

THE UNIVERSITY OF CHICAGO

STATEMENT OF THE

ROCKEFELLER FINAL GIFT

The largest single gift received by the University in its history was that of Mr. John D. Rockefeller, made under date of December 13, 1910. There is presented on the following pages the record concerning this gift as it appears in the minutes of the Board of Trustees:

Monday, December 19, 1910.

A special meeting of the Board of Trustees of the University of Chicago was held at 11 A. M. in the Board room to hear and consider the report of the Committee that took the Budget to New York. There were present M. A. Ryerson in the chair, and Messrs. Judson, W. A. Smith, MacLeish, Hutchinson, Parker, Donnelley, Bartlett, Barton, F. A. Smith, Baldwin, McCormick, Dickerson, and Goodspeed; also Mr. Heckman.

Word was received from Mr. Felsenthal of his inability to be present.

Prayer was offered by Mr. Goodspeed.

Mr. Ryerson, for the Committee that took the Budget to New York, reported that the New York trustees, instead of taking up the Budget and the special requests, presented to the Committee, for submission to the Board of Trustees, the following letter from the Founder of the University:

LETTER OF GIFT:

26 Broadway, New York,
December 13, 1910.

To the
President and Trustees of
The University of Chicago.

Dear Sirs:

I have this day caused to be set aside for the University of Chicago, from the funds of the General Education Board which are subject to my disposition, income bearing securities of the present market value of approximately Ten million dollars (\$10,000,000), the same to be delivered to the University in ten equal annual installments beginning January 1, 1911, each installment to bear income to the University from the date of such delivery only. A list of these securities is appended herewith. In a separate letter of even date my wishes regarding the investment and uses of the fund are more specifically expressed.

It is far better that the University be supported and enlarged by the gifts of many than by those of a single

THE UNIVERSITY OF CHICAGO

STATEMENT OF THE

ROCKEFELLER FUNDAL GIFT

The largest single gift received by the University in its history was that of Mr. John D. Rockefeller, made under date of December 13, 1910. There is presented on the following pages the record concerning this gift as it appears in the minutes of the Board of Trustees:

Monday, December 19, 1910.

A special meeting of the Board of Trustees of the University of Chicago was held at 11 A. M. in the Board room to hear and consider the report of the Committee that took the Budget to New York. There were present M. A. Ryerson in the chair, and Messrs. Judson, W. A. Smith, MacLeish, Hutchinson, Parker, Donnell, Hart, Barton, F. A. Smith, Baldwin, McCormick, Dickerson, and Goodspeed; also Mr. Heckman.

Word was received from Mr. Felsenthal of his inability to be present.

Prayer was offered by Mr. Goodspeed.

Mr. Ryerson, for the Committee that took the Budget to New York, reported that the New York trustees, instead of taking up the Budget and the special requests, presented to the Committee, for submission to the Board of Trustees, the following letter from the Founder of the University:

LETTER OF GIFT:

26 Broadway, New York,
December 13, 1910.

To the
President and Trustees of
The University of Chicago.

Dear Sirs:

I have this day caused to be set aside for the University of Chicago, from the funds of the General Education Board which are subject to my disposition, income bearing securities of the present market value of approximately ten million dollars (\$10,000,000). The same to be delivered to the University in ten equal annual installments beginning January 1, 1911, each installment to bear income to the University from the date of such delivery only. A list of these securities is appended herewith. In a separate letter of even date my wishes regarding the investment and uses of the fund are more specifically expressed. It is far better that the University be supported and enlarged by the gifts of many than by those of a single

donor. This I have recognized from the beginning, and, accordingly, have sought to assist you in enlisting the interest and securing the contributions of many others, at times by making my own gifts conditional on the gifts of others, and at times by aiding you by means of unconditional gifts to make the University as widely useful, worthy and attractive as possible. Most heartily do I recognize and rejoice in the generous response of the citizens of Chicago and the West. Their contributions to the resources of the University have been, I believe, more than Seven million dollars. It might perhaps be difficult to find a parallel to generosity so large and so widely distributed as this exercised in behalf of an institution so recently founded. I desire to express my appreciation also of the extraordinary wisdom and fidelity which you, as President and Trustees, have shown in conducting the affairs of the University. In the multitude of students so quickly gathered, in the high character of the instruction, in the variety and extent of original research, in the valuable contributions to human knowledge, in the uplifting influence of the University as a whole upon education throughout the West, my highest hopes have been far exceeded. It is these considerations, with others, that move me to sum up in a single and final gift, distributing its payments over a period of many years to come, such further contributions as I have purposed to make to the University. The sum I now give is intended to make provision, with such gifts as may reasonably be expected from others, for such added buildings, equipment and endowment as the departments thus far established will need. This gift completes the task which I have set before myself. The founding and support of new departments or the development of the varied and alluring fields of applied science, including medicine, I leave to the wisdom of the Trustees as funds may be furnished for these purposes by other friends of the University.

In making an end to my gifts to the University, as I now do, and in withdrawing from the Board of Trustees my personal representatives, whose resignations I enclose, I am acting on an early and permanent conviction that this great institution being the property of the people should be controlled, conducted and supported by the people, in whose generous efforts for its upbuilding I have been permitted simply to co-operate; and I could wish to consecrate anew to the great cause of education the funds which I have given, if that were possible; to present the institution a second time, in so far as I have aided in founding it, to the people of Chicago and the West; and to express my hope that under their management and with their generous support the University may be an increasing blessing to them, to their children and to future generations.

Very truly yours,

(Signed) John D. Rockefeller.

donor. This I have recognized from the beginning, and accordingly, have sought to assist you in enlisting the interest and securing the contributions of many others, at times by making my own gifts conditional on the gifts of others, and at times by aiding you by means of unconditional gifts to make the University as widely useful, worthy and attractive as possible. Most heartily do I recognize and rejoice in the generous response of the citizens of Chicago and the West. Their contributions to the resources of the University have been, I believe, more than seven million dollars. It might perhaps be difficult to find a parallel to generosity so large and so widely distributed as this exercised in behalf of an institution so recently founded. I desire to express my appreciation also of the extraordinary wisdom and fidelity which you, as President and Trustees, have shown in conducting the affairs of the University. In the multitude of students so quickly gathered, in the high character of the instruction, in the variety and extent of original research, in the valuable contributions to human knowledge, in the uplifting influence of the University as a whole upon education throughout the West, my highest hopes have been far exceeded. It is these considerations, with others, that move me to sum up in a single and final gift, distributing its payments over a period of many years to come, such further contributions as I have purposed to make to the University. The sum I now give is intended to make provision, with such gifts as may reasonably be expected from others, for such added buildings, equipment and endowment as the department thus far established will need. This gift completes the task which I have set before myself. The founding and support of new departments or the development of the varied and alluring fields of applied science, including medicine, I leave to the wisdom of the Trustees as funds may be furnished for these purposes by other friends of the University.

In making an end to my gifts to the University, as I now do, and in withdrawing from the Board of Trustees my personal representatives, whose resignations I enclose, I am acting on an early and permanent conviction that this great institution being the property of the people should be controlled, conducted and supported by the people, in whose generous efforts for its upbuilding I have been permitted simply to co-operate; and I could wish to concentrate now to the great cause of education the funds which I have given, if that were possible, to present the institution a second time, in as far as I have aided in founding it, to the people of Chicago and the West; and to express my hope that under their management and with their generous support the University may be an increasing blessing to them, to their children and to future generations.

Very truly yours,
(Signed) John D. Rockefeller

LETTER OF DESIGNATION:

26 Broadway, New York.
December 13, 1910.

To the President and Trustees
of the University of Chicago,
Chicago, Illinois.

Dear Sirs:

Referring to my letter of gift of even date, I set down here more specifically my wishes regarding the fund therein contributed.

Pending the delivery of the securities, the General Education Board is to have the right from time to time to change the investments, using the same care and having the same discretion as in the case of its own securities. As nearly as is practicable, the deliveries each year are to be made from the various classes of securities in the ratio which the securities of each class bear to the total.

It is my desire that at least the sum of One Million Five Hundred Thousand Dollars (\$1,500,000) be used for the erection and furnishing of a University Chapel. As the spirit of religion should penetrate and control the University, so that building which represents religion ought to be the central and dominant feature of the University group. The Chapel may appropriately embody those architectural ideals from which the other buildings, now so beautifully harmonious, have taken their spirit, so that all the other buildings on the campus will seem to have caught their inspiration from the Chapel and in turn will seem to be contributing of their worthiest to the Chapel. In this way the group of University buildings, with the Chapel centrally located and dominant in its architecture, may proclaim that the University in its ideal, is dominated by the spirit of religion, all its departments are inspired by the religious feeling, and all its work is directed to the highest ends.

Whether the Chapel can be so planned as to admit of housing the Young Men's Christian Association and all the distinctively religious functions of the University, or whether this will require a separate building, is a matter which can best be decided in connection with the plans of the architects. I will ask you kindly to submit the plans before their final adoption to my son, who will be fully informed regarding my wishes.

