mr. Arnett's resignation came before the Board at its Meeting on yesterday. You may readily understand the Board's reluctance to have him go. A resolution was adopted postponing the question of accepting his resignation, pending a further discussion of the subject between the representatives of the Board and of the University of Chicago. I take it for granted that you will be in conference on this subject to-day.

I am sailing to-morrow for Europe. I wish you to understand, however, that whatever may be the final decision arrived at, I shall concur in it and shall undertake to cooperate in every possible way in furthering the interests which we all have at heart. Wherever Mr. Arnett may be, he can be useful both to the University of Chicago and to the Board. I had already had in mind a plan for continuing cooperation with him in two lines of work in which it would seem that the interests of both institutions could be served to advantage. You may count upon me for anything that I can do in this direction.

Very sincerely yours,

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.
WR/KJK

Wickliffe Rose

817
330034

International Education Board

FOUNDED BY JOHN D. ROCKEFELLER, JR. 1921

61 BROADWAY
NEW YORK

Walter H. Wood
President
Wallace H. Hutton
Raymond H. Tinsley
George H. Vincent
Arthur Woods

November 23rd, 1921

My dear President Hutton,

Mr. Arnsperg's resignation came before the Board at

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postponing the question of accepting his resignation, pending

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I am sailing to-morrow for Europe. I wish you to

understand, however, that whatever may be the final decision

arrived at, I shall concern in it and shall undertake to co-ope-

rate in every possible way in furthering the interests which

we all have at heart. However Mr. Arnsperg may be, he can be

useful both to the University of Chicago and to the Board. I

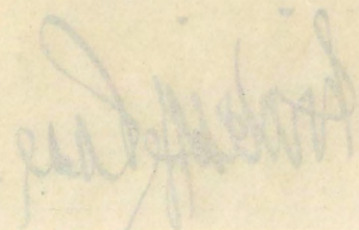
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him in two lines of work in which it would seem that the in-

terests of both institutions could be served to advantage. You

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Very sincerely yours,



Ernest B. Burton
The University of Chicago
Chicago, Illinois
WR/KJ

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 1023½ E. 63RD ST., CHICAGO, ILL. HYDE PARK 4321.

A91C LC 54

NEWYORK NY 125P NOV 22 1923

PRESIDENT E D BURTON

91

U OF C CHICAGO ILL

RESIGNATION PRESENTED TO OUR BOARD TODAY ACTION WAS DEFERRED
PENDING CONFERENCE WITH CHICAGO AND NEWYORK AUTHORITIES TO
EXAMINE A PLAN PROPOSED LOOKING TOWARD AN ARRANGEMENT WHEREBY
THE NEEDS OF THE UNIVERSITY MIGHT BE MET AND ALSO THOSE OF EDUCATION
AT LARGE PLEASE TAKE NO FURTHER STEPS UNTIL CONFERENCE IS ARRANGED
WILL SEE YOU TOMORROW

Pres. Burton

TREVOR ARNETT

1249P

Mr. Swift said he would handle this.

NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS

WESTERN UNION TELEGRAM

GEORGE W. B. ATKINS, FIRST VICE PRESIDENT

NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS
NAME OF PERSON	ADDRESS

RECEIVED AT 1023 E. 63RD ST. CHICAGO, ILL. HYDE PARK 4321

1916 LE 24

NEW YORK, NY 1916 NOV 29 1916

11

PRESIDENT E. B. BURTON

U OF C CHICAGO ILL

RESOLUTION PRESENTED TO THE BOARD TODAY ACTION WAS DEFERRED
 PENDING CONFERENCE WITH CHICAGO AND NEW YORK AUTHORITIES TO
 EXAMINE A PLAN PROPOSED LOOKING TOWARD AN ARRANGEMENT WHEREBY
 THE NEEDS OF THE UNIVERSITY MIGHT BE MET AND ALSO THOSE OF EDUCATION
 AT LARGE PLEASE TAKE NO FURTHER STEPS UNTIL CONFERENCE IS ARRANGED
 WILL SEE YOU TOMORROW

THEODORE ARNETT

1916

NIGHT MESSAGE	NITE
NIGHT LETTER	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.



TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

NIGHT MESSAGE	NITE
NIGHT LETTER	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

RECEIVED AT

CB655 47 NL

CHICAGO ILL 22

ERNEST D BURTON

COMMODORE HOTEL NEWYORK NY

REFERING TELEGRAM SENT TO TRAIN AT TOLEDO WHILE DO NOT WISH
TO PREJUDGE MATTER YET DO NOT SEE HOW WE CAN BE EXPECTED TO LOOK
WITH FAVOR ON PROPOSITION TAKING BUSINESS MANAGER AWAY FROM CHICAGO
VERY MUCH AND THINK YOU MIGHT EXPRESS THIS VIEW IF OPPORTUNITY PRESENTS
HAROLD SWIFT.

1923 NOV 23 AM 12 12

BM

Arnett

1107

2

DELIVERED

WENT TO YOU

WENT TO THE

1884

Bus Man

Hotel Dennis

335651

2

Atlantic City, N.J.

Walter J. Burley

Nov. 26 1923

My dear Dr Burton,

We hope that you had a pleasant and comfortable journey from New York to Chicago. You will note from this letter head that we are staying at this hotel and not at the Ritz Carlton at which I told you we would be. We went there last night, and found that it was most sumptuous and

expensive and frequented
largely by members of the
chosen race.

This hotel is under
Quaker management and suits
us very nicely. This has been
a bright and beautiful day
and we have enjoyed it
by riding on the boardwalk.
We hope that with this
fresh air and sunshine we
shall soon get rid of our
colds.

Bertha joins me in most
cordial and affectionate regards
to Mrs Burton and yourself. I am,
Yours sincerely
Trevor Arnett

2

Bus Mail-
File

Copy

November 30,
1923

Mr. Trevor Arnett,
Hotel Dennis,
Atlantic City, N.J.

Dear Trevor:

I want to acknowledge your telegram of early afternoon Thursday, November 22 and your later one that evening to my house, and to apologize for the delay in acknowledgment. Your statement that you would see Mr. Burton on Friday assured me that I would hear from him, which occurred Friday night. The plan then was for me to come down and to see you Monday so that it seemed acknowledgment would be verbal. Then Saturday night Mr. Burton wired me to await developments and to cancel plans to come at that time, with the statement that he would explain in detail upon his arrival. This, combined with the confusion of guests over Thanksgiving, prevented my having a full review of the situation until last night. I understand from Mr. Burton that we may expect to hear further from you so that I want only to say that we shall be glad to hear what seems wise to you on the whole proposition when you have come to a judgment on the matter.

I sincerely hope that you and Bertha are finding rest and strength at Atlantic City and that you both soon will be in full physical vigor.

Cordial best wishes to both.

Yours faithfully,

HAROLD H. SWIFT

HHS:GB

Handwritten notes:
Mr. Burton
Atlantic City

Handwritten signature:
C. H. Swift

November 23,
1923

Mr. Trevor Arnold,
Hotel Dennis,
Atlantic City, N.J.

Dear Trevor:

I want to acknowledge your telegram of early afternoon Thursday, November 22 and your letter one that evening to my house, and to apologize for the delay in acknowledgment. Your statement that you would see Mr. Burton on Friday assured me that I would hear from him, which occurred Friday night. The plan then was for me to come down and to see you Monday so that it seemed acknowledgment would be verbal. Then Saturday night Mr. Burton wired me to await developments and to cancel plans to come at that time, with the statement that he would explain in detail upon his arrival. This, combined with the confusion of guests over Thanksgiving, prevented my having a full review of the situation until last night. I understand from Mr. Burton that we may expect to hear further from you so that I want only to say that we shall be glad to hear what seems wise to you on the whole proposition when you have come to a judgment on the matter.

I sincerely hope that you and Bertie are finding rest and strength at Atlantic City and that you both soon will be in full physical vigor.

