

Wessels

Chicago, May 26, 1914

Dear Mr. Wessels:

I find on my return to Chicago that I have been again appointed Secretary-Treasurer of the University Orchestral Association.

At the first meeting of the Executive Committee for the consideration of programmes for the ensuing year, I should like to present the possibility of a programme consisting entirely of concerts by the Chicago Symphony Orchestra. Will you let me know whether you and Mr. Stock would consider a season of nine or ten concerts at the University and what the fee per concert would be? Some of us hope that it will be possible to get ten concerts without increasing the cost of the season ticket at present sold. This, however, will require very close figuring on our part and some assistance from you.

In making up the schedule, the University Settlement League requests that, so far as possible, we avoid the regular day of Settlement League meetings,

which, I understand, is not the case.

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which, I understand, is the third Tuesday of the month.

Sincerely yours,

Secretary University Orchestral Association

D.A.R.-D.

Mr. F. J. Wessels
216 South Michigan Avenue
Chicago

which is contained in the report of the

board

of directors

of the University of Chicago

of the

of the University of Chicago
of the University of Chicago
of the University of Chicago

Univ. Orchestral Assn

Wessels

Chicago, October 30, 1913

Dear Mr Wessels:

Miss Cates recently put on my desk the next programme of the Orchestral series for my approval. I confess that I do not exactly understand the procedure with respect to programmes. I had supposed that Mr Stock arranged programmes which were sent to the University Orchestral Association, occasional suggestions being made by Mr Stock in advance of the programmes. Am I right in supposing this to be the case? Mr Payne is out of the City so that I am obliged to consult you with respect to this local detail.

As to programmes, the only criticism I have heard of the programmes in Handel Hall is that they are sometimes too much like the preceding programme in Orchestra Hall. A great many of our people attend the concerts on Friday or Saturday. These are the people who make themselves heard on the subject of repetitions only a few days apart. There was some protest on the part of Professor Hale, for instance, against our first programme

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in advance of the concert. He was entirely enthusiastic, however, after the concert. I have heard three protests in advance of this next concert on account of the substitution of Till Eulenspiegel's "Merry Pranks" for the proposed Liszt number. My only suggestion is, then, that we avoid as far as possible the repetition of numbers after only short intervals. Of course I understand the way the Orchestra must keep certain works in rehearsal, and the limitations which such a situation places upon the programme making.

Doubtless what I have stated is already known to yourself and Mr Stock. As the new Secretary, however, I seem to be expected to make some comment on the programmes and the only suggestive comment I can make is what I have offered. On the whole I think our Mandel Hall programmes have been excellent ones.

Sincerely yours,

Secretary University Orchestral Association

D.A.R.-D.

Mr Frederick J. Wessels
Orchestra Hall
Chicago

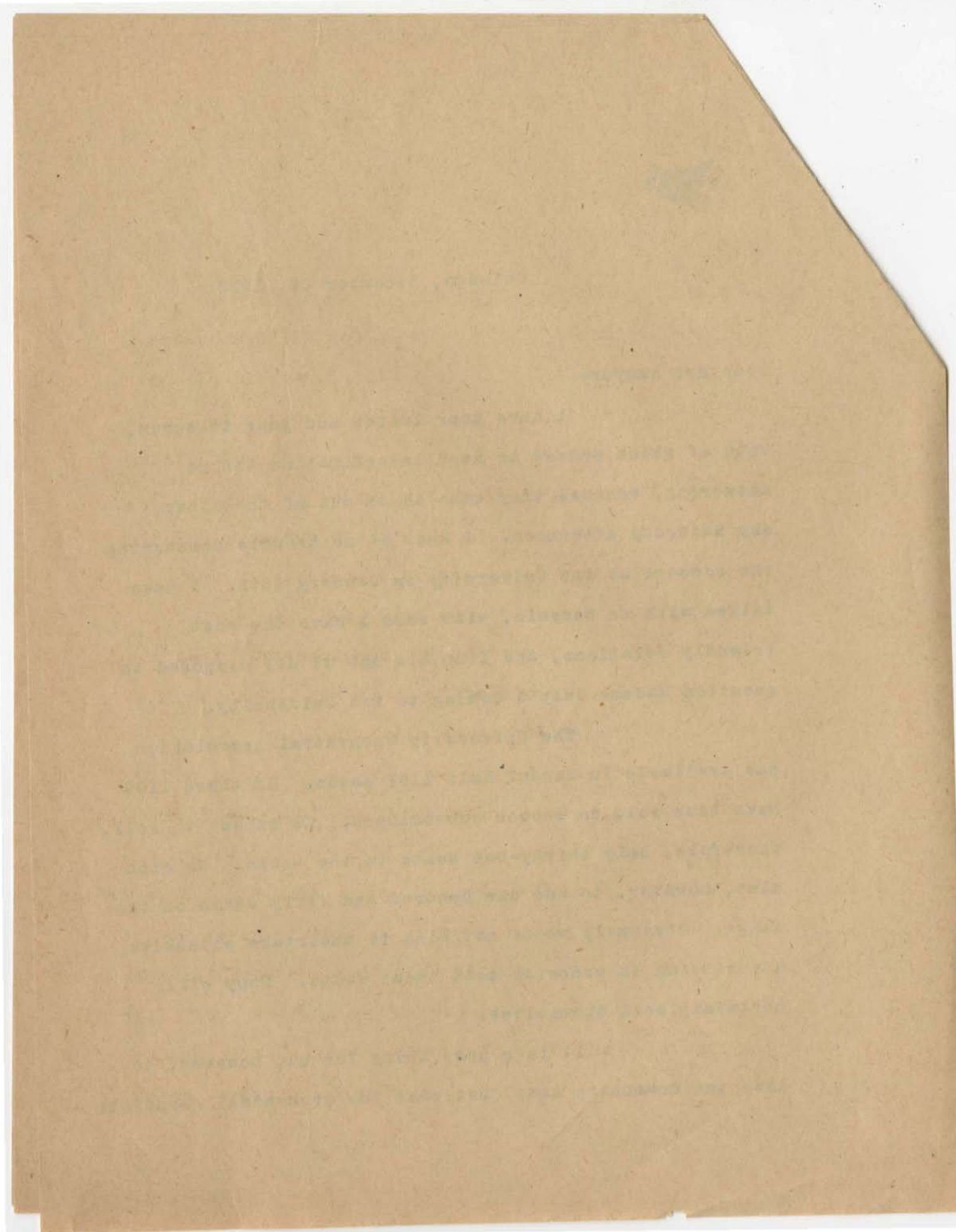
Chicago, December 29, 1913

Dear Mrs Sawyer:

I have your letter and your telegram, both of which seemed to need investigation before answering, because they came to me out of the clear sky Saturday afternoon. I know of no trouble concerning the concert at the University on January 13th. I have talked with Mr Wessels, with whom I have the most friendly relations, and find him not at all disposed to question Madame Culp's coming to the University.

The University Orchestral Association has available in Mandel Hall 1131 seats. Of these 1100 have been sold to season subscribers. We expect to sell, therefore, only thirty-one seats in the house. We wish also, however, to add one hundred and fifty seats on the stage. Obviously we do not wish to undertake expensive advertising in order to sell these seats. They will certainly sell themselves.

It is a good thing for us, however, to have the Community know just what the Orchestral Associati



is doing. Consequently we like to post placards in the neighbourhood. My friendship for Mr Wessels, and the predicament in which Mr Wessels finds himself on account of the Chicago Grand Opera Company's postponement of the performance of "Parcival", make me willing to give up the usual advertising by means of placards, and to confine our advertising to the ordinary notifications to our subscribers and such placards as are necessary to inform the University students of the availability of a few seats for the concert. I do not see, therefore, why you should have any suspicion of trouble concerning the University concert.

It seems to me that in our correspondence and in our contract it is perfectly clear that the University Orchestral Association is entitled to circulars and placards provided that the University Orchestral Association pays the express charges. For the reasons given above, I am glad to waive the matter of placards except for twenty-five which we wish to use on the campus. If your circulars are such as could be sent to our subscribers to acquaint them with Madame Culp's personality and position as an

artist, I shall be glad to have eleven hundred of them to be mailed to subscribers. I should be glad also to have the words of the songs and the translations.

I hope you will understand from the tone of this letter that far from wishing to interfere with Mr Wessels or yourself in the Sunday performance, I wish to help you in every possible way. As my predecessor, Mr Payne, wrote to you on April 24th: the conditions under which concerts are conducted at the University and the location of the University are such that they cannot interfere in any way with the patronage of the Orchestra Hall. I do not think I have any misunderstanding of our correspondence and contract. I cannot see how in view of the same data you can feel that there is in the University Orchestral Association concert anything really in conflict with the Orchestra Hall appearance of Madame Cylp. I have at no time endeavoured to conceal the facts concerning the University concert. Certainly there has never been any desire to make it appear that the concert was to be a private affair for which no advertising was to be used. On that point, however, I think we need not disagree in that I have already assured you and Mr Wessels

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of our desire not only not to interfere, but to
co-operate for the success of the Sunday concert.

Sincerely yours,

Secretary University Orchestral Associati

D.A.R.-D.

Mrs Antonia Sawyer
1425 Broadway
New York, N.Y.

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Gettys

Chicago, April 28, 1915.