Apart from what may be required for the Chapel, the remainder of the fund may be used, in the discretion of the Trustees, for land, buildings or endowment, but no part of the principal sum shall be used for current expenses. No doubt other donors will offer the University many if not all of its needed buildings. Legacies now written in wills, or to be written, will become available from time to time for these and other purposes. I hope therefore that this final gift from me may be used for endowment as far as practicable.

LETTER OF DESIGNATION:

26 Broadway, New York,
December 13, 1910.

To the President and Trustees
of the University of Chicago,
Chicago, Illinois.

Dear Sirs:

Referring to my letter of gift of even date, I set
down here more specifically my wishes regarding the fund
therein contributed.

Pending the delivery of the securities, the General
Education Board is to have the right from time to time to
change the investments, using the same care and having
the same discretion as in the case of its own securities.
As nearly as is practicable, the deliveries each year are
to be made from the various classes of securities in the
ratio which the securities of each class bear to the
total.

It is my desire that at least the sum of One Million
Five Hundred Thousand Dollars (\$1,500,000) be used for the
erection and furnishing of a University Chapel. As the
spirit of religion should permeate and control the Uni-
versity, so that building which represents religion ought
to be the central and dominant feature of the University
group. The Chapel may appropriately embody those archi-
tectural ideals from which the other buildings, now so
beautifully harmonious, have taken their spirit, so that
all the other buildings on the campus will seem to have
caught their inspiration from the Chapel and in turn will
seem to be contributing of their worthiest to the Chapel.
In this way the group of University buildings, with the
Chapel centrally located and dominant in its architecture,
may proclaim that the University in its ideal, its domi-
nated by the spirit of religion, all its departments are
inspired by the religious feeling, and all its work is
directed to the highest ends.

Whether the Chapel can be so planned as to admit of
housing the Young Men's Christian Association and all
the distinctively religious functions of the University,
or whether this will require a separate building, is a
matter which can best be decided in connection with the
plans of the architects. I will ask you kindly to submit
the plans before their final adoption to my son, who will
be fully informed regarding my wishes.

Apart from what may be required for the Chapel, the
remainder of the fund may be used, in the discretion of
the trustees, for land, buildings or endowment, but no
part of the principal sum shall be used for current expen-
ses. No doubt other donors will offer the University many
if not all of the needed buildings. Lectures now written
in will, or to be written, will become available from
time to time for these and other purposes. I hope there-
fore that this final gift from me may be used for endow-
ment as far as practicable.

Any changes which the future may make advisable in the disposition of these funds may be made by mutual consent. For such purpose I now appoint my son as my representative, and in case of my own death and of his death, he is to be succeeded by my executors.

Very truly yours,

(Signed) John D. Rockefeller.

The reading of these letters drew out a general expression on the part of the Trustees of profound satisfaction and of deep gratitude to Mr. Rockefeller for his unparalleled benefactions to the University.

The following Minute was unanimously adopted:

The Board of Trustees of the University of Chicago accepts the gift made by Mr. Rockefeller in his letter of December 13, 1910, and pledges itself to carry out in the spirit as well as in the letter the conditions accompanying it.

It is now twenty-one years since in May 1889, Mr. Rockefeller made his first gift to the University of Chicago. The present gift marks, therefore, the completion of a significant period in the history of the University throughout which he has cooperated with other friends of the institution, to place it on a permanent foundation. This final gift will make the total amount which the University will have received from its Founder approximately Thirty-five Million dollars (\$35,000,000).

We know of no parallel in the history of educational benefaction to gifts so munificent bestowed upon a single institution of learning. But unique as they are in amount, they are still more remarkable for the spirit in which they have been bestowed. Mr. Rockefeller has never permitted the University to bear his name, and consented to be called its Founder only at the urgent request of the Board of Trustees. He has never suggested the appointment or the removal of any professor. Whatever views may have been expressed by members of the faculty, he has never indicated either assent or dissent. He has never interfered directly or indirectly, with that freedom of opinion and expression which is the vital breath of a university; but has adhered without deviation to the principle that while it is important that university professors in their conclusions be correct, it is more important that in their teaching they be free.

More significant still: this principle has been maintained even in his attitude toward the teaching of a subject so intimate as religion, wherein the mind is keenly sensitive to differences of opinion. Although at times doctrines have been voiced in the University which traverse those the Founder is known to hold, he has never shown a desire to restrain that freedom which is quite as precious in theology as in other fields of thought.

Such a relationship between a great benefactor and the institution which he has founded affords a model for educational benefaction through all time to come.

Any changes which the future may make advisable in the disposition of these funds may be made by mutual consent. For such purpose I now appoint my son as my representative, and in case of my own death and of his death, he is to be succeeded by my executors.
Very truly yours,
(Signed) John D. Rockefeller.

The reading of these letters drew out a general expression on the part of the Trustees of profound satisfaction and of deep gratitude to Mr. Rockefeller for his ungratified benefactions to the University.

The following Minute was unanimously adopted:

The Board of Trustees of the University of Chicago accepts the gift made by Mr. Rockefeller in his letter of December 13, 1910, and pledges itself to carry out in the spirit as well as in the letter the conditions accompanying it.

It is now twenty-one years since in May 1889, Mr. Rockefeller made his first gift to the University of Chicago. The present gift marks, therefore, the completion of a significant period in the history of the University throughout which he has cooperated with other friends of the institution, to place it on a permanent foundation. This final gift will make the total amount which the University will have received from its Founder approximately thirty-five million dollars (\$35,000,000).

We know of no parallel in the history of educational benefaction to gifts so munificent bestowed upon a single institution of learning. But unique as they are in amount, they are still more remarkable for the spirit in which they have been bestowed. Mr. Rockefeller has never permitted the University to bear his name, and consented to be called its Founder only at the urgent request of the Board of Trustees. He has never suggested the appointment or the removal of any professor. What- ever views may have been expressed by members of the faculty, he has never indicated either assent or dissent. He has never interfered directly or indirectly, with that freedom of opinion and expression which is the vital breath of a university; but has adhered without deviation to the principle that while it is important that university professors in their conclusions be correct, it is more important that in their teaching they be free.

More significant still: this principle has been maintained even in his attitude toward the teaching of a subject so intimate as religion, wherein the mind is keenly sensitive to differences of opinion. Although at times doctrines have been voiced in the University which traverse those the Founder is known to hold, he has never shown a desire to restrain that freedom which is quite as precious in theology as in other fields of thought.

Such a relationship between a great benefactor and the institution which he has founded affords a model for educational benefaction through all time to come.

In contemplating the severance of this long continued relationship, so gracious on his part and rendered delightful by so many acts of personal courtesy, the Trustees are unable to express their appreciation of munificence so vast exercised in a spirit so fine.

It is the conjunction of the act and the spirit of the act which has made it possible to create and maintain the University, and the Trustees hope that through the ages to come the University of Chicago, by training youth in character and in exact learning, and by extending the field of human knowledge, may justify all that has been done by its Founder.

It was ordered that this Minute be engrossed, signed by the members of the Board of Trustees, and conveyed to Mr. Rockefeller by a special committee.

The President of the University and the President of the Board of Trustees were appointed the Committee to present the statement to Mr. Rockefeller.

Messrs. Ryerson, Judson, Hutchinson were made a committee to prepare a letter to accompany the presentation, voicing the personal greetings and thanks of the members of the Board to Mr. Rockefeller, this letter also to be signed by the Trustees.

The matter of giving information to the press on all the business referred to above was committed to President Ryerson and President Judson.

Mr. Ryerson then submitted the written resignations of John D. Rockefeller, Jr., and F. T. Gates as trustees, "to take effect immediately," and they were most regretfully accepted.

The Secretary was instructed to express to both these gentlemen the sincere appreciation of their fellow trustees of their cordial and sympathetic and helpful service and the deep regret of all that their connection with the Board should cease.

The Board adjourned.

T. W. GOODSPEED
Secretary.

In the minutes of the meeting of January 17, 1911, the following is reported:

The Secretary read a letter from J. D. Rockefeller, Jr., expressing the profound regret the severance of his relationship to the University as a trustee caused him, and saying that his "connection with the University of Chicago has always been a most delightful one".

Later, in the minutes of the same meeting, the following letter from Mr. John D. Rockefeller, Jr., appeared:

In contemplating the severance of this long continued relationship, so gracious on his part and rendered delightful by so many acts of personal courtesy, the Trustees are unable to express their appreciation of munificence so vast exercised in a spirit so fine. It is the conjunction of the act and the spirit of the act which has made it possible to create and maintain the University, and the Trustees hope that through the ages to come the University of Chicago, by training youth in character and in exact learning, and by extending the field of human knowledge, may justify all that has been done by its Founder.

It was ordered that this Minute be engrossed, signed by the members of the Board of Trustees, and conveyed to Mr. Rockefeller by a special committee.

The President of the University and the President of the Board of Trustees were appointed the Committee to present the statement to Mr. Rockefeller.