Kindly best wishes to both.

Yours faithfully,

HAROLD H. SWIFT

RECORDED

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

December Board Meeting

The Committee on the Office of Business Manager recommends that Mr. Trevor Arnett be appointed Vice President and Business Manager at a salary of \$15,000 a year, with the ^{further} understanding that an arrangement will be entered into by which he shall be entitled to retiring allowance of ^{from} \$5000 to \$7500 on the contributory allowance plan.

his service to begin
at such date as
may be agreed
upon between the
President & the
Board & Mr. Arnett, and

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Report of the Board of Trustees

The Board of Trustees of the University of Chicago
has the honor to acknowledge the receipt of the
report of the Board of Trustees of the University of
Chicago for the year 1900-1901. The report is
a valuable contribution to the knowledge of the
University and its affairs. It contains a
detailed account of the work of the University
during the year, and a statement of the
financial condition of the University at the
close of the year. The report is well
written and contains many interesting
facts and figures. It is a valuable
document for the University and its
friends.

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statement of the
financial condition
of the University
at the close of
the year. The report
is well written
and contains many
interesting facts
and figures. It is
a valuable document
for the University
and its friends.

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

B.M. 2

1923
December Board Meeting.

On the recommendation of Director Judd and with the concurrence of the Committee on Instruction and Equipment the President recommends that Mr. Trevor Arnett be appointed Professor of Educational Administration in the Department of Education, with the understanding that this professorship carries with it under the statutes of the University membership in the Senate; This appointment to run concurrently with his holding of the Office of Vice President and Business Manager.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

December 10, 1923

In the recommendation of Vice-President
and with the concurrence of the Board of
Instruction and Appointment the President
recommends that Mr. Trevor be ap-
pointed Professor of Educational Adminis-
tration in the Department of Education, with
the understanding that this professorship
shall be under the control of the
University membership in the Senate. This
appointment is now concurrently with his
holding of the Office of Vice President
and Business Manager.

File
Hus
Mem
Harold H. Swift
Union Stock Yards
Chicago

(Memo. to all Trustees except Messrs.
Hughes, Hutchinson, and M.A. Ryerson)

December 1, 1923.

Arnett
SUMMARY OF SITUATION REFERENCE EMPLOYMENT OF MR. ARNETT
AS BUSINESS MANAGER, SINCE HE REQUESTED THAT PUBLICITY
BE WITHHELD UNTIL AFTER THEIR BOARD MEETING, NOV. 22.

(1) Wire Received 1 P.M. NOV. 22:

"Harold H. Swift:

Resignation presented to our Board today. Action was deferred pending conference with Chicago and New York authorities to examine a plan proposed looking toward an arrangement whereby the needs of the University might be met and also those of education at large. Please take no further steps until conference is arranged. Will see President Burton tomorrow.

Trevor Arnett."

(2) Wire Received 10 P.M. NOV. 22:

"Harold H. Swift:

At personal interview this morning, Junion (J.D. Rockefeller, Jr.) suggested proposed conference. Because of his relation to all interests any proposal from him must be considered.

Trevor Arnett."

(3) Letter written by Trevor Arnett Nov. 22 - Rec'd Nov. 24:

"My dear Harold:

I sent you a telegram at noon regarding the action of the Board on my resignation, asking that it be deferred pending a conference to see whether a plan might be worked out of a compromise nature so that both the Chicago and New York interests might be cared for. Tonight I sent you a message saying that it was Mr. Rockefeller, Jr., who had made the proposal.

When my resignation was presented I left the room and a few minutes later Mr. R. followed and came into my private office. He had not known of my intention to resign and was greatly concerned, and talked with me for a considerable time over the whole situation and of what plans he had for a larger reliance upon me in connection with all his boards and enterprises, and of his great desire to have my cooperation and advice in connection with them.

I told him that I had given you to understand that I would come back to Chicago, but had requested you to wait until after our Board met today and took action before making the decision public.