Dear Miss Gettys:-

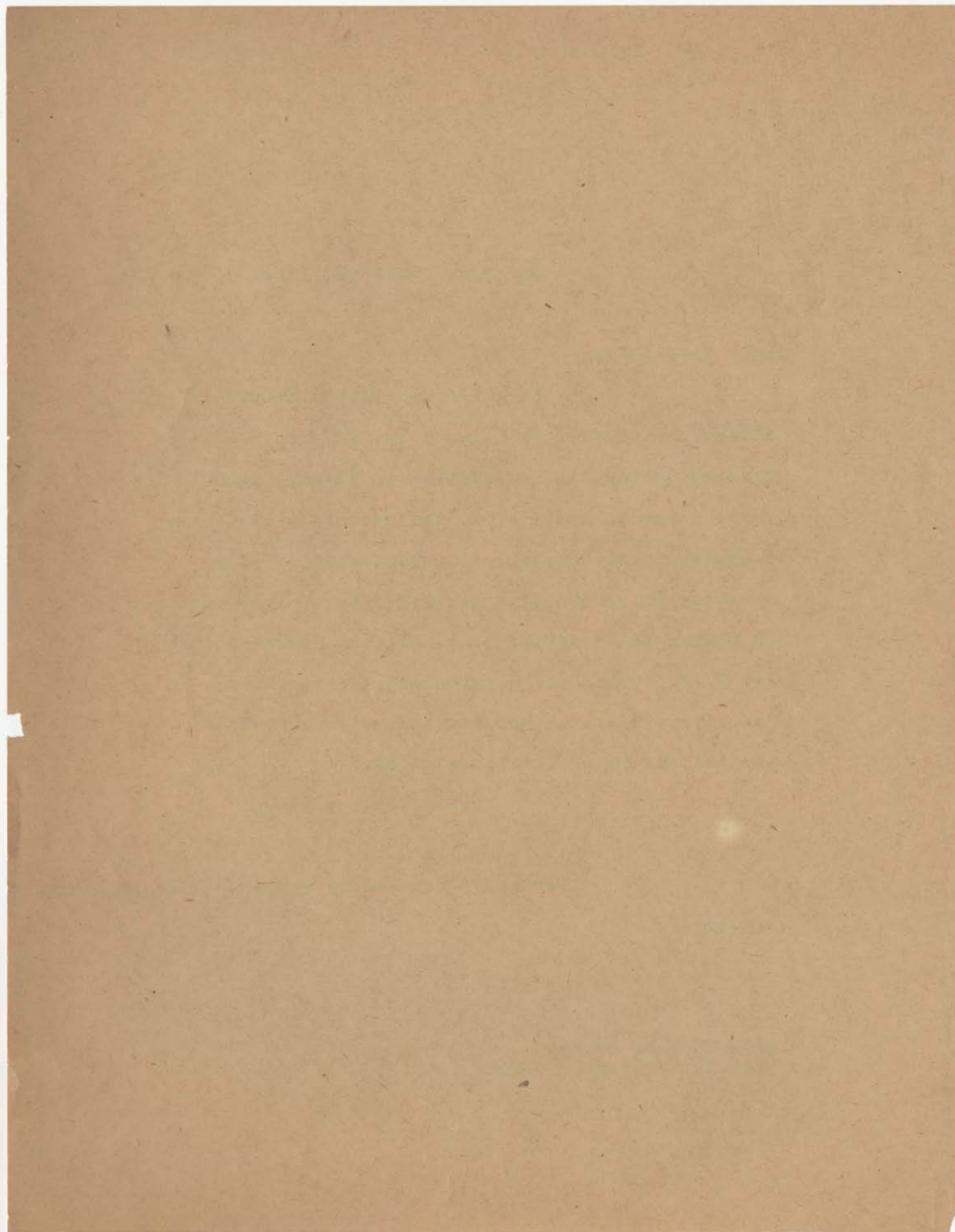
It gives me great pleasure to inform you that at the annual meeting of the University Orchestral Association in Harper Assembly Room, Tuesday, April 27th, the Secretary-Treasurer included in his report an appreciation of your courtesy in providing a bibliography of each concert. On motion of Professor F. J. Miller, seconded by Dr. A. K. Parker and unanimously carried, the Secretary-Treasurer was instructed to convey to you the thanks of the Association.

Very truly yours,

Secretary University Orchestral Association.

D.A.R.-D.

Miss Cora M. Gettys
The University of Chicago.



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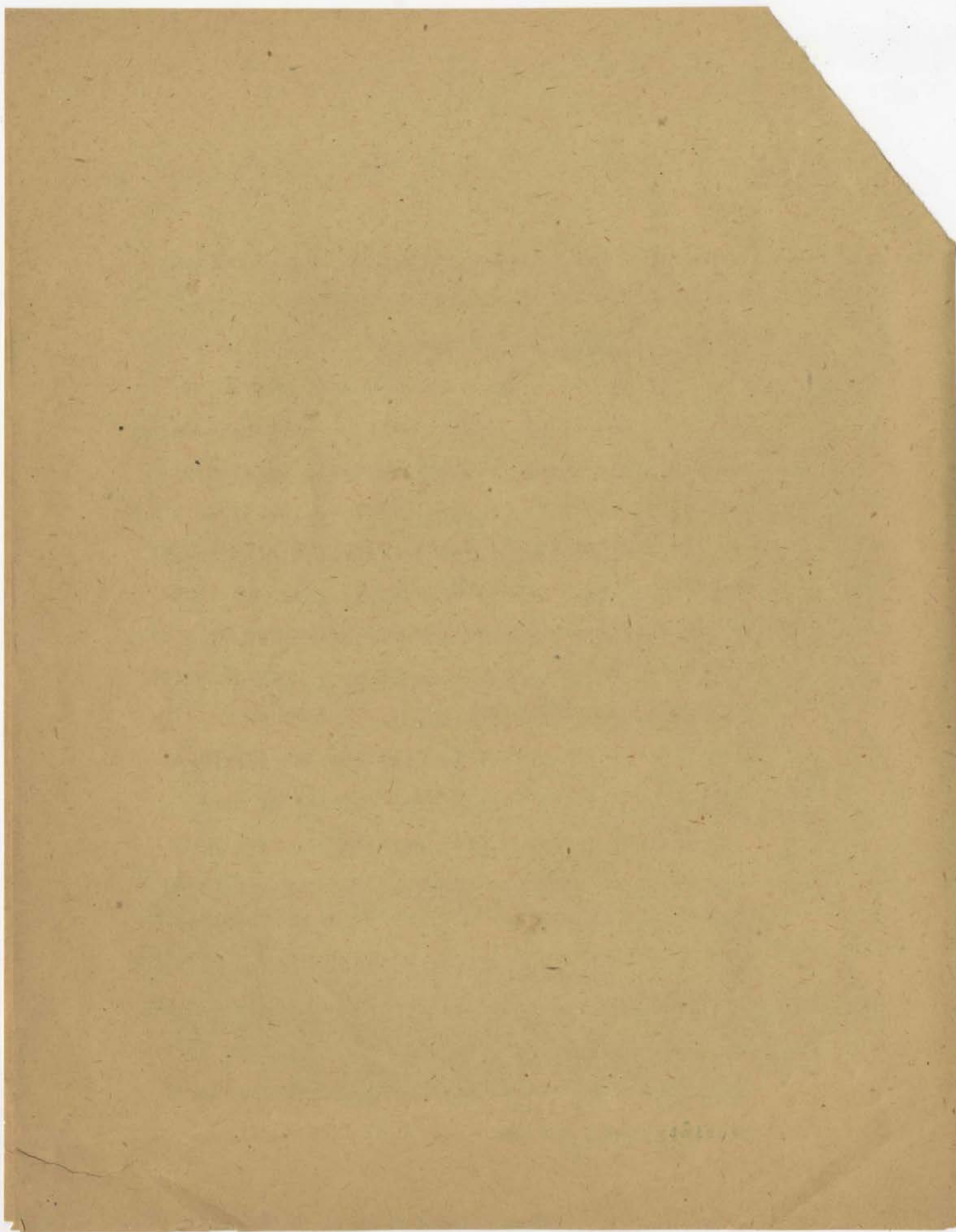
Chicago, May 25, 1917

Dear Mr. Stock:-

I am very sorry that I did not hear the last concert in the University orchestral series. For I had wished to express to you in person my own enthusiasm for the series of concerts with which you have delighted us in Mandel Hall. On every hand I find expressions of appreciation. I take this written method of thanking you on my own behalf and on behalf of the Orchestral Association.

We are looking forward to the season of 1917-18 with a deep feeling of what the musical programs will mean to us. For many they will be the only possible form of enjoyment in a public hall.

The directors of the Association have asked Mr. Wessels to arrange for eight instead of seven concerts. They have asked me also to express to you and to him our appreciation of the variety which you have given to the programs this



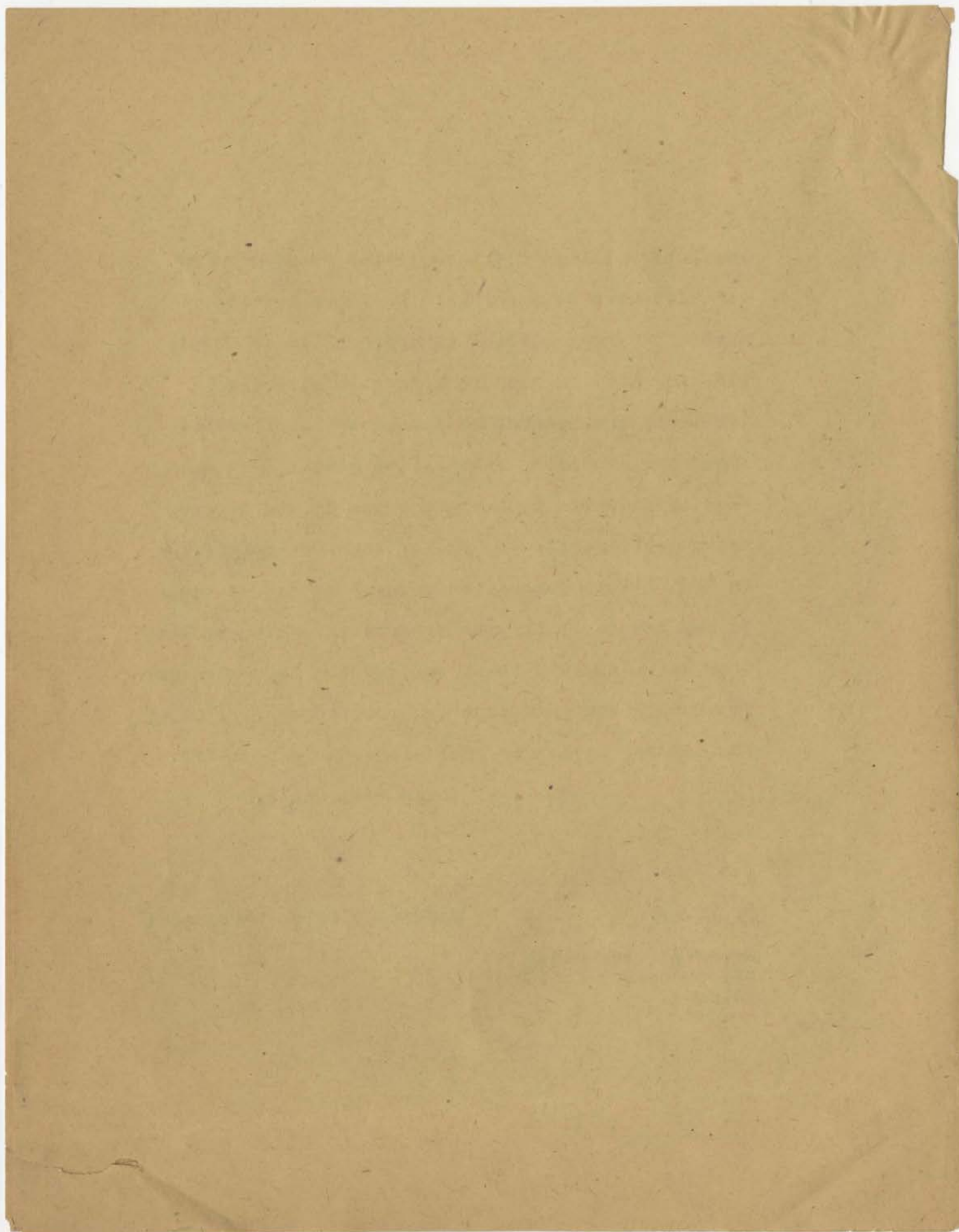
year, especially by the inclusion of members of the orchestra as soloists. To these artists we extend our very cordial thanks. If it is possible, we shall be glad to have this pleasure continued and because of the educational effect among our students, we shall be glad if you can find it possible to include solos by the lesser known instruments, the flute, oboe, et cetera. In making this suggestion however we do not wish in any way to limit your freedom in making up the programs. Again I thank you for the deep pleasure you have given us during the past season. I hope that we may have many such pleasurable concerts.