Messrs. Ryerson, Judson, Hutchinson were made a committee to prepare a letter to accompany the presentation, voicing the personal greetings and thanks of the members of the Board to Mr. Rockefeller, this letter also to be signed by the Trustees.

The matter of giving information to the press on all the business referred to above was committed to President Ryerson and President Judson.

Mr. Ryerson then submitted the written resignations of John D. Rockefeller, Jr., and F. T. Gates as Trustees, "to take effect immediately," and they were most respectfully accepted.

The Secretary was instructed to express to both these gentlemen the sincere appreciation of their fellow trustees of their cordial and sympathetic and helpful service and the deep regret of all that their connection with the Board should cease.

The Board adjourned.

T. W. GOODPASTER
Secretary

In the minutes of the meeting of January 17, 1911, the following is reported:

The Secretary read a letter from J. D. Rockefeller, Jr., expressing the profound regret the severance of his relationship to the University as a trustee caused him, and saying that his "connection with the University of Chicago has always been a most delightful one."

Later, in the minutes of the same meeting, the following letter from Mr. John D. Rockefeller, Jr., appeared:

26 Broadway, New York,
December 19, 1910.

To the President and Trustees of
The University of Chicago.

Gentlemen:

I hand you herewith the list of securities referred to in and which should have accompanied my father's letter to you of December 13th, in which letter he stated that he had that day caused to be set aside for the University of Chicago from the funds of the General Education Board which are subject to his disposition, income bearing securities of the present market value of approximately ten million dollars (\$10,000,000), the same to be delivered to the University in ten equal annual installments beginning January 1, 1911, each installment to bear income to the University from the date of such delivery only.

Very truly,
(Signed) John D. Rockefeller, Jr.

LIST OF SECURITIES

			Face Value	Price Dec. 13, 1910	Market Value Dec. 13, 1910
<u>STOCKS</u>					
A. T. & S. F. Pfd.			100,000.	101 3/4	101,750.
International Harvester Pfd.			300,000.	121 3/4	365,250.
Manhattan Elevated			800,000.	138	1,104,000.
New York Central			500,000.	111 1/2	557,500.
Pennsylvania			100,000.	128 1/2	128,500.
Southern Pacific			200,000.	112 5/8	225,250.
<u>BONDS</u>					
<u>Railway</u>					
Atlantic Coast Line	4	1952	420,000.	92 1/4	387,450.
Chesapeake & Ohio	4 1/2	1931	100,000.	94 1/4	94,250.
Chicago & Alton	3 1/2	1950	140,000.	69 1/2	97,300.
Chicago & Alton	3	1949	130,000.	73	94,900.
D. M. & Nor.	5	1941	360,000.	104 1/2	365,750.
D. M. & Nor.	6	1923	80,000.	114 2/5	91,520.
L. S. & M. S.	4	1928	210,000.	93	195,300.
Morris & Essex	3 1/2	2000	210,000.	89	186,900.
Missouri Pacific	4	1945	510,000.	77	392,700.
Nor. Pac., Gt. Nor., C. B. & Q. Jt.	4	1921	210,000.	95 5/8	200,813.
N. Y., N. H. & H.	4	1955	210,000.	93 1/2	196,350.
So. Pacific	4	1929	110,000.	96 1/4	105,875.
St. L., I. M. & So.	4	1929	270,000.	83 1/2	225,450.
Western Maryland	4	1952	780,000.	86	670,800.
Western Pacific	5	1933	1,310,000.	91	1,192,100.
Wisconsin Central	4	1949	550,000.	92 3/4	510,125.
<u>Industrial</u>					
Colorado Industrial	5	1934	1,810,000.	77	1,393,700.
Fairmont Coal	5	1931	120,000.	96 1/2	115,800.
U. S. Steel Series "E"	5	1951	110,000.	114	125,400.
U. S. Steel Series "B"	5	1951	150,000.	114	171,000.
U. S. Steel S. F.	5	1963	680,000.	103 5/8	704,650.
			10,470,000.		10,000,383.

26 Broadway, New York
December 19, 1910

To the President and Trustees of
The University of Chicago.

Gentlemen:

I hand you herewith the list of securities referred to in and which should have accompanied my father's letter to you of December 19th, in which letter he stated that he had that day caused to be set aside for the University of Chicago from the funds of the General Education Board which are subject to his disposition, income bearing securities of the present market value of approximately ten million dollars (\$10,000,000), the same to be delivered to the University in ten equal annual installments beginning January 1, 1911, each installment to bear income to the University from the date of such delivery only.

Very truly,
(Signed) John D. Rockefeller, Jr.

LIST OF SECURITIES

Market Value Dec. 13, 1910	Price Dec. 13, 1910	Face Value			
<u>STOCKS</u>					
101,750.	101 3/4	100,000.			A. T. & S. F. Bld.
365,250.	121 3/4	300,000.			International Harvester Bld.
1,104,000.	138	800,000.			Manhattan Elevated
557,500.	111 1/2	500,000.			New York Central
128,500.	128 1/2	100,000.			Pennsylvania
225,250.	112 5/8	200,000.			Southern Pacific
<u>BONDS</u>					
<u>Railway</u>					
387,450.	92 1/4	450,000.	1952	4	Atlantic Coast Line
94,250.	94 1/4	100,000.	1931	4 1/2	Chesapeake & Ohio
97,300.	99 1/2	140,000.	1950	3 1/2	Chicago & Alton
94,900.	73	150,000.	1949	3	Chicago & Alton
365,750.	104 1/2	360,000.	1941	2 1/2	D. M. & Nor.
91,250.	114 2/5	80,000.	1923	6	D. M. & Nor.
195,300.	93	210,000.	1928	4	L. S. & M. S.
186,900.	89	210,000.	2000	3 1/2	Morris & Essex
392,700.	77	510,000.	1945	4	Missouri Pacific
200,813.	95 5/8	210,000.	1921	4	Nor. Pac., Gr. Nor.
196,350.	93 1/2	210,000.	1925	4	O. R. & G. J.
105,850.	96 1/4	110,000.	1929	4	N. Y. N. H. & H.
225,450.	83 1/2	270,000.	1929	4	So. Pacific
670,800.	88	780,000.	1922	4	St. L., I. M. & So.
1,192,100.	91	1,310,000.	1923	5	Western Maryland
510,125.	92 3/4	550,000.	1949	4	Western Pacific
					Wisconsin Central
<u>Industrial</u>					
1,393,700.	77	1,810,000.	1934	5	Colorado Industrial
115,800.	96 1/2	120,000.	1931		Fairmont Coal
125,400.	114	110,000.	1921		U. S. Steel Series "B"
171,000.	114	150,000.	1921		U. S. Steel Series "B"
704,650.	103 5/8	680,000.	1963		U. S. Steel S. F.
10,000,383.		10,470,000.			

During the period of custody of these securities by the General Education Board, there were certain changes in the investments of this fund due to the redemption or sale of securities and reinvestment of the proceeds. The securities disposed of were as follows:

			<u>Face Value</u>	<u>Amount Realized</u>
D. M. & N.	5	1941	27,000.	28,350.00
D. M. & N.	6	1923	53,000.	55,650.00
U. S. Steel - Series "E"	5	1951	135,000.	154,912.50
U. S. Steel - Series "B"	5	1951	99,000.	113,602.50
U. S. Steel S. F.	5	1963	17,000.	18,700.00
New York Central Rights				1,544.84
			<u>331,000.</u>	<u>372,759.84</u>

In place of the foregoing investments, other securities were purchased and delivered to the University as follows:

		<u>Face Value</u>	<u>Cost</u>
<u>BONDS</u>			
Kansas City So.	5	11,000.	10,752.50
Southern Pacific	5	24,000.	24,000.00
Armour & Co.	4 1/2	20,000.	18,650.00
Jones & Laughlin Steel Co	5	267,000.	268,335.00
Philadelphia Co.	5	10,000.	9,350.00
U. S. Steel S. F.	5	3,000.	3,146.25
So. Dakota	5	3,300.	3,300.00
<u>STOCK</u>			
Pennsylvania		<u>16,700.</u>	<u>16,700.00</u>
		355,000.	354,233.75
Cash to balance			<u>18,526.09</u>
			<u>372,759.84</u>

The effect of economic conditions since December 13, 1910, is exemplified by the University's experience in connection with certain of the investments included in this gift. Certain of the corporations encountered financial difficulties, and in reorgani-

During the period of custody of these securities by the General Education Board, there were certain changes in the investments of this fund due to the redemption or sale of securities and reinvestment of the proceeds. The securities disposed of were as follows:

Amount Realized	Face Value			
28,350.00	27,000.	1941	5	D. M. & R.
57,650.00	53,000.	1923	6	D. M. & R.
154,912.50	135,000.	1921	5	U. S. Steel - Series "E"
113,602.50	99,000.	1921	5	U. S. Steel - Series "B"
18,700.00	17,000.	1923	5	U. S. Steel S. P.
1,544.84				New York Central Rights
<u>372,759.84</u>	<u>331,000.</u>			