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my cooperation and advice in connection with them. and of what plans he had for a larger reliance upon me in connection and talked with me for a considerable time over the whole situation He had not known of my intention to resign and was greatly concerned, a few minutes later Mr. R. followed and came into my private office. When my resignation was presented I left the room and

Mr. Rockefeller, Jr., who had made the proposal. might be cared for. Tonight I sent you a message saying that it was a promise nature so that both the Chicago and New York interests a conference to see whether a plan might be worked out of a com- of the Board on my resignation, asking that it be deferred pending I sent you a telegram at noon regarding the action

(3) Letter written by Trevor Arnett Nov. 22 - Rec'd Nov. 24:

Trevor Arnett." him must be considered. cause of his relation to all interests and proposal from (J.D. Rockefeller, Jr.) suggested proposed conference. Be- At personal interview this morning, Union

(2) Wire Received 10 P.M. NOV. 22:

Trevor Arnett." see President Burton tomorrow. Will take no further steps until conference is arranged. Please might be met and also those of education at large. Please toward an arrangement whereby the needs of the University New York authorities to examine a plan proposed looking Action was deferred pending conference with Chicago and Harold H. Swift:

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BE WITHHELD UNTIL AFTER THEIR BOARD MEETING, NOV. 22.
AS BUSINESS MANAGER, SINCE HE REQUESTED THAT PUBLICITY
SUMMARY OF SITUATION REFERENCE EMPLOYMENT OF MR. ARNETT

December 1, 1923.

(Memo. to all Trustees except Messrs. Hughes, Hutchinson, and M.A. Ryerson)

Harold H. Swift
Union Stock Exchange
Chicago

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He then said did I think you would wish to hold me to that promise and not be willing to have me consider a plan which he proposed and which he hoped might work out so that I could render great service to the University and still be free to help him and the Rockefeller Boards. I replied that the men at Chicago were high-minded and I was sure would wish to act honorably and in a broad-minded manner and would wish to have any plan proposed by him and by the Board given the fullest and most careful consideration, that they were very anxious to have me come to Chicago to assist them and that I was anxious to help the University to the best of my ability. I also said that I felt that any counter plan which he proposed should be and would be carefully considered. Mr. R. said that he very much regretted that the officers of the Board had not at once taken up the subject with him so that he could have acted earlier. He further said that if after the plans had been discussed and weighed, I came to the conclusion that I ought to go to Chicago, he would be assured that it was my sincere and honest opinion and he would respect it.

There were other things which he said of a personal nature but the foregoing is the gist of the interview. Mr. R. has invited me to take luncheon with him tomorrow and will then tell me more fully of his plans and later in the day I expect to see President Burton.

Dr. Rose sails on Saturday for Europe for some months and in accordance with the plan I mentioned to you in Chicago, I was made Acting President of the Board in his absence, so in any event I could not come to Chicago till Spring.

I have written at length so that you may be informed of all that happened and that you will agree with me that under the circumstances I have done the only thing which could be done in justice to all interests concerned. I am truly sorry that this complication has arisen.

Yours sincerely,

(Sgd.) Trevor Arnett."

(4) MEMO.

E.D.B. called H.H.S. on long distance from New York Friday night, Nov. 23. Said he had had separate conferences with Mr. Arnett and J.D. Rockefeller, Jr.

Said that J.D.R. Jr. had not known of the situation until the G.E.B. meeting Thursday, when resignation was submitted; that he was considerably disturbed both in not knowing of it (but that he held the local people responsible for that fact and not us) and at Mr. Arnett's decision; and that he had asked the Board to defer action on the resignation. He told Mr. Burton that he was very loath to see Mr. Arnett leave; that he would have made urgent effort to have kept him either in his capacity with the Board or in a separate individual capacity like Raymond Fosdick's (setting up his own office and receiving retainer from Mr. Rockefeller for personal service) and would have practically let him name his own arrangement and salary; that he recognized the arrangement was made but that he would like a conference to discuss the matter to know whether something cannot be worked out whereby they would have from one-quarter to one-half of Mr. Arnett's time. Mr. Burton said that since Mr. Rocke-

