

Arnett

2

December 12, 1923.

My dear Trevor:

I am very glad that you and Bertha have profited from your stay at Atlantic City and have got rid of your colds.

Mrs. Burton and I have each had to take our turn at it. Mrs. Burton was in bed two days, but got up in time to be at the reception which she gave to the ladies of the University and neighborhood, and at another given to her by the Alumnae. I have been in the house two or three days and pretty miserable, but am out again now.

We are all waiting with interest the outcome of your interview with Mr. Rockefeller, and looking forward to your being with us in January to make a study of the University--and then some.

With constant affection, and best wishes to Bertha, I am

Very sincerely yours,

Mr. Trevor Arnett,
61 Broadway,
New York City.

EDB:CB

2

December 12, 1923.

My dear Trevor:

I am very glad that you and Bertha have profited from your stay at Atlantic City and have got rid of your colds.

Mrs. Burton and I have each had to take our turn at it. Mrs. Burton was in bed two days, but got up in time to be at the reception which she gave to the ladies of the University and neighborhood, and at another given to her by the Alumnæ. I have been in the house two or three days and pretty miserable, but am out again now.

We are all waiting with interest the outcome of your interview with Mr. Rockefeller, and looking forward to your being with us in January to make a study of the University--and then some.

With constant affection, and best wishes to

Bertha, I am

Very sincerely yours,

Mr. Trevor
Atlantic City.

RDB:CB

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General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY

NEW YORK

December 15, 1923.

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Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

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

My dear President Burton:

I am sending you a copy of a letter which I have just written to Harold Swift. He has doubtless informed you of the contents of the telegram which I sent to him last night.

Bertha and I were very sorry to hear that you and Mrs. Burton had been suffering from severe colds. We trust that you are both quite well again. We can sympathize most heartily with anyone suffering from that malady.

Hoping to see you in a short time, I am

Yours very truly,

TA AM

Trevor Arnett

December 15, 1923.

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

My dear Harold:

Last evening I sent you a telegram as follows:

Conference desired took place today. He (Mr. Rockefeller) will write President Burton of our conclusions. We unanimously agreed that I should come to Chicago, being available, however, for consultation at certain times by him and New York Boards at their expense. Convinced this is good solution. Hope it meets trustees' approval. Sending particulars by letter.

Mr. Rockefeller returned from Maine earlier than I had expected, and invited me to take luncheon with him yesterday. During my stay at Atlantic City I had drawn up in the form of a memorandum my conclusions regarding the several proposals he had made to me at our recent Board meeting. This I gave to him to read while we were at luncheon. In the memorandum I discussed the proposals separately and my reaction to them. I said that I was convinced that the position at the University of Chicago offered the greatest opportunity at this moment for a constructive contribution to the cause of higher education, and I felt that it was to the interest of the General Education Board, as well as the University of Chicago, that I should accept it. I also said that I thought his suggestion that I be available for consultation on occasion by him and the New York Boards was a feasible one.

Mr. Rockefeller pointed out the opportunities and possibilities in

2 - HHS
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connection with his own affairs and the Boards, and the place which he had looked forward to my filling with respect to them, and his hope that I would have concluded that the larger field lay in that direction. But as I still felt that Chicago offered the greater chance for service at present at least, he said that in that event he was particularly anxious to retain a portion of my time at least for consultation and advice. He would like to have as large a portion as possible, but he realized that my principal work would be at Chicago, and that it ought to have the major part of my time and that that should be my first obligation. He also felt that a definite time should be agreed upon at which they could call upon me in New York, so that arrangements might be made for conferences and meetings at those stated times. He proposed that he should retain a quarter of my time, and that it be distributed through the year so that for a certain week every month I might be asked to come to New York. He said that it might happen that nothing had arisen to require my presence in New York at the stated time, and if so they would let me know so that I could stay in Chicago. On other occasions it might be necessary for me to stay in New York but a day or two of the stated week, and on some occasions they might even send someone to see me in Chicago. The chances are that while he would retain and pay for a fourth of my time, in actual experience not so much would be called for.

Mr. Rockefeller further said that of course the arrangement must be flexible so that if matters of great importance arose at Chicago which required my attention in the stated week that I could let him know that it was not convenient for me to come to New York at that time. The converse would also be true.

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connection with the new efforts and the boards, and the place which he had
looked forward to in relation with respect to them, and his hope that I
would have continued with the larger field in that direction. But as
I still felt that the greater chance for service as present
at least, he said that he would be very particularly anxious to retain
approval, and with that he was not sure. He would like
to have as large a portion as possible, and he realized that it might
even be at Chicago, and that it might be that he might have to go
there and that that would be his first obligation. He also felt that a
definite plan should be agreed upon at which they could all work in
New York, so that afterwards he might be able to go to Chicago and
at that stated time. He proposed that he should return a quarter of a
year, and that it be distributed through the year so that for a certain week
every month I might be asked to come to New York. He said that it might
happen that nothing would happen to require my presence in New York at that
stated time, but if so they would let me know so that I could stay in
Chicago. On other occasions it might be necessary for me to stay in New
York for a day or two of the stated week, and on some occasions they might
want me to come to New York. He said that he would let me know when that
would return and pay for a fourth of a year, in actual experience but as
much as he could be called for.

Mr. Rockefeller further said that of course the arrangement was
flexible so that if matters of great importance arose at Chicago which
required my attention in the stated week that I could let him know that it
was not convenient for me to come to New York at that time. The converse
would also be true.

3 - HHS

Mr. Rockefeller felt that the University would benefit by having me in close touch with the friends in the East, and said they might be able to help it in its problems.