In place of the foregoing investments, other securities were purchased and delivered to the University as follows:

Cost	Face Value			
10,752.50	11,000.			<u>BONDS</u>
24,000.00	24,000.			Kansas City So.
18,650.00	20,000.			Southern Pacific
268,335.00	267,000.			Armour & Co.
9,350.00	10,000.			Jones & Laughlin Steel Co
3,146.25	3,000.			Philadelphia Co.
3,300.00	3,300.			U. S. Steel S. P.
				So. Dakota
16,700.00	16,700.			<u>STOCK</u>
354,233.75	375,000.			Pennsylvania
<u>18,286.00</u>				Cash to balance
<u>372,759.84</u>				

The effect of economic conditions since December 13, 1910, as exemplified by the University's experience in connection with certain of the investments included in this list. Certain of the corporations encountered financial difficulties, and in response

zations the University was compelled to accept stock in place of the bonds received in the gift. In another case interest is still in default. In the case of one of the companies, dividends are being paid at a reduced rate. The particular cases are as follows:

Western Pacific Railway Company. The par value of first mortgage 5% bonds of this corporation included in this gift was \$1,310,000. Payment of interest on these bonds was defaulted on March 1, 1915. In the reorganization, stock was issued in October, 1916, in exchange for the bonds. The total amount of stock so received by the University was as follows:

	Par Value
Preferred stock - - -	\$655,000.
Common stock - - -	982,500.

Dividends at the annual rate of six per cent were paid on the preferred stock in February, 1918, and have been continuous since that date. No dividends have been paid on the common stock.

Missouri Pacific Railway Company. This gift included 4% gold bonds of this corporation, of the par value of \$510,000. Payment of interest on these bonds was defaulted on September 1, 1915. In reorganization the University received in July, 1917, 5% preferred stock of equal par value. At that time there was paid \$7,925.40 in adjustment of interest in arrears. Dividends on the preferred stock were to become cumulative from June 30, 1918. No dividends, however, have been received on this stock.

Chicago & Alton Railroad Company. The gift included refunding 3% gold bonds of this company of the par value of \$130,000. During the latter part of 1922 this road was placed in the hands of a receiver. These bonds carry a provision whereby interest payments may be deferred for a period of six months. Interest has been paid at the expiration of the six-month period, in accordance with this provision.

Chicago & Alton Railway Company. The gift included first lien $3\frac{1}{2}$ % bonds of the par value of \$140,000. No interest has been paid on these bonds since this property was placed in the hands of a receiver in 1922.

Manhattan Elevated Railway Company. The gift included 7% guaranteed stock of this company, of the par value of \$800,000. On account of adverse economic and political conditions in New York City, traction companies have experienced difficulty in the conduct of their financial affairs, resulting in a reduction of income. Dividends on this stock due January 1, April 1, and July 1, 1922, at the rate of 7% per annum were paid in the form of scrip due in November, 1923, at which time the dividends were paid in cash. The dividends for the year beginning July 1, 1922, were fixed at three per cent and were paid. For the year beginning July 1, 1923,

sations the University was compelled to accept stock in place of the bonds received in the gift. In another case interest is still in default. In the case of one of the companies, dividends are being paid at a reduced rate. The particular cases are as follows:

Western Pacific Railway Company. The par value of first mortgage bonds of this corporation included in this gift was \$1,310,000. Payment of interest on these bonds was deferred on March 1, 1915. In the reorganization, stock was issued in October, 1916, in exchange for the bonds. The total amount of stock so received by the University was as follows:

Par Value	
Preferred stock	\$675,000.
Common stock	982,500.

Dividends at the annual rate of six per cent were paid on the preferred stock in February, 1918, and have been continuous since that date. No dividends have been paid on the common stock.

Missouri Pacific Railway Company. This gift included 45 gold bonds of this corporation, of the par value of \$510,000. Payment of interest on these bonds was deferred on September 1, 1915. In reorganization the University received in July, 1917, 52 preferred stock of equal par value. At that time there was paid \$7,925.40 in adjustment of interest in arrears. Dividends on the preferred stock were to become cumulative from June 30, 1918. No dividends, however, have been received on this stock.

Chicago & Alton Railroad Company. The gift included refunding 32 gold bonds of this company of the par value of \$130,000. During the latter part of 1922 this road was placed in the hands of a receiver. These bonds carry a provision whereby interest payments may be deferred for a period of six months. Interest has been paid at the expiration of the six-month period, in accordance with this provision.

Chicago & Alton Railway Company. The gift included first lien 34 bonds of the par value of \$140,000. No interest has been paid on these bonds since this property was placed in the hands of a receiver in 1922.

Manhattan Elevated Railway Company. The gift included 75 guaranteed stock of this company, of the par value of \$800,000. On account of adverse economic and political conditions in New York City, traction companies have experienced difficulty in the conduct of their financial affairs, resulting in a reduction of income. Dividends on this stock due January 1, April 1, and July 1, 1922, at the rate of 7 1/2 per annum were paid in the form of scrip due in November, 1922, at which time the dividends were paid in cash. The dividends for the year beginning July 1, 1922, were fixed at three per cent and were paid. For the year beginning July 1, 1923,

dividends were placed at the rate of 4%, and it is expected that for the year beginning July 1, 1924, 5% will be paid, and thereafter under certain conditions, although the dividend is payable only in case there is a sufficient amount remaining after the payment of all taxes, interest, sinking fund charges, and other charges.

In accordance with Mr. Rockefeller's letter of designation, the University has from time to time reserved amounts for the chapel, endowment, erection of buildings, and purchases of land, as indicated in the following statement:

<u>ROCKEFELLER FINAL GIFT</u>		
<u>STATUS AS OF DECEMBER 1, 1923</u>		
University Chapel		1,080,000.00
For Endowment		
Budget Purposes	5,000,000.00	
Retiring Allowance Fund	1,800,000.00	
Reserve for Retiring Allowances and Insurance	300,000.00	
Endowment Reserve	<u>750,000.00</u>	7,850,000.00
Applied on Cost of Buildings		
Classics Building	61,417.27	
Rosenwald Hall	56,992.72	
Stagg Field Improvement (balance unreimbursed)	100,000.00	
Quadrangle Club	<u>150,000.00</u>	368,409.99
For Real Estate Purchases		
Additions to Campus		488,593.27
For Final Gift Reserve		<u>211,703.72</u>
		<u>9,998,706.98</u>

In compliance with the provisions of Mr. Rockefeller's letter of designation, the University has made arrangements for funds for a chapel to cost not less than \$1,500,000., by setting aside from the various installments of the gift, securities of the book value of \$1,080,000. Accumulated interest in the meantime amounts on October 31, 1923, to the sum of \$528,393.28, a total of \$1,608,393.28.

dividends were placed at the rate of 4%, and it is expected that for the year beginning July 1, 1924, 5% will be paid, and there- after under certain conditions, although the dividend is payable only in case there is a sufficient amount remaining after the pay- ment of all taxes, interest, sinking fund charges, and other charges.

In accordance with Mr. Rockefeller's letter of designation, the University has from time to time reserved amounts for the chapel, endowment, erection of buildings, and purchases of land, as indicated in the following statement:

ROCKEFELLER FINAL GIFT

STATUS AS OF DECEMBER 31, 1923

University Chapel	1,080,000.00
For Endowment	
Budget Purposes	2,000,000.00
Retiring Allowance Fund	1,800,000.00
Reserve for Retiring Allowances	
and Insurance	300,000.00
Endowment Reserve	750,000.00
	<u>7,850,000.00</u>
Applied on Cost of Buildings	
Classics Building	61,417.27
Rosenwald Hall	56,992.72
Stage Field Improvement	100,000.00
(balance unreimbursed)	
Quadrangle Club	150,000.00
	<u>368,409.99</u>
For Real Estate Purchases	
Additions to Campus	488,293.27
For Final Gift Reserve	211,703.72
	<u>9,998,706.98</u>

In compliance with the provisions of Mr. Rockefeller's letter of designation, the University has made arrangements for funds for a chapel to cost not less than \$1,500,000., by setting aside from the various installments of the gift, securities of the book value of \$1,080,000. Accumulated interest in the meantime amounts on October 31, 1923, to the sum of \$228,393.28, a total of \$1,608,393.28.

In accordance with Mr. Rockefeller's expressed wish that as large a portion of the gift as possible be reserved for endowment purposes, the amounts thus far designated for endowment purposes aggregate \$7,850,000., the income providing for general purposes; for retiring allowances and increase of the Retiring Allowance Fund; for a Reserve for Retiring Allowances and Insurance, the income being used for the Death Benefit Plan and the increase of the fund; and an amount as an Endowment Reserve to guarantee possible losses in investment, the use of the income to be designated annually by the Board.

In the provision for the chapel and endowment, aggregating \$8,930,000., it would seem that especial consideration had been given to Mr. Rockefeller's request for the use of these funds for the chapel and endowment purposes.