made
and
you
teller

He then said that I think you would wish to hold me to that promise and not be willing to have me consider a plan which he proposed and which he hoped might work out so that I could render great service to the University and still be free to help him and the Rockefeller Board. I replied that the men at Chicago were high-minded and I was sure would wish to act honorably and in a broad-minded manner and would wish to have any plan proposed by him and by the Board given the fullest and most careful consideration, that they were very anxious to have me come to Chicago to assist them and that I was anxious to help the University to the best of my ability. I also said that I felt that any counter plan which he proposed should be and would be carefully considered. Mr. R. said that he very much regretted that the officers of the Board had not at once taken up the subject with him so that he could have acted earlier. He further said that if after the plans had been discussed and weighed, I came to the conclusion that I ought to go to Chicago, he would be assured that it was my sincere and honest opinion and he would respect it.

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feller was asking for a conference, he thought we could not refuse it and would like H.H.S. to come on promptly.

E.D.B. said that Mr. Arnett's attitude was satisfactory. He had made the arrangement with us and was not attempting to abrogate it, but gave as his advice that if Mr. Rockefeller asked for a conference we should, for policy reasons, grant it and should try to come to an agreement which would satisfy him.

(5) Wire Received 5 P.M. Nov. 24.

"Harold H. Swift:

Situation somewhat changed since our telephone conversation. Trevor seems likely himself to settle matter our way or at most to propose slight concessions. Think conference of committees now unnecessary and might embarrass him. Journey to New York may be necessary week later but not now.

Ernest D. Burton."

(6) Memo.

H.H.S. discussed the matter with E.D.B. November 29, who further recommended waiting to hear from Mr. Arnett who he thought would put forward a logical suggestion.

(7) Memo.

H.H.S. acknowledged letter and telegrams from Mr. Arnett, saying we would be glad to hear what seemed wise to him on the whole proposition when he had come to a judgment on the matter.

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Harold H. Swift
Union Stock Yards
Chicago

Buss. Man.

2

MEMO. of Exchange of Wires Saturday, December 1, 1923

Atlantic City, N.J.
Dec. 1, 1923.

Harold H. Swift,
U.S. Yards, Chicago.

Am considering reply to Junion's suggestions.
Would like your personal unofficial opinion of suggestion
that as officer of University I be available for occasional
conference with him and the Boards in New York. I think
plan might have mutual advantages. Answer Hotel Dennis,
Atlantic City.

Trevor Arnett

Chicago, Dec. 1, 1923

Trevor Arnett,
Hotel Dennis,
Atlantic City, N.J.

Answering: Your suggestion looks feasible to me.
Believe chief point to safeguard is that you will be Chicago
most of time and when absent for only short intervals account
many continued negotiations needing constant attention and
forceful prompt handling at proper moment, for instance, con-
tinued negotiations with Rush lawyers and Board on new medical
contract, also recently had two day option close important real
estate investment under negotiation over a year, and this week
splendid opportunity buy real estate mortgage bonds offered for
sale yesterday and probably over-subscribed by tonight.

Harold H. Swift

Harold H. Swift
Union Stock & Bond
Chicago

Wm. M. M.

MEMO. of Exchange of Wires Saturday, December 1, 1923

Atlantic City, N.J.
Dec. 1, 1923.

Harold H. Swift,
U.S. Yards, Chicago.

Am considering reply to Union's suggestions.
Would like your personal unofficial opinion of suggestion
that as officer of University I be available for occasional
conference with him and the Board in New York. I think
plan might have mutual advantages. Answer Hotel Dennis,
Atlantic City.

Trevor Arnett

Chicago, Dec. 1, 1923

Trevor Arnett,
Hotel Dennis,
Atlantic City, N.J.

Answering: Your suggestion looks feasible to me.
Believe chief point to safeguard is that you will be Chicago
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tinued negotiations with Rush lawyers and Board on new medical
contract, also recently had two day option close important real
estate investment under negotiation over a year, and this week
splendid opportunity buy real estate mortgage bonds offered for
sale yesterday and probably over-subscribed by tonight.