I hope that the plan will meet with the trustees and your approval, and with that of President Burton. I am thoroughly convinced that it would be of the greatest advantage to the University, and that the close and intimate connection with Mr. Rockefeller and others in the East would be invaluable to me in my proposed work at the University. I am confident that under this plan the interests of the University would be fully cared for and in no way neglected.

There are many factors in the situation which I can better explain to you when I see you in Chicago the end of next week, which I am sure will cause you and President Burton to concur in our conclusion.

I had a delightful conference with Mr. Rockefeller. He was most kind and considerate, and said that if the plan commended itself to the trustees he would be very much gratified.

Bertha and I expect to reach Chicago next Friday afternoon at five. We shall stay at the Del Prado, and hope to see you at the Christmas Revels at the Quadrangle Club.

Bertha joins me in affectionate regards. I am

Yours very cordially,

2A AM

Mr. Rockefeller told that the University would benefit by having
as in close touch with the friends in the East, and said they might be able
to say it in his presence.

I hope that the plan will meet with the President and your
approval, and with that of President Burton. I am thoroughly convinced
that it would be of the greatest advantage to the University, and that
the close and intimate connection with Mr. Rockefeller and others in the
East will be of great benefit to the University.
I am confident that when this plan the interests of the University would be
fully served for and in my judgment.

There are only factors in the situation which I need better explain
to you when I see you in Chicago the end of next week, which I am sure will
enable you and President Burton to secure the best possible result.
I had a delightful conference with Mr. Rockefeller. He was most

kind and generous, and said that if the plan presented itself to the
University he would be very much gratified.

Barton and I expect to reach Chicago next Friday afternoon at
five. We shall stay at the Hotel Lincoln, and have in our room at the University
Hotel at the University City.

Yours truly in affectionate regards. I am

Yours very cordially,

W. M.

26 Broadway
New York

335874

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Burman

December 17, 1923.

Dear Dr. Burton:

I had a talk with Mr. Arnett on Friday last, in which it was evident to me that he feels his duty lies with the University, for the next three or four years at least. It may be that at the end of that time, when Mr. Arnett has accomplished the immediate purpose which is impelling him to go to Chicago, he might be disposed to return to some of our Boards, in a larger and more responsible position than the one which he now occupies, if such an opportunity offered. But that, of course, is a matter which can be considered when the time arrives.

While disposed, therefore, to accept service with the University of Chicago along the general lines proposed, Mr. Arnett, in deference to our strong desire at this end, is not only willing but anxious to keep in touch with the various affairs here with which he has been connected and to continue to render such service as is not incompatible with the obligations of his new position. As Mr. Arnett has already telegraphed Mr. Swift, he and I unite in suggesting that from the time the change is made, he give one-quarter of his time to matters here in the East, that we pay one-quarter of his salary, and that he arrange to be in New York one week every month, a certain week each month being specifically set aside in advance for that purpose. It would, of course, be understood that this arrangement was flexible and that if at any time it was important that he should be in Chicago the week that he had set aside for New York, a readjustment for that week could be made, if nothing would suffer at this end.

While, of course, we, from a selfish point of view, would rather have Mr. Arnett continue on in his present relationship, we are happy that the University is to have the benefit of his splendid powers of head and heart and that, at the same time, if agreeable to you gentlemen, we may count on having a quarter of his time. This proposition seems so simple a one and the matter seems to lie so clearly in Mr. Arnett's mind that it hardly seems to me necessary for a conference to be had, if you gentlemen are willing to revise your plans in accordance with the program above outlined.

Very sincerely,

John D. Rockefeller Jr.

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

335874

38 Broadway
New York

December 14, 1923.

Dear Mr. Norton:

I had a talk with Mr. Arnold on Friday last, in which it was evident to me that he feels his duty lies with the University, for the next three or four years at least. It may be that at the end of that time, when Mr. Arnold has accomplished the immediate purpose which is impelling him to go to Chicago, he might be disposed to return to some of our boards, in a larger and more responsible position than the one which he now occupies, it seems an opportunity offered. But that, of course, is a matter which can be considered when the time arrives.

While disposed, therefore, to accept advice with the University of Chicago along the general lines proposed, Mr. Arnold, in deference to our strong desire at this end, is not only willing but anxious to go in touch with the various affairs here with which he has been connected and to continue to render such service as he may deem appropriate with the University of his new position. As Mr. Arnold has already telegraphed Mr. Swift, he and I unite in suggesting that from the time the change is made, he give one-quarter of his time to matters here in the West, that he pay one-quarter of his salary, and that he arrange to be in New York one week every month, a certain week each month being specifically set aside in advance for that purpose. It would, of course, be understood that this arrangement was flexible and that if at any time it was important that he should be in Chicago the week that he had set aside for New York, a readjustment for that week could be made, if nothing would interfere at this end.

While, of course, we from a selfish point of view, would rather have Mr. Arnold continue on in his present relationship, we are happy that the University is to have the benefit of his personal powers of head and heart and that, at the same time, it is possible to our knowledge, to pay him one-quarter of his salary. This proposition seems to strike a balance and the matter seems to me to be fairly settled. Mr. Arnold is hardly likely to be dissatisfied for a moment, so we feel it is possible to revise your plans in accordance with the program above outlined.

Very sincerely,

John D. Rockefeller

President Emeritus of the University of Chicago, Chicago, Illinois

2

Night letter.

December 18, 1923.

Trevor Arnett,
Hotel Holley,
Washington Square, New York City.

Announcement of your election at Convocation this afternoon
very warmly received. Everybody rejoices at your coming,
Harold and Mrs. Burton and I most of all. Already feel
my load lightening. Love to Bertha.