Yours very truly,

D.A.R.-V.

Secretary to the President

Mr. Frederick Stock
850 Orchestra Building
Chicago



Univ. Orchestra Assn.

Zeisler

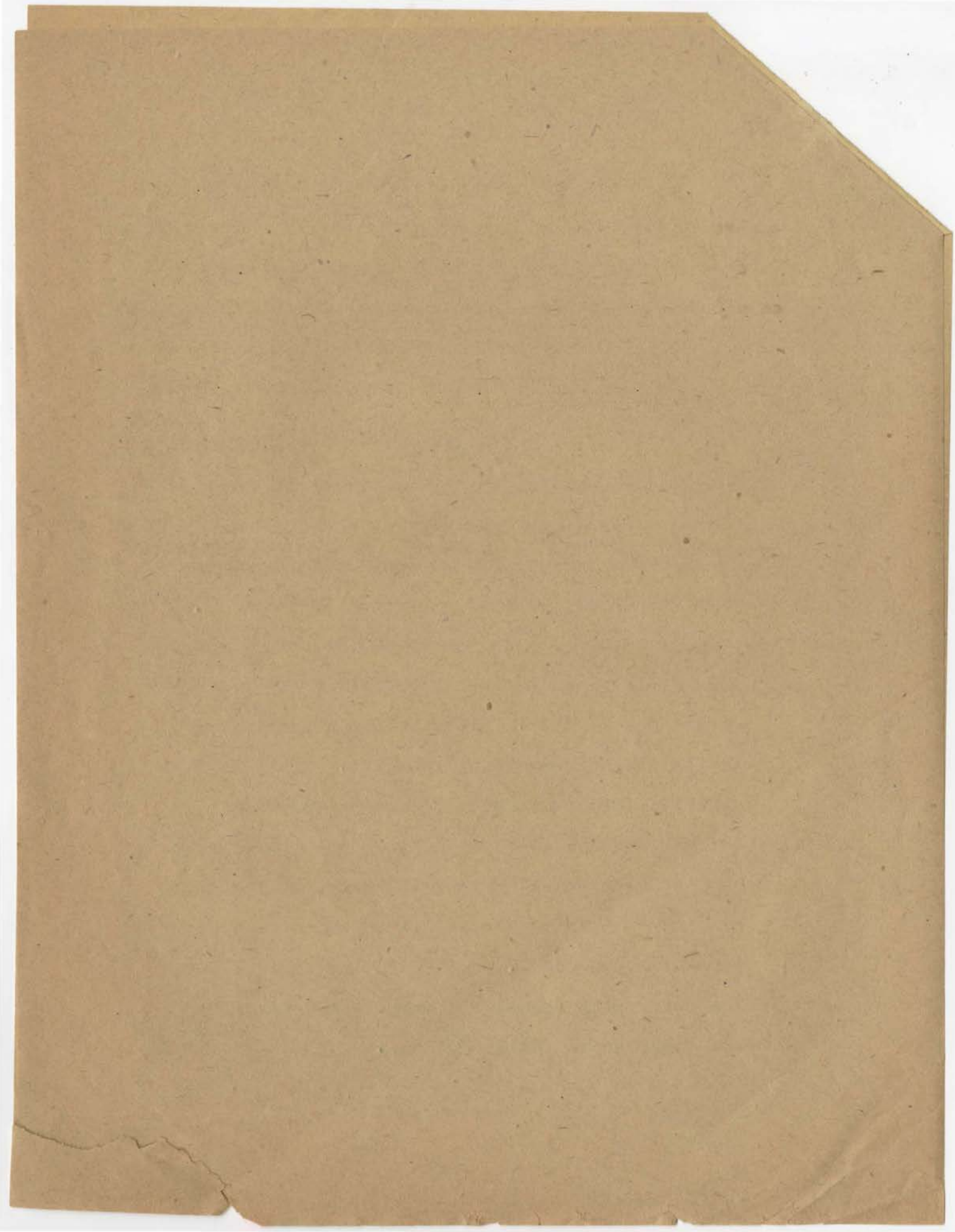
Chicago, June 1, 1917

Dear Mrs. Zeisler:-

The directors of the University
Orchestral Association are unanimous in their de-
sire to arrange if possible for the season of 1917-
18 a series of concerts in Leon Mandel Assembly
Hall which will include a recital by yourself.

As you know, the concerts are
held in Leon Mandel Assembly Hall on Tuesday
afternoons at 4:15. Eight of the concerts are
by the Chicago Symphony Orchestra. If it is
possible for you to play for us during the
ensuing season, will you be good enough to have
your secretary let me know the dates available?

Please let me know also the
terms for a recital. For your last recital for
the University Orchestral Association the fee
was four hundred fifty dollars.



For several years there has been a strong desire on the part of some of us to include your name in our programs chiefly because of your distinction as an artist, partly also because of our neighborly pride.

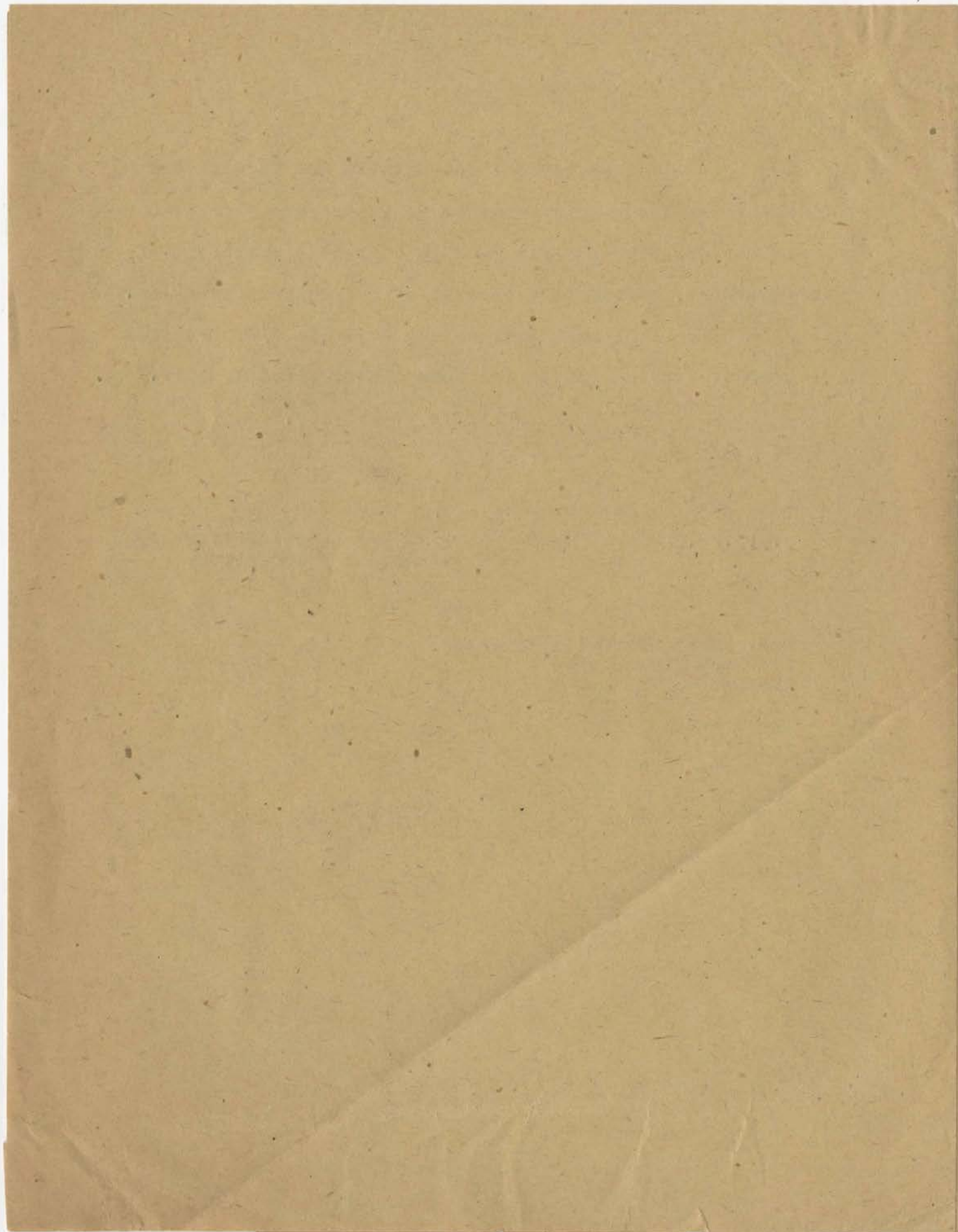
I hope that we may have the pleasure this year of hearing you in the Leon Mandel Assembly Hall.