The University has used a portion of the fund for the completion of buildings aggregating \$368,409.99. This amount includes the sum of \$100,000. which is the unreimbursed portion of \$210,389.96 provided from the Rockefeller Final Gift for the erection of the grandstand and wall around Stagg Field. When reimbursement of the balance of the amount advanced is made from receipts of athletic contests, \$100,000. may be returned, presumably to the Final Gift Reserve or be added to the funds for endowment purposes, as may seem desirable.

Purchases of real estate as additions to the campus have consumed the sum of \$488,593.27.

It is customary to draw from the Final Gift Reserve amounts required in the purchase of real estate and for the completion of buildings. Probably it would be more desirable to place the

In accordance with Mr. Rockefeller's expressed wish that as large a portion of the gift as possible be reserved for endowment purposes, the amounts thus far designated for endowment purposes aggregate \$7,850,000. The income providing for general purposes for retiring allowances and increase of the Retiring Allowance Fund; for a Reserve for Retiring Allowances and Insurance, the income being used for the Death Benefit Plan and the increase of the fund; and an amount as an Endowment Reserve to guarantee possible losses in investment, the use of the income to be designated annually by the Board.

In the provision for the chapel and endowment, aggregating \$8,930,000, it would seem that special consideration had been given to Mr. Rockefeller's request for the use of these funds for the chapel and endowment purposes.

The University has used a portion of the fund for the completion of buildings aggregating \$368,409.99. This amount includes the sum of \$100,000, which is the unreimbursed portion of \$210,389.96 provided from the Rockefeller Final Gift for the erection of the grandstand and wall around Stag Field. When reimbursement of the balance of the amount advanced is made from receipts of athletic contests, \$100,000 may be returned, presumably to the Final Gift Reserve or be added to the funds for endowment purposes, as may seem desirable.

Purchases of real estate as additions to the campus have consumed the sum of \$488,593.27. It is customary to draw from the Final Gift Reserve amounts required in the purchase of real estate and for the completion of buildings. Probably it would be more desirable to place the

reimbursement from athletic receipts mentioned above, in the Final Gift Reserve. Should this be done, the amount of the reserve would be as follows:

Unused portion of the Rockefeller Final Gift placed in Final Gift Reserve - - - - -	- \$211,703.72
Reimbursement from athletic receipts as indicated above - - - - -	- 100,000.00
Profit on securities and income from Final Gift Reserve added to principal - - - - -	- <u>9,393.31</u>
Total - - - - -	- <u>\$321,097.03</u>

Respectfully submitted,

December 8, 1923.

W. C. Huntington

reimbursement from athletic receipts mentioned above, in the
Final Gift Reserve. Should this be done, the amount of the
reserve would be as follows:

Unused portion of the Rockefeller	
Final Gift placed in Final Gift	
Reserve	\$211,703.72
Reimbursement from athletic receipts	
as indicated above	100,000.00
Profit on securities and income from	
Final Gift Reserve added to	
principal	9,393.31
Total	\$321,097.03

Respectfully submitted,

W. C. Huntington

December 8, 1923.

Harold H. Swift
Union Stock Yards
Chicago

Fu2

January 22, 1924.

Mr. John F. Moulds,
The University of Chicago,
Chicago, Illinois.

Dear John:

Confidentially, we are in all probability soon to engage the John Price Jones Corporation to make a survey of the financial possibilities of raising funds. One of their letters on the matter has the following paragraph:

"Such a study as we are in the habit of making should result in economies during the campaign. Take the small matter of alumni stencil lists. It is wasteful to start a campaign until these lists are in first-class shape on addressograph stencils arranged alphabetically, geographically and, if possible, by classes so that all addressing can be done rapidly and economically."

This may serve as an outlet for your surplus energy!

Yours cordially,

HAROLD H. SWIFT

HHS*GB

cc A.W. Sherer
E.D. Burton

Harold H. Swift
Union Stockyards
Chicago

January 22, 1934.

Mr. John F. Wouls, Jr.
The University of Chicago,
Chicago, Illinois.

Dear John:

Confidentially, we are in all probability soon to
engage the John Price Jones Corporation to make a survey of
the financial possibilities of raising funds. One of their
letters on the matter has the following paragraph:

"Such a study as we are in the habit of
making should result in economies during
the campaign. Take the small matter of
alumni address lists. It is wasteful to
start a campaign until these lists are
in first-class shape on addressograph
stencils arranged alphabetically, geo-
graphically and, if possible, by classes so
that all addressing can be done rapidly
and economically."

This may serve as an outlet for your surplus energy!

Yours cordially,

HAROLD H. SWIFT

HHS*GB

cc A.W. Sherer
E.D. Burton

Harold H. Swift
Union Stock Yards
Chicago

February 2, 1924.

President Ernest D. Burton,
The Hollywood,
Southern Pines, N.C.

Dear President Burton:

The John Price Jones people start with us next week and I presume will take most of the month for a survey. I am not quite clear whether the result of their report and our deliberations will be that we start our campaign in the spring or in the fall. We have a great deal of work to do, determining our objectives, preparing our lists of citizens and alumni, working up publicity, mapping out a campaign, etc., etc., and all of this may not be possible before early fall.

In either event, and this is the point of this letter, it is essential that we have our program as to what amount of money, and for what purposes, mapped out and available so that the whole program can be presented to the General Education Board, the Rockefeller Foundation, and perhaps the Carnegie Corporation so as to get their commitments at their spring meetings.

I believe that about as soon as the February meeting of the General Education Board is over, you should begin talking to them of our program, since if we don't have the whole thing lined up and get their commitments by their May meeting, it seems to me it will produce such delay as almost to spell failure to our whole endeavor.

Incidentally, in the Medical School project, I am puzzled whether we should ask them to provide --

- (a) All the additional funds now needed to get us going in medicine and surgery, including building hospital,

Handwritten notes at the top right of the page.

February 2, 1952

President Dwight D. Eisenhower
The White House
Washington, D.C.

Dear President:

The John F. Kennedy people start with us next week and I presume will take most of the month for a survey. I am not quite alone when the results of their report and our deliberations will be that we start our campaign in the spring or in the fall. We have a great deal of work to do, determining our objectives, preparing our lists of officials and alumni, working up publicity, carrying out a campaign, etc., etc., and all of this may not be possible before early fall.

If either event, and this is the point of this letter, it is essential that we have our program as to what amount of money, and for what purposes, raised and available so that the program can be presented to the General Education Board, the Rockefeller Foundation, and perhaps the Carnegie Corporation as to their commitments at their spring meeting.

I believe that about as soon as the February meeting of the General Education Board is over, you should begin talking to them about our program. Since it is hard to have the whole thing done up and get their commitments by their May meeting, it seems to me that all workers should begin as soon as possible to get things done.

Sincerely, Dr. The National School Project

Enclosed herewith are three or four to provide -

(1) All the material I have now needed to get a going in writing and writing, I am sure will be helpful.

and leaving us to go out in our campaign and get what other medical needs in the way of facilities and equipment that we are able to finance from other sources, or

- (b) Whether to work out a reasonable program of a few years' time, including some of our most important specialties as well as medicine and surgery, and ask them to give a certain fraction of it and for us to raise the rest in the campaign.

In either event the amount of money we are after might be the same but the question would be whether they would underwrite the whole of medicine and surgery or a fraction of each of the immediate projects, including medicine, surgery, and the specialties. Dr. McLean is of the impression, based on his talk with Flexner, that (a) might be possible. I am inclined to think it would be preferable if they would do it. I tried to get some light from Mr. Arnett on this matter but he was in a better listening than talking mood.

Yours cordially,

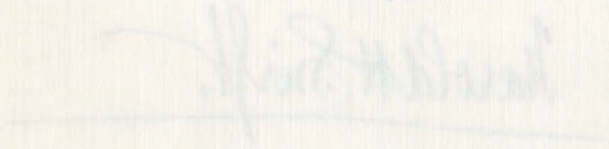
Harold H. Swift,

and leaving us to go out in our campaign and get what
other medical needs in the way of facilities and equip-
ment that we are able to finance from other sources, or

(b) Whether to work out a reasonable program of a few years
time, including some of our most important specialties
as well as medicine and surgery, and ask them to give
a definite fraction of it and for us to raise the rest
in the campaign.

In either event the amount of money we are after might
be the same but the question would be whether they would undertake
the whole of medicine and surgery or a fraction of each or the same
large projects, including medicine, surgery, and the specialties.
Dr. Johnson is of the impression, based on his talk with Wickner,
that (a) might be possible. I am inclined to think it would be
probable if they would do it. I tried to get some light from
Mr. Barrett on this matter but he was in a better listening than
telling mood.