Ernest D. Burton.

24
Night letter.

December 18, 1923.

Trevor Arnett.
Hotel Hollis.
Washington Square, New York City.

Announcement of your election at Convocation this afternoon
very warmly received. Everybody rejoices at your coming.
Harold and Mrs. Burton and I most of all. Already feel
my load lightening. Love to Bertha.
Ernest D. Burton.

2

December 19, 1923.

Arnett to the position of Vice President and Business

My dear Mr. Rockefeller: definitions of his responsibili-

ties in a conference with you in New York on
the 23rd of November with reference to the possibility of
Mr. Arnett's coming to Chicago, we at the University
have awaited with interest the outcome, in the earnest hope
that Mr. Arnett's further reflection on the situation, and
his further conference with you, might issue in a solution
of the question which would at least measurably meet the
situation both in New York and in Chicago.

I have repeatedly recalled with pleasure and with
full reciprocation your statement in our conversation that
we were both on both sides of the question.

his service was with great pleasure, therefore, that I re-
ceived a day or two ago from Mr. Arnett a copy of a letter
which he was at the same time mailing to Mr. Swift, from
which we learned that in a conference with you after your
return from Maine it had been unanimously agreed that he
should come to Chicago, being available however, for con-
sultation at certain times by you and the New York Boards.

Pursuant to this information from Mr. Arnett, and
his assurance that we were now at liberty to act, the Board
of Trustees at a special meeting held yesterday elected Mr.
Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

December 19, 1933.

My dear Mr. Rockefeller:

Since my conversation with you in New York on the 23rd of November with reference to the possibility of Mr. Arnett's coming to Chicago, we at the University have awaited with interest the outcome, in the earnest hope that Mr. Arnett's further reflection on the situation, and his further conference with you, might issue in a solution of the question which would at least measurably meet the situation both in New York and in Chicago.

I have repeatedly recalled with pleasure and with full reciprocation your statement in our conversation that we were both on both sides of the question.

It was with great pleasure, therefore, that I received a day or two ago from Mr. Arnett a copy of a letter which he was at the same time mailing to Mr. Swift, from which we learned that in a conference with you after your return from Maine it had been unanimously agreed that he should come to Chicago, being available however, for consultation at certain times by you and the New York Board. Pursuant to this information from Mr. Arnett, and his assurance that we were now at liberty to act, the Board of Trustees at a special meeting held yesterday elected Mr.

Arnett to the position of Vice President and Business Manager, and with further definitions of his responsibilities in accordance with our understanding with him.

The announcement of this action at Convocation yesterday afternoon has brought great satisfaction to our whole University community. It both lays us under obligation to go earnestly forward in our program for better things, and puts us in a position to accomplish this.

On my own behalf and on behalf of the University I desire to express to you, Mr. Rockefeller, our great appreciation of your courtesy and consideration in this matter. We could not have persisted in our efforts to secure Mr. Arnett as we have done if we had not had the conviction that his service here, for at least a considerable portion of his time in each month, would make so large a contribution to general university education as to compensate, in large measure at least, for any loss that would be suffered by his leaving New York. We are most happy that an arrangement has been arrived at by which we hope your interests that center in New York and the things in which you are interested here in Chicago may both be promoted.

Very truly yours,

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

December 19, 1933.
Arrest to the position of Vice President and Business
Manager, and with further definitions of his responsibilities
in accordance with our understanding with him.
The announcement of this action at Convocation
yesterday afternoon has brought great satisfaction to our
whole University community. It both lays us under obliga-
tion to go earnestly forward in our program for better things,
and puts us in a position to accomplish this.
On my own behalf and on behalf of the University
I desire to express to you, Mr. Rockefeller, our great appre-
ciation of your courtesy and consideration in this matter.
We could not have persisted in our efforts to secure Mr.
Arrest as we have done if we had not had the conviction that
his service here for at least a considerable portion of his
time in each month would make so large a contribution to
General University education as to compensate in large measure
at least for any loss that would be suffered by his leaving
New York. We are most happy that an arrangement has been
arrived at by which we hope your interests that center in
New York and the things in which you are interested here in
Chicago may both be promoted.

Very truly yours,

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

Bit 2

December 21, 1923.

My dear Trevor:

A hearty welcome to Chicago from each one of us personally, and from the University community as a whole!

From the many expressions of pleasure that have come to me since the announcement at Convocation of your return, I know that in this I speak for the whole University and for the community.

Though your coming now is not the entrance upon your official term of office, you are heartily welcome, both in the capacity of guest of the University for the time, and as prospective member of the family. I will not say as "returning prodigal", though our rejoicing is as hearty as if it were.

Very cordially yours,

Mr. Trevor Arnett,
Hotel del Prado.

EDB:CB

December 21, 1922.

My dear Trevor:

A hearty welcome to Chicago from each one of

us personally, and from the University community as a

whole!

From the many expressions of pleasure that have

come to me since the announcement of your

return, I know that in this I speak for the whole University

and for the community.

Though your coming now is not the entrance upon

your official term of office, you are heartily welcome.

both in the capacity of guest of the University for the

time, and as prospective member of the family. I will not

say as "returning prodigal", though our rejoicing is as

heartily as if it were.

Very cordially yours,

Mr. Trevor Arnett,
Hotel del Prado.

RDB:es

2

December 21, 1923.

My dear Mr. Rockefeller:

I have your letter of December 17th with reference to the result of your conference with Mr. Arnett. You will have already received my letter of December 19th based on information coming to me through Mr. Arnett's letter to Mr. Swift. Permit me, however, once more to express my great appreciation of your generous attitude in this whole matter, and my earnest hope that the plan now agreed upon may prove to be the best possible for all interests concerned.