Yours very truly,

D.A.R.-V.

Secretary of the University
Orchestral Association

Mrs. Fanny Bloomfield-Seisler
5749 Woodlawn Avenue
Chicago



ALINE B. STORY

5749 WOODLAWN AVENUE

CHICAGO June 5, 1917.

Handwritten: A.O.A.

Mr. David A. Robertson,
Secretary of the University
Orchestral Association,
University of Chicago.

Dear Sir:

Your very kind letter of June 1st was received and Mrs. Zeisler wishes me to thank you for your expressions of appreciation, particularly those which refer to her personally rather than to the artist.

The fee for which she played for you last time was a reduction from her regular terms, but she will be glad to play for the same sum again. Her plans are such that you would have to choose one of your latest dates. If you will kindly let me know which Tuesdays after January 1st are available, Mrs. Zeisler will choose the one which suits her best and I will write you promptly thereafter.

Yours truly,

Aline B. Story

CHICAGO, June 2, 1913.

Mr. David A. Robertson,
Secretary of the University
Orchestral Association,
University of Chicago.

Dear Sir:

Your very kind letter of June 1st was received
and Mrs. Kelsner wishes me to thank you for your expres-
sions of appreciation, particularly those which refer to
her personally rather than to the artist.

The fee for which she played for you last time
was a reduction from her regular terms, but she will be
glad to play for the same sum again. Her plans are such
that you would have to choose one of your latest dates.
If you will kindly let me know which Tuesday after Jan-
uary 1st are available, Mrs. Kelsner will choose the one
which suits her best and I will write you promptly there-
after.

Yours truly,

Alice M. Berry

*Athletic
Conference*

UNIVERSITY OF MICHIGAN
ANN ARBOR
PRESIDENT'S OFFICE

February 16, 1922.

President Harry Judson,
University of Chicago,
Chicago, Illinois.

My dear President Judson:

I have your letter of February 13. I knew of the meeting of Presidents on February 4, and was extremely sorry not to be there. I had an engagement to meet with our Alumni in Boston at that time. Not having heard the discussion which took place on February 4, perhaps I am not quite in a position wisely to judge the matters to which you refer. I may say that my first reaction in the situation is that it would ^{be} rather unfortunate for the Presidents of the Universities to take a hand in the matter at this stage. It seems to me that we ought to talk over the situation with our own representatives in the conference and let them see if they cannot handle it. When once responsibility has been delegated to them as it is in the conference it seems to me that we ought to give them a fair chance to work it out before we attempt to step in.

My second reaction is, that these men know so much more about the athletic situation than we Presidents do that we would be more or less at a disadvantage in attempting to deal with them.

Perhaps I am viewing the situation largely from our own individual circumstances. I have great confidence in our Professor Aigler and I would rather tell him what I think and have him work it out than to attempt to deal with these men directly myself.

In view of these aspects of the situation and with the knowledge which I have at present, it seems to me that it is quite unnecessary to call a special meeting of the conference and also at the present juncture a little untimely if not undesirable for the Presidents to meet in a joint conference with

UNIVERSITY OF MICHIGAN
ANN ARBOR
PRESIDENT'S OFFICE

February 18, 1933.

President Harry Jackson,
University of Chicago,
Chicago, Illinois.

My dear President Jackson:

I have your letter of February 15. I knew of the meeting of Presidents on February 4 and was extremely sorry not to be there. I had an engagement to meet with our Alumni in Boston at that time. Not having heard the discussion which took place on February 4, perhaps I am not quite in a position wisely to judge the matters to which you refer. I may say that my first reaction in the situation is that it would rather be fortunate for the Presidents of the Universities to take a hand in the matter at this stage. It seems to me that we ought to talk over the situation with our own representatives in the conference and let them see if they cannot handle it. When once responsibility has been delegated to them as it is in the conference it seems to me that we ought to give them a fair chance to work it out before we attempt to step in.

My second reaction is, that I have seen know so much more about the athletic situation than we Presidents do that we would be more or less at a disadvantage in attempting to deal with them.

Perhaps I am viewing the situation largely from our own individual circumstances. I have great confidence in our Professor Algor and I would rather tell him what I think and have him work it out than to attempt to deal with these men directly myself.

In view of these aspects of the situation and with the knowledge which I have at present, it seems to me that it is quite unnecessary to call a special meeting of the conference and also at the present juncture a little hastily it is not unduly for the Presidents to meet in a joint conference with

President H. Judson, #2,

February 16, 1922.

the athletic representatives.

If I am mistaken in this matter I should be glad to have you correct me. It goes without saying that I am thoroughly interested in this situation and believe that it deserves our attention.

Believe me,

Cordially yours,

W. L. Burton

MLB/S

February 16, 1933.

President H. Johnson, #2,

the athletic representatives.

If I am mistaken in this matter I should
be glad to have you correct me. It goes without say-
ing that I am thoroughly interested in this situation
and believe that it deserves our attention.

Believe me,

Cordially yours,

W. L. Brewster

MJB/s

THE UNIVERSITY OF WISCONSIN
MADISON

OFFICE OF THE PRESIDENT

February 28, 1922

Authentic

My dear President Judson:

I found your letter here on my return from an absence. I found also a letter from President Burton, who is in general sympathy with any movement to keep athletics from assuming too great an importance but who does not feel sympathetic toward some of the measures which we discussed at our recent meeting.

I am wondering whether it would be advisable to hold a special meeting of the presidents of the conference colleges with regard to athletics. How would it be if each of us should take up the situation with the athletic authorities and then report at some meeting at which the presidents only should be present rather than at a joint meeting of athletic authorities and presidents?

If this is to be done why should you not take the lead in the matter and invite the conference college presidents to meet at the University of Chicago?

To tell you the truth I am getting a little sensitive about continuing to act as chairman and calling all of these meetings. President Kinley seems anxious that I should continue to act for the state universities, at least in the immediate future, but I do not quite see why I should act also for the conference colleges.

If this suggestion appeals to you will you not act upon it? Or, perhaps, if you wish to do so, call me up by telephone so that we can talk it over.

Very truly yours,

E. A. Birge
E.A. BIRGE,
President.

President Harry Pratt Judson,
University of Chicago.

February 28, 1933

My dear President Johnson:

I found your letter here on my return from an absence. I found also a letter from President Burton, who is in general sympathy with my movement to keep athletics from assuming too great an importance and who does not feel sympathetic toward some of the measures which we discussed at our recent meeting.

I am wondering whether it would be advisable to hold a special meeting of the presidents of the conference colleges with regard to athletics. How would it be if each of us should take up the situation with the athletic authorities and then report at some meeting at which the presidents only should be present rather than at a joint meeting of athletic authorities and presidents?

If this is to be done why should you not take the lead in the matter and invite the conference college presidents to meet at the University of Chicago?

In fact, on the 15th I am writing a letter to you about continuing to act as chairman and calling all of them meetings. President Kinley seems anxious that I should continue to act for the state universities, as I am in the immediate future, but I do not quite see why I should not also for the conference colleges.

If this suggestion appeals to you will you not act upon it? Or, perhaps, if you wish to do so, call me up by telephone so that we can talk it over.

Very truly yours,

L. A. WING
President

President, University of Chicago

My dear President Johnson
have read by
this

March 2, 1922.

My dear President Birge:

Your favor of the 28th of February is received. I have heard now from all the Universities in the Conference. This information I was glad to get for the sake of our own authorities. It seems to me that there ought to be a special meeting of the Conference Representatives to take into account the matters which we have discussed. It does not seem to me at all imperative that there should be a meeting of the Presidents with them. Such a meeting might very properly be held either before or after the meeting of the Conference. I hope that the Conference meeting may be held, and would like very much in order that our own Representative can be present, that it be held either before the 17th, or after the 26th of this month. Will it not be proper for you, as Chairman of the meeting held on the 4th of February, to take steps towards having a special meeting of the Conference?

As to the other matter, there seems to me no earthly reason why you should not continue to act as Chairman of the meeting of the University Presidents. In fact, I should regard it as peculiarly appropriate that you should continue in that capacity. Anyway, if the Conference of Presidents is held

March 24 1932.

President E. A. Birge.

My dear President Birge:

Your favor of the 23rd of February is received. I have heard now from all the Universities in the Conference. I should greatly prefer that you would call it again.

With cordial regards, I am,
This information I was glad to get for the sake of our own

Very truly yours,
authorities. It seems to me that there ought to be a special

meeting of the Conference Representatives to take into account

the matters which we have discussed. It does not seem to me

President.

at all imperative that there should be a meeting of this kind. I am, I think, sure that the University of Wisconsin, Madison, Wisconsin, will be glad to meet with them. Such a meeting might very well be held in Madison, Wisconsin.

HPJ:AMc
The University of Wisconsin, Madison, Wisconsin.

held either before or after the meeting of the Conference. I hope that the Conference meeting may be held, and would like

very much in order that our own Representative can be present.

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meeting of the University Presidents. In fact, I should regard

it as peculiarly appropriate that you should continue in that

capacity. Anyway, if the Conference of Presidents is held

Harold H. Swift
Union Stock Yards
Chicago

March 18, 1922

Out letter
President Harry Pratt Judson,
The University of Chicago,
Chicago, Illinois.

Dear President Judson:

You remember I spoke to you in reference to the case of Romney, the football captain whose name is under discussion as to whether he will be eligible next fall.

Without wishing to have any part in the discussion, I want to ask that the case shall be carefully handled. I have heard enough of it to realize that many people think there are two sides to the question and because of his standing as a man and his importance to the team, the feeling on the question is rather strong. My suggestion is that both sides be given a full hearing, allowing for the appearance before the committee of Romney or any others who, it can reasonably be assumed, can shed light on the subject.

Yours cordially,

Harold H. Swift

Wm. H. Hall
Chicago

March 13, 1907

Wm. H. Hall
The University of Chicago
Chicago, Illinois

Dear Mr. Hall:

I am very glad to hear from you and to learn that you are still interested in the study of the history of the United States. I am sure that your work will be of great value to the country.