Yours cordially,



A LETTER TO THE ALUMNI



THE UNIVERSITY OF CHICAGO COMMITTEE ON DEVELOPMENT

A LETTER TO THE ALUMNI OF THE UNIVERSITY OF CHICAGO

from

TREVOR ARNETT, '98, *Vice-President*

Fellow Alumni:

MANY ALUMNI with whom I have recently discussed the University's need for additional funds have expressed surprise when I stated that we did not have ample resources to meet all our requirements and opportunities. These alumni forget that in 1910 Mr. John D. Rockefeller made his final gift to the University, feeling that it was well established and should for further development look to Chicago and the Middle West.

UNIVERSITY'S FINANCIAL PROBLEM

These recent conversations have convinced me that most of you are unfamiliar with the financial situation at the University. Knowing the close relation between the resources of an institution and its standing in the educational world, and believing that this standing has a bearing on the prestige

of alumni in business and professional life, I think you may be interested in the financial problem which the University faces today

VISITS TO MANY UNIVERSITIES

For nearly five years, until returning to the University as Vice-President, I was Secretary of the General Education Board, established by John D. Rockefeller. It fell to my lot to visit many of the endowed colleges and universities of America to learn in what way the General Education Board could be of service to them. I found that since the war the financial circumstances of these institutions had become acute. Owing to the increase in the cost of operation, many were forced to raise large sums for endowment in order to maintain their work on the pre-war plane, not to mention the need of endowment for further development.

LARGER SUMS NEEDED TODAY

The situation at the University is now similar to that which I encountered at almost every endowed university in America. We are finding difficulty in maintaining our pre-war efficiency because larger sums are needed to place the salaries of instructors on an adequate basis and to provide needed equipment and necessary buildings. Opportunities and responsibilities which we cannot meet on account of lack of funds arise almost daily.

THE UNIVERSITY BUDGET

In any going concern the statement of operations which shows the annual earnings and expenses gives one the best idea of what the concern is doing. The operating statement of the University is called the "budget." The acute need for additional income is best revealed by the process followed in making it. Every department is requested to send to the President a statement of its needs for the coming year. The needs are classified under "important" and "desirable." When the budget for the present year was under discussion, it was found that \$148,998 of items classed as "impor-

tant" had to be eliminated, not to speak of \$211,020 of those regarded as "desirable." To provide the former amount alone would require an addition of approximately \$3,000,000 to endowment.

INCOME MUST BE INCREASED

The Trustees are conscientious, careful men and feel that they are not justified in spending more than the income available, and, in accord with that policy, they have for many years kept the expenditures within the limits of the income. While they are still convinced that this policy must be adhered to, they are also convinced that unless the income of the University is materially increased, the University will fail in meeting its opportunities and in rendering proper service to its constituency.

BUDGET ITEMS OMITTED

The recommendations classified as "important", which had to be eliminated, were largely for increases in salary for men who were receiving small salaries and were rendering excellent service to the University. In many instances they had declined flat-

tering offers from other institutions because of their loyalty to Chicago. Additions to staff by calling younger men to care for the growing burden of instruction and to give to the senior instructors time for directing the work of advanced students had to be refused, as well as providing for additional outstanding men to cover fields or parts of fields not yet covered. Increased equipment to provide adequately for the increasing number of students who wish to carry on advanced work could not be included. In a modern university the libraries are the center of the system, and require a well trained and well paid staff in addition to large appropriations for new books. Urgently needed appropriations for these purposes had to be omitted. The omitted items referred to above, classified by Schools and Colleges, were as follows:

Arts and Literature.....	\$44,840
Science	37,547
College Administration.....	9,300
College of Education.....	13,767
Divinity.....	9,700
Commerce and Administration..	18,460
Carried Forward	<u>\$133,614</u>

Brought Forward	\$133,614
Lectures	2,000
Libraries	<u>13,384</u>
TOTAL.....	\$148,998

INCOME \$135,000 SHORT

Every effort is made to make every dollar go as far as possible and to keep expenses as low as is consistent with good management, yet in spite of these efforts the University needed approximately \$300,000 more than it had to enable it to make a proper budget for the current year. After all this process of pruning and cutting, it was still found that the lowest possible estimates of cost were \$135,000 in excess of the available income. The Trustees realized that provision must be made for this \$135,000 if the University was to carry on its work on the minimum basis. They, therefore, authorized the use of certain sums of non-recurring nature which provide for the situation for this year only, but, once exhausted, cannot be available for subsequent years.

The following table shows the cost of operations for the years ending June 30, 1919, and June 30, 1924, and the amount of increase:

	1918-19	1923-24	Increase
I. <u>Educational Expenses:</u>			
Instruction.....\$	967,692	\$1,663,274	\$ 695,582
Fellowships, Scholarships and Tuition Re- missions.....	111,097	240,269	129,172
Books.....	38,477	54,099	15,622
Equipment, Supplies and Expenses of Departments.....	129,620	297,766	168,146
Publications.....	25,242	56,211	30,969
Physical and Social Welfare of Students...	85,271	143,149	57,878
Administration—Education and Library...	268,875	511,568	242,693
Retiring Allowances.....	24,648	60,942	36,294
Total No. 1.....	\$1,650,922	\$3,027,278	\$1,376,356
II. <u>Operation and Maintenance of Buildings and Grounds.....</u>	311,017	425,772	114,755
III. <u>Corporate Expense:</u>			
Business Administration.....	107,863	167,623	59,760
Annuities.....	15,735	8,390	7,345*
Total Expenditures.....	\$2,085,537	\$3,629,063	\$1,543,526

*Decrease

The foregoing statement is self-explanatory. It will be seen that the item of instruction, which is salaries paid to teachers, is the largest and approximates one-half of the total expenditure. In five years the annual cost of instruction has increased nearly \$700,000 or about 72%, the larger part of which is for salary increases. In

spite of this increase, the salaries are still too low and compare unfavorably with those of the leading universities of America.

The foregoing table shows that the total annual expenditure in the past five years *has increased more than \$1,500,000 or about 74%*

Sources of University Income

To meet the cost of operation the University has two main sources of income—fees from students and income from endowment. The following table shows the income in 1918-19 and in 1923-24 and the amount of increase:

	1918-19	1923-24	Increase
Student Fees	\$ 789,078	\$1,760,570	\$ 971,492
Endowment Income	1,176,462	1,566,628	390,166
Other Income—(Interest on deposits, University Press, room rents, [net] etc.)	122,201	304,181	181,980
Totals	\$2,087,741	\$3,631,379	\$1,543,638

TUITION RATES RAISED

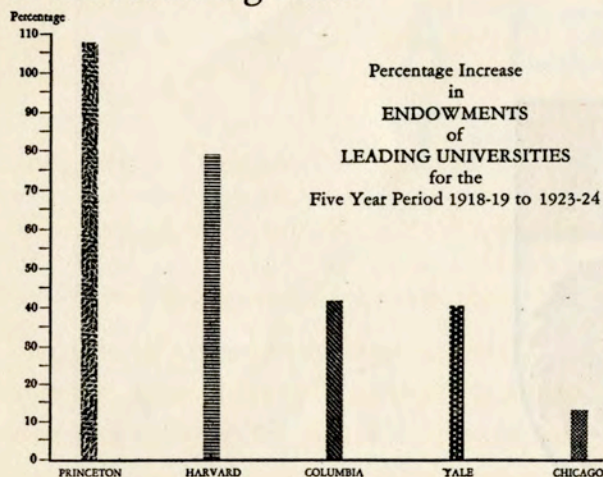
It will be seen from these two tables that the income of the University has barely kept pace with the mounting expenditures. This result has been obtained by limiting the expenditures in accordance with the method indicated in making the budget and by increasing the tuition rates in 1920 and in 1923.

In view of the tuition rates prevailing at other universities and the general impression that tuition rates should be kept as low as possible, it is doubtful whether further increase in rates should be made. The only other method for the University to increase its income is by adding to its endowment.

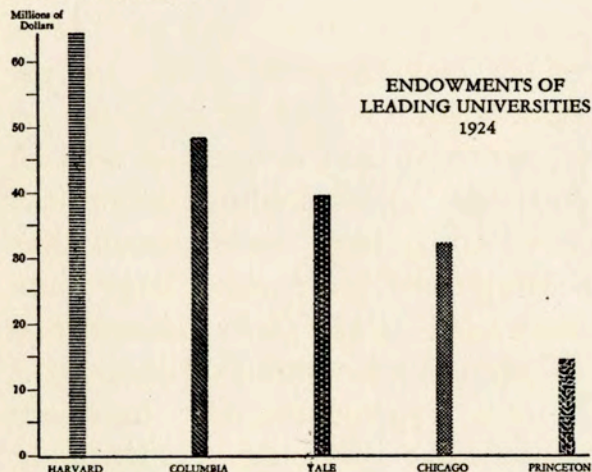
ENDOWMENT INCREASING SLOWLY

The increased income from endowment shown in the table was in large measure the result of higher interest rates, and not of increased endowment. The total endowment of the University on June 30, 1924, was \$31,992,620.76—an increase of \$3,665,537.23 since 1918-19. Most of the new endowment was for the new Medical School which is not yet in operation, and is reserved for that purpose. Other leading universities have much larger endowments than Chicago and have added large sums since 1918-19. Harvard's endowment is \$63,800,000; Columbia's, \$48,000,000; Yale's, \$39,697,000, the increases since 1918-19 being, respectively

\$28,200,000, \$14,000,000, and \$11,414,000. In other words, Harvard's endowment has increased in five years 79%, Yale's 40%, Columbia's 41%, but Chicago's only 13%, as shown in the following chart:



The chart below shows the relative size of the endowments of the same institutions:



Furthermore, when considered in proportion to enrollment increases, these figures are even less favorable to the University. The enrollments of the eastern universities have increased comparatively slowly; Chicago's has increased rapidly, with only a small proportionate increase in endowment.