Harold H. Swift

2
BM

December 3, 1923.

My dear Trevor:

I greatly appreciate your letter of November 26th, and am extremely sorry that the pressure of business, extraordinary even for this office, has made it seem impossible for me to write until now.

I hope you and Bertha had a very restful week at Atlantic City, and that the perplexities which have been created by your own extraordinary ability and desirableness have cleared away, and that there is light on the Western skies making clear your path usward.

The situation becomes daily more interesting here, and the only difficulty that gives me serious trouble is that of finding time and strength to enter the doors that stand open.

Always most cordially yours,

Mr. Trevor Arnett,
Hotel Dennis,
Atlantic City, N. J.

EDB:CB

Atlantic City, N.J.
December 25, 1925

Dr. E. D. Burton,
President, University of Chicago,
Chicago, Ill.

My dear Dr. Burton:

Thank you very much for your letter of December 24. I hope that you are not overdoing under the extraordinary pressure of business which you report in your letter. You must not overdo. Bertha and I have had a very profitable stay at Atlantic City in that we have gotten rid of our colds and I have accomplished a great deal of work which had been laid aside for a long time. I have also been giving much time and thought to the matter in which we are all interested, and I have about framed up the reply which I am planning to make to Mr. Rockefeller when he returns from Maine next week. I hope the conclusion which I have reached will appeal to him. As soon as I have a conference with him on the subject I will communicate with you and Harold promptly. I am extremely interested in the situation at the University and in the new developments and opportunities which are constantly presenting themselves, and I trust that the University will be able to make the most of them and accomplish the things which lie in your heart. Bertha joins me in affectionate regards to you and Mrs.

Burton, I am

Yours most sincerely,

Therese Smith

TA AM

Copy E.D.Burton (From H.H.Swift)

Atlantic City, N.J.
December 5, 1923.

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

*Buss
man*

My dear Harold:

I received your telegram of December 1st in response to mine of the same date, and also your letters of November 30. Bertha and I have been at Atlantic City now for ten days and I am very glad to say that the severe colds and sore throats which we had been having for some time have now practically disappeared, and we are beginning to feel quite fit again.

While here I have taken the occasion to edit the proceedings of the conference of treasurers which we held at the University of Chicago in August last. I have been assisted in this by Miss McCall, Mr. Thorkelson, and Miss Golden of my office. We are pleased to find how useful the notes of this conference promise to be. I am thinking of having them printed at the University of Chicago Press and sent to the members of the conference, and others upon special request. They will probably fill a book of about two hundred pages, and touch on practically all topics of interest to university treasurers and financial officers.

In addition to editing the proceedings of the conference I have been giving much time and thought to the answer which I am to make to Mr. Rockefeller when he returns from Maine next week. I think I have worked out a satisfactory solution, which I hope will appeal to him as the wise one. As soon as I have had a conference with him I will communicate with you promptly. My conclusion is along the lines of the talk which I had with Dr. Burton in New York.

The weather here has been very bright and sunny, except for today and Friday last. The temperature has ranged around 48 and 50 all the time.

We are anxious to hear how Mr. Heckman is progressing. We had a note from Mrs. Heckman last week saying that the doctors were waiting until Mr. Heckman got stronger before they performed the second operation. We hope that if it has already been performed that it has been very successful and that he is now on the road to recovery.

With affectionate regards, in which Bertha joins,
I am

Yours very cordially,

TREVOR ARNETT

TA AM

Copy to EDB CWG

(FROM Harold H. Swift)

2

HOTEL HOLLEY
Washington Square West
NEW YORK

Dec. 8, 1923

My dear Harold:

Bertha and I returned this evening from Atlantic City greatly rested and improved by our sojourn there. The weather was most delightful except for two days, so we were able to be out whenever my schedule of work permitted.