Wishing you and yours a Happy Christmas and New Year, I am

Very sincerely yours,

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

EDB:CB

December 21, 1923.

My dear Mr. Rockefeller:

I have your letter of December 17th with reference to the result of your conference with Mr. Arnett. You will have already received my letter of December 19th based on information coming to me through Mr. Arnett's letter to Mr. Swift. Permit me, however, once more to express my great appreciation of your generous attitude in this whole matter, and my earnest hope that the plan now agreed upon may prove to be the best possible for all interests concerned.

Wishing you and yours a Happy Christmas and

New Year, I am

Very sincerely yours,

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

RDB:CB

Harold H. Swift
Union Stock Yards
Chicago

2
January 28, 1924.

Dear Mr. Burton:

Acknowledge receipt of your letter of January 21 from New York and note you want my reaction about Mr. Flexner's suggestion that Mr. Arnett go abroad and study educational conditions and methods at Oxford and Cambridge, before beginning work at Chicago, as bearing upon our College Department problems.

There are several ideas that occur to me in the matter, and without attempting at this time to classify them in importance and without coming to a definite conclusion, I should like to put them before you for your consideration. Later, when I come to a clearer perspective, I shall write you again and shall appreciate your doing the same to me.

1. Last summer, and again during the fall, Trevor told me he had not been abroad for a long time and that he had decided to go in his summer vacation of 1924. This matter has not come up since our arrangement with him so that I don't know whether in view of our arrangement, he still has the plan in mind, but if we could without sacrifice fit into his first plan and permit him to do it, it would seem desirable for personal reasons.
2. Trevor's main function in coming to us is the business management, while to study the conditions and systems of Oxford and Cambridge is fundamentally a problem of education and, therefore, more logically belongs to Tufts than to Trevor. Also, I dislike, in view of all that has gone before, to have Trevor's first important assignment anything but business. We have thought it would take him a year or two to get the business matters entirely in mind and that it was inadvisable to spread out until that had been accomplished.
3. In view of the fact that it would be so distinctly an educational study, Tufts might misunderstand our sending Arnett to do it; therefore, if he goes, I think he should go fundamentally for his vacation and not on the Oxford-Cambridge assignment, which if done should be as a side line and not the reason for the trip.

W. H. R. R. R.
R. R. R. R. R.
R. R. R. R. R.

January 20, 1934

Dear Mr. Burton:

Acknowledge receipt of your letter of January 21 from New York and note you want my reaction about Mr. Trevor's suggestion that Mr. Arnold go abroad and study educational con-

ditions and methods in England and Scotland. Before replying, I want to say that I am very much interested in the problem of education in Chicago, as bearing upon our college preparation problems.

There are several ideas that occur to me in the matter, and without attempting at this time to classify them in importance and without coming to a definite conclusion, I should like to put them before you for your consideration.

Later, when I come to a clearer perspective, I shall write you again and shall appreciate your doing the same to me.

1. Last summer, and again during the fall, Trevor told me he had been abroad for a long time and that he had decided to go to his summer vacation of 1934. This matter has not come up since our conversation with him so that I don't know whether in view of our arrangement, he still has the plan in mind. But if he does, without making his plans too far in advance, it would be well to let him know what our attitude is.

2. Trevor's main function in coming to us is the business management, while to study the conditions and systems of Oxford and Cambridge is fundamentally a problem of education and, therefore, more logically belongs to the staff of the University. I think, in view of all that has gone before, to have Trevor's first important assignment anything but business. We have thought it would take him a year or two to get the business matters actively in mind and that it was inadvisable to spread out until that had been accomplished.

3. In view of the fact that it would be so distinctly an educational study, I think it might be better to have Trevor go to do his research, if he goes. I think he should go fundamentally for his research and not on the Oxford-Cambridge assignment, which if done should be as a side line and not the reason for the trip.

4. While greatly in sympathy with our improving the technique of our College Department and am very happy at Wilkins' accomplishments and certainly don't want even to imply that we should not do everything possible along that line, yet --

Unless very unusual circumstances should present themselves, such as a generous donor of large funds being interested in that project and nothing else, I don't believe we should start to work out your dream of our College Department until we have put the present situation into an appreciably better position, i.e. let's mend our fences before building a new structure -- and there is plenty of mending to do as regards strengthening the departments that we have at present, etc.

As indicated above, I shall write you further on the matter in a few days and shall probably at that time touch on the School of Politics. I have heard glowing things about the London School of Economics. Incidentally, you probably can get some detail about it from Glenn Harding who, I am pretty sure, did some work there while in London a year ago.

Yours cordially,

Harold H. Swift

President Ernest D. Burton,
Hollywood Hotel,
Southern Pines, N. Car.

While greatly in sympathy with any improving the
technique of our foreign department and as very happy
as William's accomplishments and certainly don't want
even to imply that we should not do everything poss-
ible along that line, yet --

Unless very unusual circumstances should present
themselves, such as a generous donor of large funds
being interested in that project and nothing else,
I don't believe we should start to work out your
dream of our foreign department until we have put
the present situation into an absolutely better
position. I don't want our foreign department to be
in a position where it is not able to do its work
as it should be doing it. The department must be
have as present, etc.

As indicated above, I shall write you further on
the matter in a few days and shall probably at that time touch
on the School of Politics. I have heard glowing things about the
London School of Economics. Incidentally, you probably can get
some detail about it from Miss Harding who, I am pretty sure,
did some work there while in London a year ago.