I returned to the service of the University because I believe it offers the outstanding educational opportunity in America today. You may well believe, therefore, that I am deeply interested in the subject discussed in this letter.

With any who desire further information on the finances of the University, I shall be delighted to correspond.

(Signed) TREVOR ARNETT, '98

November 28, 1924





THE UNIVERSITY OF CHICAGO
Committee on Development

ROBERT P. LAMONT, *Chairman* ALBERT W. SHERER, *Vice-Chairman* JOHN F. MOULDS, *Executive Secretary* ERNEST D. BURTON, *President of the University*
THOMAS E. DONNELLEY HELEN SUNNY MCKIBBIN WALKER G. McLAURY LEON C. MARSHALL JULIUS ROSENWALD EDWARD L. RYERSON, JR.
MARTIN A. RYERSON ROBERT L. SCOTT HAROLD H. SWIFT, *President, Board of Trustees* LEO F. WORMSER HERBERT P. ZIMMERMANN
WILLIAM SCOTT BOND ALICE GREENACRE

1703 Lytton Building 14 East Jackson Boulevard, Chicago Telephone Wabash 4170

February 7, 1925.

Mr. A. A. Stagg,
Director of Athletics,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Stagg:

You are not going to hit the same places that Dr. Butler and Mr. Moulds covered, but their reports from the same parts of the country may be of interest to you and I am accordingly attaching them hereto.

It is possible that the Chairmen and alumni will ask you questions which have been covered in some of these reports but with which you might not otherwise be familiar.

Very truly yours,

George E. Fuller,
Executive Secretary,
Alumni Committee.

GEF:EL

THE UNIVERSITY OF CHICAGO
Committee on Development



ROBERT F. LAMONT, Chairman
THOMAS E. DONNELLY
HELEN SUNNY MCKINLEY
ALBERT W. SHEER, Vice-Chairman
WALTER G. McLAURY
WILLIAM SCOTT BOND
JOHN E. MOUNDS, Executive Secretary
LEON C. MARSHALL
HAROLD H. SWIFT, Secretary, Board of Trustees
LEO J. WORMSER
ERNEST D. BURTON, President of the University
EDWARD L. RYERSON, JR.
HERBERT P. ZIMMERMAN

1703 Lyon Building, 14 East Jackson Bank, Chicago, Telephone Wabash 4170

February 7, 1935.

Mr. A. A. Stagg,
Director of Athletics,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Stagg:

You are not going to hit the same
places that Dr. Butler and Mr. Moulton covered,
but their reports from the same parts of the
country may be of interest to you and I am accord-
ingly attaching them hereto.

It is possible that the Chairman
and I might ask you questions which have been
covered in some of these reports but with which
you might not otherwise be familiar.

Very truly yours,

George E. Fuller,
Executive Secretary,
Alumni Committee.

GET:HL

TWO MILLIONS PERMANENT ENDOWMENT FROM THE ALUMNI

Alumni Executive Committee

HERBERT P. ZIMMERMANN '01, Chicago, Chairman

ALICE GREENACRE '08, Chicago, Associate Chairman

ARTHUR A. GOES '08, Chicago, Associate Chairman

GEORGE E. FULLER '09, Chicago, Executive Secretary

GRACE ALLEN COULTER '99, Chicago

EDWIN W. EISENDRATH '13, Chicago

SHIRLEY FARR '04, Brandon, Vt.

WILLIAM S. HARMAN '00, Columbus, Ohio

EARL D. HOSTETTER '07, Chicago

FRANK McNAIR, '03 Chicago

HAROLD G. MOULTON '07, Washington, D. C.

KATHERINE GANNON PHEMISTER '07, Chicago

ERNEST E. QUANTRELL ex-'05, New York City

PAUL SNOWDEN RUSSELL '16, Chicago

FREDERICK A. SPEIK '05, Los Angeles, Cal.

DONALD S. TRUMBULL '97, Chicago

NARCISSA COX VANDERLIP ex-'04, Scarborough-on-Hudson, N. Y.

AGNES R. WAYMAN '03, New York City

WILLIAM E. WRATHER '08, Dallas, Texas

JOHN P. MENTZER '98, Chicago

District Chairmen

CHARLTON T. BECK, Detroit, Mich.

C. ARTHUR BRUCE, Memphis, Tenn.

WILLIAM S. HARMAN, Columbus, Ohio

WAYLAND W. MAGEE, Bennington, Nebr.

RUDY D. MATTHEWS, Milwaukee, Wis.

HAROLD G. MOULTON, Washington, D. C.

ERNEST E. QUANTRELL, New York City, N. Y.

J. SIDNEY SALKEY, St. Louis, Mo.

FREDERICK SASS, Denver, Colo.

RENSLOW P. SHERER, Philadelphia, Pa.

MAYNARD E. SIMOND, Pittsburgh, Pa.

DR. FREDERICK A. SPEIK, Los Angeles, Calif.

WILLIAM E. WRATHER, Dallas, Tex.

JOHN WRIGHT, Kansas City, Mo.

General Alumni Committee

AXELSON, CHARLES F. '07, Chicago

BOND, WILLIAM SCOTT, JR. '97, Chicago

FELSENTHAL, ELI B. '78, Chicago

POST, DR. WILBUR E. '01, Chicago

SHERER, ALBERT W. '06, Chicago

SWIFT, HAROLD H. '07, Chicago

Trustee Members

ABBOTT, DR. DONALD P. '08, Chicago

ABBOTT, MISS GRACE '10, Washington

ALLYN, ARTHUR C. ex-'08, Chicago

ANDERSON, ELBRIDGE R. '85, Boston

ANDERSON, WILLIAM FRANCE '99, Chicago

ARNETT, TREVOR '98, Chicago

BADENOCH, MRS. BEN H. '12, Chicago

BALLINGER, LEES '02, Evanston

BARROWS, DAVID P. '97, Berkeley

BECK, CHARLTON T. ex-'05, Detroit

BESTOR, ARTHUR E. '01, Chautauque

BILLS, BENJAMIN F. '12, Chicago

BLACKWELDER, ELIOT '01, Palo Alto

BLAZER, EUGENE N. '14, Omaha

BREEDEN, WALDO P. '97, Pittsburgh

BROWN, MRS. FRIEDA KIRCHOFF, ex-'05, Winnetka

BROWN, SCOTT '97, Chicago

BRUCE, C. ARTHUR '06, Memphis

BUCK, NELSON L. '04, Chicago

BURTON, MISS MARGARET E. '07, New York City

CALDWELL, OTIS W. '98, New York City

CARAWAY, MRS. GLENROSE BELL '97, New York City

CARROLL, MISS MOLLIE R. '11, Baltimore

CHASE, CHARLES, W. '00, Gary

CLARKE, HENRY T. '96, Omaha

CODY, ARTHUR C. '24, Chicago

COMPTON, DON M. '05, Chicago

CONKEY, HENRY P. ex-'06, Hammond, Ind.

CORCORAN, R. BOURKE ex-'15, Chicago

COULTER, MISS GRACE A. '99, Chicago

DAVIS, MISS KATHARINE B. '00, New York City

DE GRAFF, LAWRENCE, '98, Des Moines

EARLE, S. EDWIN '11, Chicago

ECKHART, MRS. CHARLOTTE CAPEN '98, Kenilworth, Ill.

EDWARDS, I. N. '23, Chicago

ELDRIDGE, MISS ADDA '16, Marquette, Mich.

EWING, JOSEPH C. '01, Greeley, Colo.

FAULKNER, MISS ELIZABETH '85, Chicago

FISHBEIN, DR. MORRIS '11, Chicago

FLEMING, HERBERT E. '02, Chicago

FLINT, MRS. EDITH FOSTER, '97, Chicago

FULBRIGHT, RUFUS C. '09, Houston, Texas

FULLER, HARVEY B. '08, Saint Paul

GALE, HENRY G. '96, Chicago

GANS, MRS. HELENE POLLAK '14, New York City

GEORGE, ROWLAND H. '16, New York City

GLORE, CHARLES F. ex-'10, Chicago

GOODSPEED, EDGAR J. '97, Chicago

GORRELL, WARREN ex-'01, Chicago

GOTTLIEB, HARRY N. '00, Chicago

GREENLEAF, CARL D. '99, Elkhart, Ind.