I received your letter of Dec. 6 this afternoon. I wish I could be at the Trustees dinner next Thursday for it would be a pleasure to be there, but I must hold the fort next week as all the other officers of the Board are away. Rose is in Europe, Buttrick in Johns Hopkins Hospital, and Flexner out West.

I also wish that you might make the announcement you suggest, but I promised Mr. Rockefeller to answer his proposals, after I returned from Atlantic City and he returns from Maine. He was to go there the beginning of this week and return next Saturday, December 15, so I have not seen him since the day after our Board meeting, and the arrangement was that I should see him in person again before the matter was finally disposed of. I am sorry that I cannot see him till after the day of your meeting and dinner, so that the matter might be settled by that time. I do hope, however, that by Christmas the subject will be in a form satisfactory to all concerned. As I wrote you a few days ago, I have drafted my reply to Mr. Rockefeller's proposals so that it is ready for me to take to him as soon as he returns.

I am sorry that so many delays have occurred in the progress of these negotiations, but I thoroughly believe a good purpose underlies all such things, and when they are concluded, we shall probably see it more clearly than we do now.

Bertha joins me in affectionate regards to you,
I am

Yours most cordially,

(Sgd.) TREVOR ARNETT

P.S. Please give my warmest regards to the Trustees.

T.A.

(FROM Harold H. Swift)

Copy to EDB CWG

HOTEL HOLLEY
Washington Square West
NEW YORK

Dec. 8, 1923

My dear Harold:

Bertha and I returned this evening from Atlantic City greatly rested and improved by our sojourn there. The weather was most delightful except for two days, so we were able to be out whenever my schedule of work permitted.

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Bertha joins me in affectionate regards to you,

I am

Yours most cordially,

(Sgd.) TREVOR ARNETT

P.S. Please give my warmest regards to the Trustees.

T.A.

Answered
John M. M.
12/10

December 10,
1923

Dear Trevor:

I am sorry that you cannot be at the Trustees' Dinner and am
doubly sorry that we cannot make the important announcement,
but of course I understand the situation and see that there is
no other way.

Important dates in the University calendar seem
to be coming along pretty thickly recently and the next one,
after the dinner on the 13th, is the Convocation on the 18th.
I know very well that when Mr. Burton receives a copy of yours
of December 8, his mind will naturally go to December 18, so if
the situation seems clear to you after your interview with Mr.
Rosenfelder, I should be very glad if you would give me the nec-
essary word for announcement at Convocation.

Yours in all cordiality,

HAROLD H. SWIFT

HHS:GB
cc - E.D.B.
C.W.G.

Mr. Trevor Arnett,
Hotel Helley,
36 Washington Square,
New York, N.Y.

Arnett *File*
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December 10,
1923

Dear Trevor:

Thank you for your letter of December 8.

I am sorry that you cannot be at the Trustees' Dinner and am doubly sorry that we cannot make the important announcement, but of course I understand the situation and see that there is no other way.

Important dates in the University calendar seem to be coming along pretty thickly recently and the next one, after the dinner on the 13th, is the Convocation on the 18th. I know very well that when Mr. Burton receives a copy of yours of December 8, his mind will naturally go to December 18, so if the situation seems clear to you after your interview with Mr. Rockefeller, I should be very glad if you would give me the necessary word for announcement at Convocation.

Yours in all cordiality,

HAROLD H. SWIFT

HHS*GB
cc - E.D.B.
C.W.G.

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.

335634

December tenth

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Annex

My dear Doctor Rose:

I have been a bit tardy in the acknowledgment of your of November twenty-third, partly, I suppose, because I knew that the letter would necessarily be tardy in reaching you.

I want now to express my appreciation of your generous and courteous treatment of the whole matter to which your letter refers. My earnest hope is that a solution of the problem, created by our double need, may be found which will commend itself to your Board as on the whole wisest and best.

I greatly appreciate what the International Education Board has done and is doing for the University of Chicago, as well as the broad and beneficent scope of its other work.

Very sincerely yours,

Dr. Wickliffe Rose
61 Broadway
New York City