Yours cordially,

Arthur H. Cole

President Ernest D. Burton,
Hollywood Hotel,
Washington, D. C.

E.D.B. ✓

(From Harold H. Swift)

(Copy of Longhand letter)

2

GENERAL HOTEL HOLLEY
51 Broadway
Washington Square West
NEW YORK

February 27, 1924.

My dear Harold:

Arnett
I hope I made it clear in the letter attached that I agree with your suggestion that it would be best for me to be at the University during May and that I will plan to be there. Flexner says that the matter of expenses of the trip will be taken up by Dr. Buttrick, Dr. Rose and himself upon their return and that I need not think about it. I am sure of that we can arrange that to your satisfaction. When in Chicago in May we can go over the subject more fully and decide what is the wise thing to do. I expect to be in Chicago a large part of March and April. My warmest regards to you and our mutual friends on your California trip.

Cordially yours,
(Sgd.) Trevor Arnett.
I came to Chicago as soon as Dr. (Sgd.) Trevor Arnett. At any rate if I came to Chicago as soon as Dr. (Sgd.) Trevor Arnett. I can take up the matter in detail, and I am sure we shall arrive at a wise conclusion.

With regard to the expenses of the trip. There was talk some time ago of my making a survey of the secondary school system in England for the General Education Board. You remember I spoke to you about this last summer at Grand Beach, and later in a talk with Dr. Rose it was practically planned that I should go over to England this year for that purpose. After deciding to go to the University of Chicago the matter was of course not further referred to, and I am not sure how much time it would be advisable

EDB

(From Harold H. Swift)

2

(Copy of Longhand letter)

E.D.B.

HOTEL HOLLEY
Washington Square West
NEW YORK

February 27, 1924.

My dear Harold:

I hope I made it clear in the letter attached that I agree with your suggestion that it would be best for me to be at the University during May and that I will plan to be there. Flexner says that the matter of expenses of the trip will be taken up by Dr. Butterick, Dr. Rose and himself upon their return and that I need not think about it. I am sure that we can arrange that to your satisfaction.

When in Chicago in May we can go over the subject more fully and decide what is the wise thing to do. I expect to be in Chicago a large part of March and April.

My warmest regards to you and our mutual friends on your California trip.

Cordially yours,

(Sgd.) Trevor Arnett.

BRW-K-1300

EDB (From HHS)

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COPY

GENERAL EDUCATION BOARD
61 Broadway, New York.

February 27, 1924.

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

My dear Harold:

Your special delivery letter of February 26 was received at noon today, and I hasten to reply.

I am very glad to get your re-action on the proposed trip to England this summer. I agree with you that the month of May will be an important one from the point of view of the needs of the University, and, other things being equal, it would be best for me to be at the University at that time. I do not want to go to England too late in the summer as I understand it is difficult to meet the proper people during the summer months. Therefore, if it were found impossible to go early in the summer it might be advantageous to defer the visit for a few months. At any rate if I come to Chicago as soon as Dr. Rose returns we can then take up the matter in detail, and I am sure we shall arrive at a wise conclusion.

With regard to the expenses of the trip. There was talk some time ago of my making a survey of the secondary school system in England for the General Education Board. You remember I spoke to you about this last summer at Grand Beach, and later in a talk with Dr. Rose it was practically planned that I should go over to England this year for that purpose. After deciding to go to the University of Chicago the matter was of course not further referred to, and I am not sure how much time it would be advisable

COPY

GENERAL EDUCATION BOARD
61 Broadway, New York.

February 27, 1924.

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

My dear Harold:

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received at noon today, and I hasten to reply.

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for me to give to the work of the Board if I were in England for a short time only. I spoke to Flexner about the matter today and he said that it would be taken up with Dr. Buttrick and Dr. Rose upon their return. You will see therefore that it is impossible for me to make an approximation regarding the matter. I feel like you, however, that that is a matter which can be arranged I am quite sure to the satisfaction of everybody concerned, if a suitable time can be found for me to go.

If the Board acts favorably on our recommendation for an intensive survey at the University of Chicago, as soon as possible after the meeting I expect to come to Chicago to get it under way.

I hope that you will have a delightful time in California and will get a very good rest. I also hope that Dr. Wilber and Louise Post, as well as Lindy and Bert Sherer will have a delightful time, as I am sure they all will.

With affectionate regards and best wishes, I am

Cordially yours,

(Sgd.) TREVOR ARNETT

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The University of Chicago

Office of the Vice-President and Business Manager

ROOM 1838, 230 S. CLARK ST.
TELEPHONE DEARBORN 9312

August Twenty Two
1 9 2 4

My dear Dr. Burton:

Mr. Bennett

I was very glad, indeed, to get your nice letter written prior to your landing at Liverpool. I certainly do appreciate the good wishes which you extended relative to my coming to the University on August 1st. I sincerely hope that they will be realized. I am also glad to get the letter which you wrote to me on August 10th from Lincoln and am pleased to hear that your visit in England has gone as arranged and that you really are getting a thorough rest. I hope that you will not only be rested, so that you will make good the deficiency to date, but that you will store up a large reserve for future use.

I came to the University on the first of August and have been actively engaged in getting into the workings of the offices since that time. So far everything has gone along very nicely, however, and I am enjoying the work immensely. There is, as you know, plenty of work awaiting attention.

Beginning with Monday, August 18th, and continuing until Friday, August 29th, the Conference for College Financial Officers is being held at the University and I am assisting Mr. Thorkelson in its conduct. The work is inspiring and stimulating as it was last year and I am glad to get this opportunity to render my service to the eastern friends for August and September in such a convenient manner.