I am sure that your work will be of great value to the country. I am sure that your work will be of great value to the country.

I am sure that your work will be of great value to the country. I am sure that your work will be of great value to the country.

Yours very truly,
Wm. H. Hall

March 20, 1922.

My dear Mr. Swift:-

Thank you for your note of the 18th instant. It does not seem to me necessary or desirable to have a hearing before the Board in which individual students may appear. The matter should be presented to the Board either by the Director or the Deans. As far as this particular case is concerned it will depend on some legislation which may be adopted at the meeting of the conferences which may be held in April. I think you can be assured that the whole matter will receive due consideration.

Cordially yours,

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

HPJ:CB

March 20, 1922.

My dear Mr. Swift:-

Thank you for your note of the 18th instant.

It does not seem to me necessary or desirable to have a hearing before the Board in which individual students may appear. The matter should be presented to the Board either by the Director of the Bureau. As far as this particular case is concerned it will depend on some legislation which may be adopted at the meeting of the conference which may be held in April. I think you can be assured that the whole matter will receive due consideration.

Cordially yours,

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

HPJ:CS

The University of Chicago
The Graduate School of Arts and Literature

OFFICE OF THE DEAN

March 28, 1922.

Athletics

President Harry Pratt Judson,
Harper Memorial Library.

My dear Chief:

In view of the call for a conference on athletics, I have been trying to set in order my views of the situation. They reduce to the following:

1. When President Angell called the first conference, the athletic situation in our territory was characterized by three outstanding features:

(a) Chaos of practices with reference to eligibility; no common method of regulating these practices; no common standard of requirement for participation; a riot of schemes by friends of the different teams to recruit athletic material; miscellaneous methods of subsidizing players; complicity of faculties in these coils in a wide scale of degrees, from total indifference to active connivance.

(b) As a general proposition the students had a free hand in conduct of intercollegiate athletics. This had resulted in employment of a type of coach and in enlistment not only of athletics—crazy recent alumni but outside sports of kindred ideas who had become a propagandist body without sense of academic values but effective in committing each institution to the standard: Anything to win.

(c) General suspicion of the good intentions of every body directly or indirectly connected with athletics of one institution by every one interested in athletics in all the others. That is, there was no established common tradition of sportsmanship, but there prevailed a ruthless type of bellum omnia contra omnes.

2. Of these three groups of evils, the third was the most radical and the most insidious. In a word, even the faculties did not believe in one another's good intentions.

3. Whatever evils remain, through the medium of the Conference this most serious evil has apparently been completely removed. The delegates to the Conference, and they believe the faculties which they represent, have come to have entire confidence in one another as having a common attitude towards a common problem. In this respect the situation is incomparably more fortunate than that of sixteen years ago.

4. In place of the first evil, the Conference now has a standard which is worthy of respect. There is no ambiguity about the principle which is now fundamental to our co-operation, viz. that intercollegiate athletics

The University of Chicago
The Graduate School of Arts and Literature

OFFICE OF THE DEAN

Page 2.

as defined by outside athletic organizations, but must be academic amateur athletics, as determined by additional academic requirements.

In accordance with this principle the Conference has established the secondary principle that the Universities themselves have a responsibility for holding athletic interests in due subordination to academic interests.

To give these principles effect, the members of the Conference have from time to time adopted rules which now constitute a code more nearly adequate to its purpose than agreements that have been reached by any other intercollegiate body. Moreover, the delegates have entire confidence in the good faith of the administration of this code in the different Conference Universities. It must be remarked, however, as indicating an element in the present problem situation, that the same confidence does not seem to exist so generally among the athletes and their most ardent partisans.

5. A further important factor in the present situation is the Intercollegiate Conference Athletic Association (incorporated). "The Board of Directors of this latter body is composed of one alumnus from each of the Conference colleges." These directors are men who represent the best type of sportsmanship. They not only manage the track and field meets, but they are an effective liaison agency between their Universities and their fellow alumni. It would be impossible to estimate the importance of their influence on the side of genuine amateurism on the one hand and of enthusiastic rivalry free from hostility on the other. In the peculiar work that remains to be done in the control of athletics, it is not improbable that this body or another similarly constituted and co-ordinate with it, may be an agency which can accomplish more than the Conference can bring about directly.

6. In spite of all that has been done, disproportionate interest in athletics remains as truly a fact and a menace as it was seventeen years ago. Details and proportions have been changed, but the present forms of the evils are more baffling than ever. They are evils which in the nature of the case are largely beyond the reach of rules. Here and there a slight alteration of our code may tend to minimize some of the minor abuses, but Conference legislation will be powerless with the most dangerous evil at the present time.

7. Under the head minor evils, each of which is serious enough in itself, I would schedule (a) the corruption of college athletics by promoters of professional athletics --most notably football; (b) demoralization of college athletics by catering to a non-academic sporting public. This does not, of course, consist wholly of gamblers, but it tends to include increasing proportions of them. (c) Intercollegiate competition by students whose college

The University of Chicago
The Graduate School of Arts and Literature

OFFICE OF THE DEAN

Page 3.

work is specialized preparation for athletic coaching. (d) Confusion of academic values by bidding for students in connection with invitation inter-school meets. The whole system is vicious and should be abolished. (e) Intersectional games. I name them last among the minor evils, because it is difficult to formulate a principle that would rationally delimit sections. While it is easy to agree that it is undesirable for Chicago to play on either coast, it is scarcely less expensive in time cost for Minnesota or Iowa to play at Columbus than it would be for Michigan to play Harvard.

8. I must reserve a place for itself between these symptomatic evils which might be remedied without much difficulty, and the least manageable of our conditions, for the spectre of summer baseball. The Conference delegates have never been unanimous upon the subject. There is among our Faculties and especially our training staffs a great deal of sympathy with the idea that playing baseball for money during the summer should not affect a student's eligibility during the college year. It seems to be true that students, newspapers and the athletically interested public are well nigh unanimous in support of this view. I will not discuss it, but this one consideration seems to me decisive. It would be impossible to legitimize eligibility of money earners by baseball without extending the same liberty to every other type of athlete.

9. The present evil compared with which all the foregoing are trifling is the attitude of alumni and other followers of college athletics, towards recruiting athletes. On the one hand it has become the habit to say "They all do it", and on the other hand, each body of supporters schemes to go the others one better. The system which has grown up is almost as ingenious and perhaps even more elusive than bootlegging. It has closely analogous effects. It has gone far towards destroying the confidence of the different Conference constituencies. It asserts that every body is a hypocrite, and it justifies competition in hypocrisy. Correction of this evil would amount to a radical moral awakening. I can see no hope of coping with the problem short of a finish campaign on the evangelistic plan. The only alternative with this counsel of perfection is the counsel of despair -- Abolish intercollegiate athletics.

Sincerely,

Albion W. Small

AWS Y

The University of Chicago

The Graduate School of Arts and Sciences

OFFICE OF THE DEAN

It is requested that you advise the Graduate School of Arts and Sciences of any change in your address or of any other information which may be of interest to the School. The School is interested in the progress of its students and in the results of their researches. It is also interested in the general character of the work which they are doing. It is therefore requested that you keep the School advised of any change in your address or of any other information which may be of interest to the School. It is also requested that you keep the School advised of the progress of your researches and of the results of your work. It is therefore requested that you keep the School advised of any change in your address or of any other information which may be of interest to the School. It is also requested that you keep the School advised of the progress of your researches and of the results of your work.

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Sincerely,



HÔTEL DE CRILLON
PARIS

PLACE DE LA CONCORDE

+ 73

Dear President Judson:

I suggest, if
you agree that you review with
Mr Stagg the same as last
year two points - (1) that we
wish him to have plenty of
assistant coaches for football -
I think he is inclined to
under do this; - and (2) that
of course injured men should
have the best of treatment, and
be not allowed to play unless
entirely satisfactory to the
physician in charge.

I think the first point
needs stress - but with
happiest will be covered.

I hope things are going
happy well; - we had a
splendid week in Switzerland
and are now back again.

Love for five or six days
and then England for ten.

Yours cordially,

Herbert Smith

Paris

Sept. 11, 1922.

October 5, 1922.

My dear Mr. Swift:

Your note of the 11th of September from Paris was duly received. I think that the matter is attended to properly this year. There are three coaches, Norgren, Molander, and Jackson who are serving through the year. There are five additional coaches for the football season, Paine, Fisher, Crisler, McGuire, and Huntington. Dr. Molander has charge of the physical condition of the teams, and from all I can learn has been and will do it effectively.

Very truly yours,

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

HPJ:AMc

October 5, 1922.

My dear Mr. Swift:

Your note of the 15th of September from Paris was duly received. I think that the matter is attended to properly this year. There are three coaches, Norgren, Molander, and Jackson who are serving through the year. There are five additional coaches for the football season, Paine, Fisher, Grissler, McGuire, and Huntington. Dr. Molander has charge of the physical condition of the teams, and from all I can learn has been and will do it effectively.

Very truly yours,

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

HPJ:AMO

The University of Chicago

Department of Physical Culture and Athletics

OFFICE OF THE DIRECTOR

October the Ninth
19 22

Gentlemen:

The fraternities have always been generous in their co-operation on all things pertaining to the good of the University and to her athletics. I am therefore submitting a matter of great importance for your consideration and help.

At a meeting of the Conference Directors last September, it was unanimously agreed that it was for the best welfare of Big Ten Conference athletics that a cooperative effort be made to curb one of the growing evils in connection with intercollegiate sports, namely betting on the games. It was felt that betting was an especially growing menace to intercollegiate football and that it was the biggest evil with which the Conference universities now had to contend.

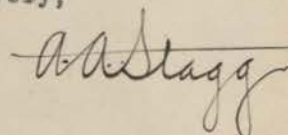
As I understand it, there are two kinds of betting: - one in which the student bets under the impression that thereby he expresses loyalty to his school, the other in which the student thinks he can make some easy money. The former is a mistaken idea and misplaced impression of loyalty - the latter condemns itself. The result of both forms of betting is harmful to the individual and to the athletics of the University.