A few days ago I had a conference with Mr. Swift and it was suggested that it might be advisable for me to meet you in New York and arrange a conference with the officers of the General Education Board for the purpose of agreeing upon the details of the conditional gift to the University made by that Board at its recent meeting in May. I have no doubt that long before you receive this letter you will have received a letter from Mr. Swift, if such a conference is decided upon. In the meantime, I shall get all the information ready so that I shall be prepared to furnish the information which the Board desired before making the conditional agreement effective.

I am spending the week ends in Grand Beach

The University of Chicago

Office of the Vice-President and Business Manager

ROOM 1000, 520 N. CLARK ST.
TELEPHONE BRADFORD 0315

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Beginning with Monday, August 18th, and continuing until Friday, August 22nd, the Conference for College Financial Officers is being held at the University and I am assisting Mr. Thorpe in its conduct. The work is inspiring and stimulating as it was last year and I am glad to get this opportunity to render my service to the eastern friends for August and September in such a convenient manner.

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Dr. Burton.

-2-

8/22/24

and during the week Bertha and I are occupying our new apartment on 60th Street. We have not yet received all the furniture from the several places to which it was distributed when we went to New York, but we are slowly assembling it and expect to have the apartment fully furnished and in good order by the end of this month. We certainly hope that by the time you and Mrs. Burton return we shall be in a position to receive you and show you what the apartment looks like. We are enjoying the home very much and are looking forward with great expectation to our life in it and at the University.

For many reasons, I am sorry that our visits in England did not co-incide for there are many things of common interest which we should have enjoyed looking at together.

Again hoping that you and Mrs. Burton and Margaret will have a most enjoyable and restful time, and with much love to each of you from Bertha and myself, I am

Very cordially yours,

Trevor Arnett
Trevor Arnett

Dr. Ernest D. Burton
c/o Swift and Company, Ltd.,
58 West Smithfield,
London, E. C. 1

TA:EB

8/22/24

-2-

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Very cordially yours,

Trevor Atwell

Dr. Ernest D. Burton
c/o Swift and Company, Ltd.,
88 West Smithfield,
London, E.C. 1

7:25

ROOM 1838, 230 S. CLARK ST.
TELEPHONE DEARBORN 9312

The University of Chicago
Office of the Vice-President and Business Manager

December Thirty
1 9 2 4

My dear Dr. Burton:

Relative to the question of the adequacy of the tuition fees for the cost of education, especially for undergraduates, I have obtained from the General Education Board a copy of the paper which I wrote on this subject last spring. I am sending it to you for your information, with the statement that it represents the first draft of my thought on the matter. I should be very glad to discuss the subject with you and perhaps, as a result of our conference, we can evolve a document which might be helpful and convincing.

With cordial regards, I am

Very truly yours,

Trevor Arnett
Trevor Arnett

Dr. Ernest D. Burton
The University of Chicago

TA:EVB
Enc

The University of Chicago

Office of the Vice-President and Business Manager

ROOM 1001, 520 S. CLARK ST.
TELEPHONE CHICAGO 5212

December 21, 1931

My dear Dr. Burton:

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The University of Chicago

TA:EVB
Enc

31

COST OF HIGHER EDUCATION AND HOW IT SHOULD BE MET

Cost of education is becoming very high, and the question of how it is to be met is being anxiously discussed by college trustees, presidents, and others upon whom the responsibility of providing for the cost necessarily falls. The obvious method of charging the purchaser with the cost of production, which is a sound basis economically, is not followed, and many reasons are alleged for not doing so,-- among them the following:

1) Higher education should be open to all competent to benefit by it, and should not be the privilege of the rich only, for if the latter were the case it would create and perpetuate class distinctions. Moreover, the ranks of scholars are largely recruited from the children of poor parents, and scholarship would suffer greatly if a higher education were beyond their reach.

2) Education is best acquired when persons are young. It requires the whole or greater part of their attention, and thus does not in most instances permit simultaneous economic self-support. Education is, generally speaking, a condition precedent to economic self-support. This being so, to require a student to pay the full cost of his education while acquiring it is illogical. The cost must therefore be paid from the current income of the community, or from accumulated savings if a person is to obtain his education at the most suitable time of his life.

3) The perpetuation of a democratic state depends upon a wide diffusion of education, and its accessibility to all.

4) The full cost of education has not been charged to the student heretofore.

The above mentioned reasons have restrained college and uni-

they have not deterred them from seeking some relief from their li-
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The above mentioned reasons have restrained college and uni-

versity administrators from charging the full cost to students, but they have not deterred them from seeking some relief from their financial difficulties by increasing tuition fees. In most cases where increases have been made a desire has been expressed to protect the student of slender means from the effects of the increase, and in some instances protection has been afforded through scholarships and student aid. But for the most part colleges have sought to raise larger sums for endowment in order to obtain the revenue needed to meet the increased costs.

The question of how the cost of higher education shall be met must be settled on a basis which is sound economically and socially, and I am of the opinion that the time may now be ripe for the attempt. Education is an individual matter. It must be acquired by individual effort, and its benefits are primarily personal. There is no royal road to learning. The person who obtains it should, logically, pay for its cost eventually. I am not unmindful of the fact that educated men are a community asset, nor am I unaware of the untold benefits which the public receives from the researches of scientific investigators, advantages for which the public can well afford to pay. Is there, then, a plan which might be followed which will place the cost of education upon the individual, and yet enable him to obtain it at a time when he is economically non-productive? I have given some thought to this question and suggest the following method:

Fix the tuition fee at a figure which represents the full cost of providing the education, including interest on the capital invested in the plant and depreciation on buildings and equipment, and require all students whose parents are financially able to pay it in full, but allow those who can pay a part only to give notes for the

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remainder, due at some future date to be agreed upon.

The success of this plan would depend upon the spirit in which it was operated. If executed by administrators of wide sympathy, knowledge, and sound common sense it would, I feel, have far-reaching effects. First, it would educate the public as to the real cost of higher education. Under the present method of providing the cost from sources other than tuition fees people generally have little appreciation of the enormous sums which higher education costs.

Second, it would tend to eliminate the frivolous student who would not benefit by the expense involved. Neither he nor his family would willingly pay a large tuition fee if the student were not in earnest.

Third, the morale of the student body would be on a high plane, because in it serious minded persons would predominate. Many of the present perplexing questions of discipline would disappear.

Fourth, colleges would try to reduce cost so as to compare favorably with other colleges, for the size of the tuition fee would be the measure of cost and would affect attendance, and every college would strive to keep the fee as low as possible, or would have to explain the higher rate of tuition on the basis of better educational facilities.

Fifth, the need of endowment and gifts to help pay the cost would eventually disappear, because some students in attendance would pay the entire cost upon presentation of the bills; some would pay the larger part; still others would pay a smaller part, and so on; the unpaid portion of cost would be covered by notes due at a time agreed upon as convenient after the students leave college. Until the cycle was complete the college would need funds to meet the por-

tion of expense covered by the notes. When the cycle was complete

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tion of expense covered by the notes. When the cycle was complete the college should obtain sufficient income to meet its annual expenses from the sums paid by the students in college and from the notes paid by those who had left the institution. Experience would soon enable the trustees to estimate the income year by year.

In inaugurating the above plan it might be well to fix the present fee as the minimum sum which every student should be required to pay in cash, and accept his notes for only such portion of the cost in excess of that minimum which he finds himself unable to pay at the time.

The date at which notes should fall due given for the part of tuition which the student is unable to pay at the time he receives his college education is one that would need to be given careful thought. It is not so important to the success of the scheme that the notes shall be paid within a few years after graduation as it is that eventually they shall be paid in full. It frequently happens that it takes some years after leaving college for a man to establish himself financially. It therefore might be well to arrange for the notes to be payable on or before five or ten years after graduation and not bear interest till due. If the student is able to pay them before they are due he might be permitted to pay their present worth. This option would be an incentive to him to pay the notes as soon as he found it convenient, and would, from the point of view of the institution, be satisfactory.

Philanthropically-minded persons desiring to keep the doors of the colleges and universities open to students of limited resources might give sums for endowment, or sums whose principal as well as income might be used to provide scholarships for students of limited means. Even in these cases it might be well to suggest to the student

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that he re-pay the amounts if he should become financially able, and thus make the fund a revolving one. The sums so repaid would be an offset to losses sustained through notes not paid due to death or disability. Experience would show what the amount of these losses would be and what sum would need to be added to the tuition fee to meet them.

The foregoing plan is designed to meet the cost of undergraduate instruction, and does not include graduate work or research, fields of activity which must be cultivated if progress is to be made in adding to the sum of the world's knowledge. These two branches of education might well be cared for, in part at least, by state grants and by contributions from individuals, for the results accrue to the public benefit, but undergraduate work should eventually be paid for by its recipients. One reason for providing for research and graduate work in the manner I have indicated is that not every inquiry, or indeed not one in ten, results fruitfully, and if the person were required to pay the cost they would rarely be undertaken, and if undertaken the rewards should go to the person succeeding, as is the case in highly speculative fields of endeavor.

The establishment of the principle that each generation should pay for its own education would, as I have indicated, do away with the need of endowment for college education. Large endowments for educational institutions have in them elements of danger. They provide financial independence and tend to make trustees and administrators reactionary and oblivious to the trend of current opinion. They are often burdened with conditions and restrictions which were imposed by persons long since dead and which have little or no application to the present situation. If colleges were dependent upon each generation for their support their officers would be sensitive to the needs of

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Foundations, fraternal organizations, such as the Masons, the Elks, Woman's Clubs and Societies are much interested in raising funds to provide college education for needy persons. If the tuition fee covered the entire cost to the college the initiative in raising funds would be transferred from the college officers to the public generally. Every organization and community would feel the stimulus of an appeal to help young persons whose families they knew well and whom they felt would profit by the help.

The plan suggested of having every student pay the full amount of the cost to the college of his education and permitting him to give notes for the balance which he is unable to pay would, in my judgment, on the basis of present attendance increase the receipts fully 50 per cent on the supposition that one-fourth could pay the full amount at once; one-fourth, three-quarters of the amount; one-fourth, one-half of the amount, and the remaining fourth, one-third of the cost. Thus, if a college had an attendance of 4000 students and the tuition fee was \$225, on the present basis the receipts would be \$900,000. Assuming the cost at \$650 per student, on the basis above suggested the cash receipts would be \$1,687,500, and the remainder, \$912,500, would be covered by notes. If it should happen that the attendance was decreased by charging every student full cost, it could be nearly cut in half without reducing the present cash receipts, not taking into account the amount covered by notes.

The establishment of the principle that tuition fees should represent cost would tend to keep the cost at the lowest possible amount. First, only items which were a proper charge against under-

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The establishment of the principle that tuition fees should represent cost would tend to keep the cost at the lowest possible amount. First, only items which were a proper charge against under-

graduate work could be included. This would result in the segregation and separate accounting for graduate and research work, a separation which in itself would be of enormous advantage. Second, the curriculum would be limited to subjects on which there was general opinion as to usefulness and appropriateness. Third, the diffusive curriculum now prevailing would be reduced. The plan would no doubt operate to reduce attendance, and thus make it unnecessary to provide larger physical plants, which also would save expense.