The spirit expressed by the students in this manner is totally at variance with the spirit of self sacrifice, devotion and loyalty which the players out for the team exhibit in their hard training and cooperation for the University's success in the games.

We are relying on the cooperation of the fraternities and other organizations of the University to counteract this menace to the grandest of all intercollegiate sports.

I am hoping for the assurance of your organization in this matter. It will be a great satisfaction to me to know that Chicago will be the first to lead in the concerted action against betting which is planned by the Conference Universities.

Sincerely,



AAS GG

The University of Chicago

Department of Physical Culture and Athletics

OFFICE OF THE DIRECTOR

CHICAGO, ILL.

1911

1911

The University of Chicago
Department of Physical Culture and Athletics
Office of the Director
Chicago, Ill.
1911

1911

736

The University of Chicago
Department of Physical Culture and Athletics

OFFICE OF THE DIRECTOR

October the Eleventh
19 22

President H. P. Judson,
University of Chicago,
Chicago, Ill.

Dear President Judson:

I am enclosing a copy of the letter which
I have sent to the various fraternities of the University.

The Athletic Directors have agreed to put
on a campaign against betting and John L. Griffith, Com-
missioner of Athletics for the Intercollegiate Conference,
whose office is at 116 So. Michigan Ave., is gathering mat-
erial for his campaign. He is planning on getting a
statement from the Presidents, the Directors and the Foot
ball Captains of the Conference Universities.

If you can give such a statement, it will
be appreciated.

Sincerely,

Ad. Stagg

AAS GG

October 18, 1922.

My dear Mr. Stagg:-

Your favor of the 11th instant with enclosure I find on my return from an absence of some days. I am heartily in favor of the movement in question. One of the serious evils besetting amateur athletics is gambling mania. Students of course are thoughtless in the matter and do not realize what are the implications in question. I hope that you will have the backing of the entire student body in carrying out the new and better policy.

Very truly yours,

Mr. A. A. Stagg,
The University of Chicago.

HPJ:CB

October 18, 1933.

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Your favor of the 11th instant with enclosure
I find on my return from an absence of some days. I am
heartily in favor of the movement in question. One of
the serious evils besetting amateur athletics is gambling.
Students of course are thoughtless in the matter and
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Mr. A. A. Stagg,
The University of Chicago.

HPL:CS

Approved in principle X 4/11/22 Report to
by the Board of Physical Culture and Athletics - details left to
new Administration Head. H. P. J. Jackson
PhL

To the Board of Physical Culture and Athletics:

[May 11, 1922]

Your Committee, appointed to consider and propose a policy to be followed in the assignment of tickets for football games, submits herewith its report.

Broadly, your Committee recommends:

1. That tickets for the more popular football games (except those tickets reserved for guests of the University and for other persons entitled to special courtesy and consideration) be assigned on the basis of written application and in accordance with a system of priorities which gives preference to the applications of present and past members of the University.

2. That a competent official, responsible to the Business Manager of the University, be appointed to administer the proposed system of ticket distribution, and be authorized to employ such assistance as may be requisite to make the system effective.

Your Committee is of opinion that the success of the proposed plan would depend, in very large measure, upon the ability of this official to organize his office, to anticipate the problems to be encountered, and to plan intelligently the detailed administrative methods to be adopted. A man of proven capability and resourcefulness should therefore be appointed, if the proposals of the Committee are approved. He should, moreover, be appointed as soon as possible, so that he may have time to make deliberate preparations, and, in particular, to study the methods of ticket distribution in use at other universities - with the practical minutiae of which your Committee has not felt primarily concerned.

Subject to modification at the discretion of the official to be appointed and with the consent of the Board of Physical Culture and Athletics,

at 5

To the Board of Physical Culture and Athletics:

Your Committee, appointed to consider and propose a policy to be followed in the assignment of tickets for football games, submits herewith its report.

Broadly, your Committee recommends:

1. That tickets for the more popular football games (except those tickets reserved for guests of the University and for other persons entitled to special courtesy and consideration) be assigned on the basis of written application and in accordance with a system of priorities which gives preference to the applications of present and past members of the University.
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Subject to modification at the discretion of the official to be appointed and with the consent of the Board of Physical Culture and Athletics,

the following outline of a procedure is suggested. The Committee recommends that the procedure here indicated be followed, in 1922, in the assignment of tickets for the football games with Princeton, Illinois, and Wisconsin, - the so-called major games of the season - but not for other games.

Application Blanks.

A standard form of individual application blank, convenient for mailing and filing, should be devised, and all applications for tickets should be made on the official blanks. The form may be adapted from the forms used at Harvard, Yale and Princeton, specimens of which accompany this report.

A special blank, of a distinctive color, should be used for each game - e. g. an orange blank for the Princeton game, a blue blank for the Illinois game, and a red blank for the Wisconsin game. If it is felt to be desirable, further color distinctions may be used to differentiate classes of applicants - as students, alumni, faculty, etc.

Each blank should bear an identifying serial number, and the name and address of the person to whom it is issued. To prevent unauthorized applications, it is desirable that names and addresses be printed by addressograph or similar device. No blank should be issued which does not bear an authorized name and a verified address.

A blank for supplementary application should be attached to each application blank, for the purpose explained below. The supplementary blank should be honored as an application only when it remains attached to the main blank.

Mailing List.

A complete set of blanks should be mailed, early in the autumn, to

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Mailing List.

A complete set of blanks should be mailed, early in the autumn, to

each name on an authorized list, as follows:

(i) Names and addresses of present students in the University, certified by the appropriate University officials.

(ii) Names and addresses of alumni and alumnae, certified by the Secretary of the Alumni Council; and names and addresses of former students, not graduates of the University, whose connection with the University is deemed to warrant including them in the list of persons entitled to apply for tickets in advance of any public sale.

(iii) Names and addresses of present and former members of the faculties and present and former administrative officers of the University.

(iv) Names and addresses of certain other employees of the University.

Provision should be made for regular revision of the mailing lists, and, especially during the first year, for the verification of the claims of persons desiring that their names be added to it.

With the blanks sent out should be enclosed a covering letter, signed by the official in charge of ticket distribution, and, in 1922, by Mr. Stagg, explaining the new procedure.

Applications.

Applications in due form, on the blanks thus provided, should be received not later than on the third Monday preceding the game for which tickets are desired.

Persons desiring acknowledgment of their applications should send them by registered mail and request a receipt.

No individual should be permitted to apply for more than four seats, except that a supplementary application for not more than four additional seats may be made on the supplementary application blank attached to the main

each name on an authorized list, as follows:

(i) Names and addresses of present students in the University,

certified by the appropriate University officials.

(ii) Names and addresses of alumni and alumnas, certified by the

Secretary of the Alumni Council; and names and addresses of former students,

not graduates of the University, whose connection with the University is

deemed so important including them in the list of persons entitled to apply for

tickets in advance of any public sale.

(iii) Names and addresses of present and former members of the

faculties and present and former administrative officers of the University.

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No individual should be permitted to apply for more than four seats,

except that a supplementary application for not more than four additional

seats may be made on the supplementary application blank attached to the main

blank. Such supplementary application is not to prejudice the priority-rating of the primary application.

Remittance for the full number of tickets requested, together with prepayment of return postage and registration fee, should accompany each application. If the full number of tickets requested is not allotted, any excess of payment is to be refunded.

Price of Tickets.

For all seats at any one game (except box seats) a uniform price is to be fixed. In view of the preference in location to be given to present and past members of the University, this provision, which is important as a matter of administrative convenience, will have the effect of lowering the price of the best seats in favor of students and alumni, and of raising the price of admission to persons not connected with the University.

The actual price of tickets for each game should be fixed as various considerations of policy require. The average receipts per ticket at the Ohio and Wisconsin games in 1921 were slightly over two dollars.

Students who purchase books of tickets for the whole season at a special rate should be entitled to use the appropriate ticket from the book as payment for a reserved seat at one of the games for which tickets are to be issued in accordance with the recommendations of this report.

Order of Priority in Assignment of Tickets.

Applications for tickets should be considered, and as far as possible filled, in the order of the priority classes below defined.

Class AA. Special List: Guests and others to whom the University desires to show special courtesy; e. g., families

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The actual price of tickets for each game should be fixed on various considerations of policy relative. The average receipts per ticket at the Ohio and Wisconsin games in 1931 were slightly over two dollars. Students who purchase books of tickets for the whole season at a special rate should be entitled to use the appropriate tickets from the book as payment for a reserved seat at one of the games for which tickets are to be issued in accordance with the recommendations of this report.

Order of Priority in Assignment of Tickets

Applications for tickets should be considered, and as far as possible filled, in the order of the priority classes below defined. Class AA. Special list: Guests and others to whom the University desires to show special courtesy; e. g., families

and friends of members of the team and of coaches; former University athletes; persons who have especially supported University athletics; non-University members of the Quadrangle Club.

(It is recommended that persons in this special list be assigned seats on either side of the centre of the field, in Sections 4, 5, 8, 9 of the main stand. Until the new procedure is well established and recognized these persons should be treated with courtesy and liberality. The Committee hopes, however, that the special list may be rapidly curtailed; and especially that the practice of retailing large blocks of seats through prominent alumni may shortly be abandoned).

Class A. Students applying for one seat each (Tickets to be assigned preferably in Section 6, and sections adjoining on the south).

Class B. Alumni, other former students, and present and former members of the faculties and administrative officials, applying for one seat each. (Tickets to be assigned preferably in Section 7, and sections adjoining on the north).

Class C. Students applying for two seats each. (Tickets to be assigned preferably in sections adjacent to those allocated to applicants in class A.)

Class D. Alumni and others (as in Class B) applying for two seats each.

Class E. Alumni and others (as in Class B) applying for three seats each.

Class F. Students applying for three seats each.

and friends of members of the team and of coaches; former University athletes; persons who have especially supported University athletics; non-University members of the Graduate Club.

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Class C. Students applying for two seats each. (Tickets to be assigned preferably in sections adjacent to those allocated to applicants in class A.)

Class D. Alumni and others (as in Class B) applying for two seats each.

Class E. Alumni and others (as in Class B) applying for three seats each.

Class F. Students applying for three seats each.

Class G. Alumni and others (as in Class B) applying for four seats each.

Class H. Students applying for four seats each.