The foregoing discussion has reference to endowed and private institutions, and the question naturally arises--what about state institutions and the principle followed in many states that it is the duty of the state to furnish higher education for those desiring it. There are two factors in the present situation which I think would cause state institutions to look with favor upon a plan such as the one projected. First, much consideration is now being given to the great demands which state universities are making on the state resources, and people are asking themselves whether it is just to tax the entire state to provide education for a few, and the opinion has been expressed that some scheme should be worked out which will relieve the present burden. If some such plan as above suggested were adopted by the state it would be an answer to the question now being raised. Second, in many states junior colleges are being established as a part of the public educational system, and it might well be that the state's obligation should terminate at that point, leaving to the individual and his friends the burden of defraying the cost of higher education and education for professional purposes.

The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

December 18, 1924.

*Returned for your
attention. H 11/10/25*

Mr. Trevor Arnett,

City Office.

Dear Mr. Arnett:

Mrs. Hutchinson has caused to be sent to me two boxes full of material taken evidently from Mr. Hutchinson's desk.

The papers consist of hundreds of letters, an occasional blue-print, letter-files and miscellaneous material.

As so much of the contents of these two boxes pertains to the Committee on Buildings and Grounds, I am wondering if it would not be better to send the material to your office where some one of your clerks might examine and classify it.

I await the expression of your wishes.

Yours very truly,

J. D. Dickerson
Secretary.

*memo 4/27/76
these papers are
valued at
in city office
LRT*

The University of Chicago

The Board of Trustees

December 18, 1924



Mr. Trevor Abbott

City Office

Dear Mr. Abbott:

Mr. Hutchinson has asked to be sent to me two boxes full of material taken evidently from Mr. Hutchinson's desk.

The papers consist of hundreds of

manuscripts, some of which are

of considerable material.

As so much of the contents of these

two boxes pertain to the Committee on Buildings and

Grounds, I am wondering if it would not be better to

send the material to your office where some one of

your clerks might examine and classify it.

I await the expression of your wishes,

Very truly,

Robert Maynard Hutchins
Secretary

Handwritten notes:
Hutchins
12/19/24
Mr. Abbott
City Office
Chicago
Ill.

File

Miss A

TREVOR ARNETT
1307 EAST SIXTIETH STREET
CHICAGO, ILLINOIS

March 7, 1925.

My dear Dr. Burton,

Last week at Dr. Abraham Flexner's suggestion I went to the Rockefeller Medical Institute Hospital for a thorough medical examination. He thought I looked much run down and ill and feared there might be something seriously wrong. I was given a preliminary examination one day and returned the next to learn the result. I was informed that while appearances seemed to indicate nothing wrong, Dr. Cole said that he would like me to come back for two days so that they might give me a more extensive examination. I did so and at the close of the two days the time was extended two days more.

When the results of the many tests were learned, the doctors told me that they could find no organic difficulty but that I should take a rest at once of a month and then come back to the Hospital so that they might look me over again. They said I was much over-fatigued and unless I became rested promptly, they were afraid something serious might eventuate which might take a long time to overcome.

Their diagnosis as to fatigue is, I regret to say, correct. For the past three or four months I have had difficulty in sleeping and for the most of the time have been thoroughly exhausted. I have been especially anxious to carry on the work of my office most efficiently but I have found that to do so has overtaxed my strength. Several things have conspired to bring this about. First, the work has increased in volume, owing to the new building program, the development program and the city planning scheme which is interfering with some of our city buildings. Second, the work is of a kind which differs considerably from my previous experience. Third, I was not in the best physical condition when I undertook it and fourth, the week in New York

TREVOR ARNETT
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March 7, 1935

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while most interesting, has made the situation more difficult.

I have given the matter much thought and consideration and am convinced that to attempt to continue on the three-quarter and the one-quarter basis is impossible. I am also thoroughly convinced that for me to continue to put in all of my time administering the Business Manager's Office is not the wisest use of my time, considered both from the University's and my own best interests. The Business Manager's office should be organized so that it would operate completely in its own sphere, as the Auditor's does and someone of sufficient authority should be free to see that it and all the other business offices are functioning properly and that harmony and co-operation exist among them and the academic departments. There are many general questions of policy and procedure which need study and definition for lack of which the University is suffering at the present. Many if not all of these questions would doubtless be solved and much money saved if the survey which the General Education Board is willing to finance were promptly undertaken and brought to a successful conclusion. I feel that my time would be best spent if, as vice-president, I should devote myself to the survey, to the co-ordinating and supervision of the offices as stated, and to helping President Burton wherever possible. Such a use of my time would make the fullest use of my years of experience, would be most congenial to me and would, I feel sure, be to the best interests of the University.

It is impossible for one person to be responsible for the details of the Business Manager's Office and at the same time give attention to the work of the other offices of the University. As a result the latter are allowed to drift and matters requiring attention are not cared for promptly and inefficiency

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I am speaking frankly on the matter because I feel that I owe it to the University to do so and because I feel that a return to the present conditions after a month's absence would inevitably lead to a repetition of the present situation.

According to agreement my arrangement with Mr. Rockefeller was to be reviewed at the close of a year, which comes on April 30th, at which time it must be decided whether to continue the present plan or make some other arrangement.

I am hoping to confer with you and Mr. Swift on these matters at a convenient opportunity.

With affectionate regards, I am

Yours sincerely,

Trevor Arnett

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