Class J. Supplementary applications, for not more than four seats each. (Of these applications, those which call for fewest seats are to be filled first.)

Class K. Employees of the University, not above provided for, applying for one or two seats each.

Within each priority class as above defined (except Class AA) assignments of seats are to be made by lot.

Persons who wish to sit together may enclose their applications together, in which case all the enclosed applications will be given the priority-rating of the applicant whose rating is lowest.

The priority scheme suggested would automatically have the effect of creating a cheering section in midfield by bringing together in the central sections undergraduate and graduate applicants for single tickets.

Canvassing of Applications.

After the last date on which applications for tickets for a game will be received the applications are to be checked, verified and scheduled, and the total demand for seats canvassed before any applications are filled. Plans regarding public sale of tickets not applied for may then be formulated, or arrangements may be made for printing any notices to be sent out with the tickets - e. g., an explanation that only three tickets are available for applicants for four tickets each.

Public Sale.

Any tickets not sold to applicants as hereinbefore described may be

Class G. Alumni and others (as in Class B) applying for four

seats each.

Class H. Students applying for four seats each.

Class J. Supplementary applications, for not more than four

seats each. (Of these applications, those which will

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arrangements may be made for printing any notices to be sent out with the

tickets - e. g., an application that only three tickets are available for

applicants for four tickets each.

Public Sale.

Any tickets not sold to applicants as heretofore described may be

put on public sale at such time and under such conditions as seem expedient in the circumstances.

Delivery of Tickets.

Tickets are to be delivered to applicants by registered mail, and return receipt is to be demanded - insuring a record of the recipients of tickets. The seat-numbers of tickets assigned to each applicant are to be noted on the application blanks and filed for record.

Arrangements with the postal officials should be made in advance to ensure the delivery of the tickets at the proper time - about three days before the game - so that opportunity for speculation in seats may be minimized. In the case of persons who come from a distance to attend a game, some modification of this rule will be necessary.

Precautions against Speculation.

The provisions above outlined will, it is hoped, operate in various ways to limit the possibilities of speculation in tickets. Seats in desirable locations will be allotted only to approved and identified applicants; and for seats near midfield, not more than two tickets will ordinarily be allotted to any one person. Since delivery of tickets will be made as late as is practicable, recipients of tickets will not be in a position to negotiate in advance for the sale of tickets with any assurance of the number to be available or of the location of the seats.

Your committee recommends that a blacklist be maintained by the official charged with the allotment of tickets, and that if tickets assigned to any applicant be found to have been sold to speculators, or at a profit, or to have been used by persons who conducted themselves in a disorderly or objectionable manner at the game, such applicant (unless he can offer satisfactory ex-

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planation) be blacklisted and thereafter denied the privilege of applying for tickets for any game for which tickets are sold by the University.

The rule with regard to blacklisting should be published appropriately, and specifically stated on the application blanks, which should also explain any special restrictions of the use of tickets which may on occasion be thought necessary - e. g., such a stipulation as that the applicant must personally use one of the tickets issued to him.

To support the rule against speculation in tickets, the University should expressly undertake to redeem at cost all tickets returned in time for resale.

How assiduously the provisions against speculation should be followed up, especially at the outset, is problematical. Your Committee feels strongly that a tradition and morale hostile to speculation should be developed in every feasible way; but that obvious resort to detective service, and, in general, threats of punishment which cannot practically be made good, should be avoided.

Abuse of ticket privileges by students of the University should, in the judgment of the Committee, be dealt with through the disciplinary authorities of the University, and especially through the instrumentality of the Honor Commission.

Ticket Policy of Opponents.

The Committee desires to suggest that unless the universities whose teams are our opponents in the important games distribute the tickets assigned to them with a degree of care approximating that contemplated in the present proposal, abuses and appearances of discrimination are likely to result. It is therefore recommended that these other universities be informed as early as possible of the method of distribution proposed for adoption here, and be urged to make their own arrangements conformably.

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Ticket Distribution for Minor Games.

During the coming season, and probably for some years thereafter, it will presumably be inadvisable to set up so elaborate a machinery as is here contemplated except for the three or four games at which a capacity attendance may be expected. Your Committee recommends however that the ticket distribution for the other games of the schedule be in charge of the same official who assigns tickets for the more popular games.

This official, moreover, might well have general oversight of all arrangements for the accommodation of spectators at games, including arrangements with police, ticket-takers, ushers, and others; provision of sufficient entrances and of suitable signs at the entrances; improvements in the form of tickets to expedite admission at the gates, etc., etc.

Publicity.

In the event that the plan proposed by the Committee should be in substance approved, prompt and thorough arrangements should be made to bring its main features to the attention of persons who under the plan will be entitled to apply for tickets to games, so that a serviceable mailing list for application blanks may be compiled by the beginning of the football season. The Committee suggests, however, that only the general features of the plan should be made public at this time, and that complete announcement should be deferred until the official in charge has been appointed and has had opportunity to work out the details of the procedure to be followed.

Respectfully submitted,

Harold G. Moulton,

N. C. Plimpton,

James A. Field, Chairman.

11 May, 1922.

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In the event that the plan proposed by the Committee should be in substance approved, prompt and thorough arrangements should be made to bring its main features to the attention of persons who under the plan will be entitled to apply for tickets to games, so that a serviceable mailing list for application blanks may be compiled by the beginning of the coming season. The Committee suggests, however, that only the general features of the plan should be made public at this time, and that complete announcement should be deferred until the official in charge has been appointed and has had opportunity to work out the details of the procedure to be followed.

Respectfully submitted,

Harold D. Hewitt,

H. C. Plimpton,

James A. Field, Chairman.

11 May, 1933.

Very truly yours,
The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LASALLE ST.
TELEPHONE FRANKLIN 214

May Seventeen
1 9 2 2

President Harry Pratt Judson,
The University of Chicago.

My dear President Judson:

Messrs. Moulds, Flock, Mather, and Fairweather have considered the report of the Committee on Football Ticket Assignments and make the following suggestions:

✓ 1. We find that the report recommends, first, the establishment of the priority system of ticket distribution for the more popular games. We concur in this recommendation.

✓ 2. We find that the report recommends, second, the appointment of a competent official responsible to the Business Manager, who shall perform the following services:

a. Administer the priority plan of ticket distribution for the more popular games.

b. Administer the ticket distribution for the balance of the games.

c. Have general oversight of all arrangements for the accommodation of spectators.

It is believed that the last item, namely the making of arrangements for the games, presents the least difficulty, and that University services now exist for making such arrangements without the appointment of a new official for this purpose alone; for example, the Superintendent of Buildings and Grounds is prepared to set up the temporary seating, fencing, gateways, and other necessary physical arrangements, also necessary arrangements with the police and fire departments. The Manager of the Employment Office is prepared to organize a competent corps of ticket takers and ushers, as he has done in previous years. The Cashier's Office is prepared to administer the sale of tickets both prior to and on the date of the game, since this function is typical of the kind of service which the Cashier's Office regularly performs.

It is believed that the size and magnitude of the operations connected with the football games place them properly under direct University administration as compared with departmental administration, in addition to the fact that the above offices are already organized to perform the services mentioned.

The above representatives of the Business Manager's Office could co-ordinate their activity under the direction of the Business Manager so that a complete and responsible service might be performed.

The University of Chicago

Office of the President and Vice President

May 1938
1 9 3

President Harry F. Johnson
The University of Chicago

My dear President Johnson:

Enclosed for you are the report, dated May 1938, of the Committee on the University of Chicago, which was organized in 1935 to study the university's financial position and to make recommendations for its improvement.

1. The first part of the report recommends that the university should be reorganized so that it should be able to carry on its work more effectively.

2. The second part of the report recommends that the university should be reorganized so that it should be able to carry on its work more effectively.

3. The third part of the report recommends that the university should be reorganized so that it should be able to carry on its work more effectively.

4. The fourth part of the report recommends that the university should be reorganized so that it should be able to carry on its work more effectively.

5. The fifth part of the report recommends that the university should be reorganized so that it should be able to carry on its work more effectively.

It is suggested that the first part of the report be carried out as soon as possible. The second part of the report should be carried out as soon as possible. The third part of the report should be carried out as soon as possible. The fourth part of the report should be carried out as soon as possible. The fifth part of the report should be carried out as soon as possible.

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The above recommendations of the Committee on the University of Chicago are submitted to you for your consideration. I am, very respectfully,
Sincerely,
Harry F. Johnson

5/17/22.

So far as the other two services, namely the distribution of tickets for the more popular games on the priority system, and for the balance of the games on the present system, it is believed that the existing facilities of the Cashier's Office can be expanded most economically and efficiently to meet these needs for the following reasons:

1. The priority plan is a new plan and will require an able administrator to secure the best results. It is believed that the Cashier's Office will be more effective in developing such a plan than the departmental office.

2. The priority plan provides for a detailed series of selections requiring knowledge of alumni. This knowledge is already in the possession of the Cashier, in particular; to a lesser extent his assistants are familiar with the names of alumni. The Cashier could also readily associate with himself the temporary service of the Alumni Secretary in connection with certain of the details.

3. The priority scheme, as well as the handling of sales for the balance of the games, insofar as cash sales are concerned, can be much more easily and safely handled through the sales windows in the Cashier's Office than under the limited conditions prevailing at the departmental office.

The priority plan would probably require the following preparation:

1. A very careful study of the experience of other institutions using the plan, preferably by a personal conference between the Cashier, if selected in accordance with this recommendation, and the administrator of the plan at the schools visited. Such a conference should be supplemented by personal inspection of the physical arrangements for handling spectators. If possible, it is believed that it would be desirable to have the Cashier's visits to such institutions attended by one or both of the persons above referred to, who would assist in the making of arrangements for the games.

2. The preparation of adequate publicity material.

3. The setting up of a special mail office for the handling of the priority applications. The latter should be established in the Cashier's Office, if possible; if not, quarters might have to be obtained in the stadium or elsewhere as the detailed study of requirements might indicate.

So far as the other two services, namely the district of Alaska for the more popular games on the priority system, and for the balance of the games on the general system, it is believed that the existing facilities of the General Office can be expanded most economically and efficiently to meet these needs for the following reasons:

1. The priority plan is a new plan and will require an able administrator to secure the best results. It is believed that the General Office will be more effective in developing such a plan than the departmental office.

2. The priority plan provides for a detailed series of selections requiring knowledge of almost all the known facts in the possession of the General Office; in particular, to a lesser extent his assistants and family. The General Office could also readily associate with himself the temporary services of the Alumni Secretary in connection with certain of the selections.

3. The priority plan, as well as the handling of the balance of the games, under the priority plan, can be more easily and safely handled through the sales windows in the General Office than under the limited conditions prevailing at the departmental office.

The priority plan would probably require the following preparation:

1. A very careful study of the experience of other institutions using the plan, preferably by a personal conference between the General Office and the administrator of the institution, and the administrator of the General Office should be supplemented by personal inspection of the institution. It is possible that it would be desirable to have the General Office visit to such institutions attended by one or both of the persons above referred to, who would assist in the making of arrangements for the games.

2. The preparation of adequate publicity material.

3. The setting up of a special mail office for the handling of the priority applications. The latter should be established in the General Office, if possible; if not, quarters must have to be obtained in the stadium or elsewhere as the detailed study of requirements might indicate.

IN GENERAL.

The plan of utilizing the existing services and offices seems further justified in that the demand, so far as the games themselves is concerned, covers a period of two months, and so far as the priority scheme is concerned will cover not to exceed four months. It would seem undesirable to engage a single official of proper calibre for such a short season.

If, however, the increasing burden of business administration in general in the Department of Physical Culture and Athletics were reckoned with, such as the handling of the basketball games, the purchasing of supplies, the management of trips of the various teams, and the other routine departmental administrative matters, it is believed that a single competent individual of sufficient calibre might be provided, and the expense for such a person justified by the results obtained. Such an official, if ultimately appointed, should probably sustain a more direct responsibility to the University than now obtains through the present management under the Department of Physical Culture and Athletics. Such an official would normally use, as above outlined, the existing services of the University as far as they are available for the purposes of the Athletic Department, and would serve as the responsible co-ordinating officer.

While the report under discussion did not consider this phase of the management service now performed by the Athletic Department, your attention is called to it here by way of suggesting that it might be desirable to experiment on the above plan for the coming year, and in the light of that experience arrange for the following year for a single competent official as recommended in the report, who, in addition to the duties which the report refers to, might also undertake other business management functions of the same general nature now required in the department.

If it were found desirable to place the business management functions, outside of the football requirements, in the hands of a new official, it would be desirable to start the plan under such single administration for the coming football season.

It is believed that whatever plan is adopted should be worked out with the most complete co-operation from the Director of Athletics, and with a complete recognition on his part of the new routine, and that the new routine should be definitely authorized in regulations to be passed.

Time is a most important element in connection with the arrangements above referred to under either plan of administration for the coming football season. It is believed

8/27/52.

- 5 -

President Johnson.

IN GENERAL.

The plan of utilizing the existing services and offices under the Federal Government in that the demand, as far as the Federal Government is concerned, covers a period of two years, and as far as the priority scheme is concerned will cover not more than four months. It would seem preferable to employ a single official of proper caliber for such a short period.

It is, however, the proposed period of business administration in general in the Department of Physical Culture and Athletics, and the period of the management of the various sports, and the other sports department. It is believed that a single official of sufficient caliber and ability to provide and the expense for such a period would be by the Federal Government. It is believed that a single official would be a more direct responsibility to the University and the various sports department under the Department of Physical Culture and Athletics. Such an official would be responsible for the various sports department of the University, and would serve as the responsible co-ordinating official.

While the report under discussion did not consider this phase of the management of the Department of Physical Culture and Athletics, your attention is called to the fact by way of suggestion that it might be desirable to experiment on the above plan for the coming year, and in the light of that experience to consider the following year for a single official as recommended in the report, who, in addition to the duties which he would perform for the Department of Physical Culture and Athletics, would also be responsible for the management of the various sports department of the University, and would serve as the responsible co-ordinating official.

It is also recommended to place the position of management of the Department of Physical Culture and Athletics, and the other sports department, in the hands of a single official, who would be responsible for the management of the various sports department of the University, and would serve as the responsible co-ordinating official.

It is believed that wherever plan is adopted should be carried out with the most complete co-operation from the Director of Athletics, and that a complete responsibility on his part of the new position, and that the new position should be definitely outlined in regulations to be passed.

There is a very important element in connection with the management of the Department of Physical Culture and Athletics, and the other sports department, and that is the management of the various sports department of the University, and would serve as the responsible co-ordinating official.

President Judson.

- 4 -

5/17/22.

that the plan should be defined, and the individual or individuals to be made responsible should be selected not later than June first, earlier if possible, in order that if any examination is to be made of the detailed routine in other institutions where this plan is followed, such examination can be made immediately, before those in charge of such plans leave for vacations.

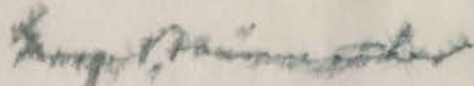
It is believed that it would be helpful to have a comparison between a tentative budget for administering the priority plan and the new management scheme with the present management costs for football purposes as conducted through the present organization in the Department of Athletics.

SUMMARY.

1. The priority plan for the major games is approved in principle.
2. The use of existing University offices for football game arrangements is recommended without the employment of a special official, unless the entire management service of the Athletic Department is reconstituted under a single official who shall have a new and more direct responsibility to the President and Board of Trustees.
3. It is important that a plan of action be determined upon at once, and arrangements studied now for the forthcoming football season.

Yours very truly,

GOF:MB



5/17/52.

- 4 -

President Jackson.

that the plan should be followed, and the individual or individuals to be made responsible should be selected not later than June 1st, earlier if possible, in order that if any examination is to be made of the detailed routine in other institutions where this plan is followed, such examination can be made immediately before the time in charge of such plans leave for vacation.

It is believed that it would be helpful to have a cooperation between a committee of the Administration and the University and the new management, taking with the present management some for football management as conducted through the present organization in the Department of Athletics.

Summary

1. The primary plan for the major games is approved in principle.
2. The use of existing University office for football game arrangements is recommended without the employment of a special official. Various management services of the athletic department are recommended under a single official who shall have a new and direct responsibility to the President and Board of Trustees.
3. It is important that a plan of action be determined upon at once, and arrangements decided now for the forthcoming football season.

Yours very truly,

UCC:EB

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July Thirty One
1 9 2 2

Mr. A. A. Stagg,
The University of Chicago.

My dear Mr. Stagg:

I beg to submit herewith a tentative budget
for the operation of the Football Tickets Committee:

"Since the new plan for the sale and distribution
of football tickets will be to some extent, at
least, experimental for this first year, the
best that can be done is to estimate the amount
of the expenses involved. This I have done as
follows:

Supervision	\$ 500
Man Assistant for four months	1,000
Stenographic and clerical help	1,500
Postage and printing	1,100
Addressograph outfit	1,050
Trip visiting the eastern institu- tions to study methods	170
Alterations in Ellis Hall including furniture and other equipment	1,200
Safe and vault for Ellis Hall	<u>1,000</u>
	\$7,520

This does not include the regular expenses incurred
in other years by the department such as ushers,
ticket takers, guards, ticket sellers on the day of
the game, etc., which items will likely not exceed
the amounts paid for similar services last year.

Very truly yours,"

This budget outline does not cover additional de-
mands which may be made covering the physical changes in
stands, fencing leading to stands and gates in Stagg Field,
or for toilet room arrangements, or such items as tickets,
ushers, guards, ticket takers, etc..

It is understood that in following the practice
already started, of keeping in constant contact with the
Athletic Department, expenses for these and other similar
purposes may be undertaken as proper charges from the
athletic fund.

It is understood that no formal contracts are on
file covering the arrangements for the games with the

-copy-

July Thirty One
1 2 3

Mr. A. A. Stagg,
The University of Chicago.

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"Since the new plan for the sale and distribution
of football tickets will be to some extent, at
least, experimental for this first year, the
best that can be done is to estimate the amount
of the expenses involved. This I have done as
follows:

Supervision	800
Man Assistant for four months	1,000
Stenographic and clerical help	1,800
Postage and printing	1,100
Addressograph outfit	1,050
Trip visiting the eastern institu-	
tions to study methods	170
Alterations in Ellis Hall including	
furniture and other equipment	1,300
Safe and vault for Ellis Hall	1,000
	<hr/>
	\$7,820

This does not include the regular expenses incurred
in other years by the department such as uniforms,
ticket takers, guards, ticket sellers on the day of
the game, etc., which items will likely not exceed
the amounts paid for similar services last year.

Very truly yours,

This budget outline does not cover additional de-
mands which may be made covering the physical changes in
stands, fencing leading to stands and gates in State Field,
or for toilet room arrangements, or such items as tickets,
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purposes may be understood as proper charges from the
Athletic fund.

It is understood that no formal contracts are on
file covering the arrangements for the games with the

Mr. Stagg.

-2-

7/31/22.

possible exception of Georgia, for which it is understood that a guarantee of a certain sum has been made, and of Princeton. If, however, there has been an exchange of correspondence or a custom of settling amounts between the competing schools, it is expected that the Director of Athletics will make a memorandum for each of the games, indicating the basis for the settlement and giving copies of contracts, if any, or of the correspondence which is, in effect, the contract between competing institutions. And, if the Athletic Department has made any commitment with regard to seating, ticket prices or any other item affecting the services which the Football Tickets Committee is charged with, it should have definite written advice of such commitment.

In order that the work may proceed intelligently, will you be good enough to send, at your early convenience, the following lists:

- A - Those entitled to receive complimentary tickets;
- B - Those whom the department regards as special friends of the department and who should be placed on the priority list; (See groups mentioned in Class AA)
- C - A suggestion of blocks of tickets which the department desires to have set aside for sale or complimentary use for emergency purposes in connection with each game.

Mr. George O. Fairweather, in accordance with our conference, has been appointed to represent the Business Manager in the sale and distribution of tickets for football games. May I ask that the above desired information, and any other later required, go to him direct?

Very truly yours,

WALLACE HECKMAN.

WH:EB

Mr. Stagg.

-2-

7/31/22.

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Very truly yours,

WILLIAM HOSCHMAN.

WH:MB