GRIM, MISS HARRIETT F. '08, Mineral Point, Wis.

HAGEY, JOHN F. '98, Chicago

HAIR, THOMAS J. '03, Chicago

HAMILL, DR. RALPH C. '99, Chicago

HARMAN, WILLIAM S. '00, Columbus

HARMS, WILLIAM P. '12, Detroit

HARPER, SAMUEL N. '02, Chicago

HARRIS, HARVEY L. '14, Chicago

HARWOOD, MRS. ANNE REED, '99, Brookline, Mass.

HAYDEN, DR. JOHN G. '02, Kansas City

HAZEN, JOSEPH C. '02, Orange

HENNING, ARTHUR S. ex-'99, Washington

HENRY, WINSTON P. '10, Tulsa

HOBART, RALPH HASTINGS '96, Chicago

HOOK, INGHAM D. '06, Kansas City

HOUGHTON, ALBERT B. '07, Milwaukee

HOYT, ALLEN G. '99, New York City

HUDSON, WALTER L. '02, Chicago

HULS, HAROLD P. '17, Los Angeles

IRONS, DR. ERNEST E. '00, Chicago

JAY, LAWRENCE M. '99, New York City

JESSUP, MISS EVA M. '07, Los Angeles

JEWETT, FRANK BALDWIN '02, New York City

JONES, WELLINGTON D. '08, Chicago

JORDAN, CHARLES B. '08, Minneapolis

KEHN, ROY D. '02, Chicago

KENNEDY, WALTER S. ex-'00, Albion, Mich.

KIRTLEY, DR. HOWARD P. '00, Salt Lake City

KRAMER, ALVIN F. '10, Chicago

LAW, ROBERT J. ex-'97, New York City

LEWIS, LEON P. '02, Louisville

LINN, JAMES W. '97, Chicago

LINN, MYRA REYNOLDS '13, Arlington, Calif.

LIVINGSTON, BURTON E. '02, Baltimore

LOGSDON, MRS. MAYME IRWIN '13, Chicago

LYMAN, WILLIAM H. '14, Chicago

MAGEE, WAYLAND W. '05, Bennington, Nebr.

MATTHEWS, RUDY D. '14, Milwaukee

MAXWELL, LEE W. ex-'05, New York City

MEIGS, MERRILL C. ex-'08, Evanston

MENTZER, JOHN PRESTON, '98, Chicago

MERRIAM, DAVID S. '13, Minneapolis

MILLIGAN, MRS. ELLA METSKER '06, Denver

MORGAN, HARRY D. '06, Peoria

MORGENTHAU, MAXIMILIAN, JR. '99, New York City

MORRIS, GEORGE M. '15, Washington

MOSSER, STACY C. '97, Chicago

MOULDS, JOHN F. '07, Chicago

MOULTON, HAROLD G. '07, Washington

MURRAY, HOWELL W. '14, Chicago

MAC CRACKEN, WILLIAM P., JR. '09, Chicago

MAC GREGOR, LAWRENCE J. '16, New York City

MAC NEILLE, CLARENCE T. '07, Chicago

MC KIBBIN, MRS. HELEN SUNNY, '08, Chicago

MCLEISH, BRUCE '03, Chicago

MCNAIR, FRANK '03, Chicago

NEEL, CARR B. '97, Palo Alto

NORRIS, MISS HELEN, '07, Chicago

NUVEEN, JOHN, JR. '19, Chicago

O'DONNELL, PAUL '08, Chicago

PAGE, CECIL '98, New York City

PALMER, MISS MARION E. '18, Chicago

PARKINSON, GEORGE D. '15, Salt Lake City

PEABODY, MISS SUSAN W. '09, Chicago

PHEMISTER, MRS. KATHERINE G. '07, Chicago

PIERROT, ADOLPH G. '07, Chicago

PRESTON, KEITH '05, Evanston

PULLMAN, MARY LAKIN '99, Bridgeport, Conn.

QUANTRELL, ERNEST E. ex-'05, New York City

RAHILL, MRS. CLARA ALLEN '12, Caldwell, N. J.

REEVE, R. R. '14, Cedar Falls

RHODES, DR. JOHN E. '76, Chicago

RILEY, JAMES S. '05, Los Angeles

ROBINSON, FLORENCE RICHARDSON '08, Chicago

RUSSELL, PAUL S. '16, Chicago

SALKEY, J. SIDNEY, '11, Saint Louis

SASS, FREDERICK '01, Denver

SCHAEFFER, GEORGE R. '06, Chicago

SHERER, RENSLOW P. '09, Philadelphia

SHULL, HENRY CARLTON '14, Sioux City

SILLS, CLARENCE W. ex-'05, Chicago

SIMOND, MAYNARD E. '12, Pittsburgh

SLAUGHT, HERBERT E. '98, Chicago

SLOSSON, EDWIN E. '03, Washington

SPEIK, DR. FREDERICK A. '05, Los Angeles

STEELE, CHARLES M. '04, New York City

STEFFEN, WALTER P. '10, Chicago

STEVENS, ERNEST J. '05, Chicago

STEWART, ADELBERT T. '04, Washington

SULZER, HENRY D. '06, Chicago

SYNON, MISS MARY K. '01, Evanston

TEICHGRAEBER, RICHARD T. '12, Emporia, Kas.

TEMPLETON, FRANK H. '09, Chicago

THOMPSON, MARTHA LANDERS '03, Chicago

TOLMAN, EDGAR B. '80, Chicago

TRUDE, DANIEL P. ex-'02, Chicago

TRUMBULL, DONALD S. '97, Chicago

TUCKER, DR. GEORGE E. '00, Hartford

VAIL, ARTHUR H. ex-'09, Philadelphia

VAN HOESEN, MISS GERTRUDE '13, Washington

VAN PATTEN, LEROY A. '07, New York City

VAUGHAN, L. BRENT '97, Chicago

VERNON, LEROY T. '01, Washington

WALLING, WILLOUGHBY G. '99, Chicago

WARD, FRANCIS THOMAS '15, New York City

WARREN, MRS. MAUDE RADFORD '94, Irbaca

WAYMAN, MISS AGNES R. '03, New York City

WEBB, DANIEL C. '06, Knoxville

WHITING, LAWRENCE H. ex-'13, Chicago

WILLETT, HOWARD '06, Chicago

WINSTON, CHARLES S. '96, Long Island

WOOLLEY, MRS. HELEN THOMPSON, '97, Detroit

WORMSER, LEO F. '05, Chicago

WRATHER, WILLIAM E. '08, Dallas

WRIGHT, JOHN STEPHEN, '06, Kansas City

file
1/21/25

Mr. Fuller.

THE UNIVERSITY OF CHICAGO
The Committee on Development
Los Angeles, Jan. 21, 1925

BULLETIN #11

Much to our surprise and delight we found 150 present at the Los Angeles dinner and meeting last night. It was of course the largest group of alumni we have seen on the trip and one of the finest alumni meetings I have attended anywhere. They are as a group very keenly interested in the University and its plans. In addition to some of the "old-timers" there are a large number who have been at the University within recent years and their enthusiasm is fresh and vigorous. Also this group has had more contact with the University through frequent speakers and visitors, which is another proof of the wisdom of keeping our alumni in all the larger centers well informed by frequent visitors from the University if we are to look to them for support.

Miss Jessup, the president of the Club, opened the meeting and then turned it over to Fred Speik who served as toastmaster. They sang well, led by a Dr. Nelson; and Chalmers McWilliams, cheer-leader about three years ago, led them in some good yells and taught them some of the new ones such as the sky-rocket. There was lots of fine enthusiasm, and they "ate up" Dr. Butler's speech. Prof. John Manly happened to be in the city and came to the dinner. He followed Dr. Butler with a thirty-five minute talk - a good account of what is going on in the English Department and interesting to the teachers especially, although somewhat longer than any of us had figured on. The picture was most enthusiastically received - they applauded practically every scene. In view of the lateness of the hour it seemed wise to eliminate my ten minute talk about organization, news of the campaign, etc., but this club is going so well that it was unnecessary anyway. Everyone of the officers is alert and energetic and they are getting good support from many others. Dan Ferguson could not be at the meeting but I talked with him afterwards and found him brim full of enthusiasm and busily laying plans for getting subscriptions later on. I talked with Don Riley about special gift prospects, two or three of whom he will try to bring into contact with President Burton.

Miss Jessup is a most energetic and efficient president of the Club and she is being of great help to Dr. Speik. It is the best sort of team work we have seen and as far as we could discover there was not one pessimist present at the meeting. Fred Speik is of course the great leader and our admiration for him and his ability has gone away up above even our previous high opinion of him. All of the group respect him and look to him for leadership. He was most generous to us both socially and professionally, and he will undoubtedly be of great help to President Burton during his visit. The thoroughness with which he is doing the job has certainly set a high standard for all district chairmen.

THE UNIVERSITY OF CHICAGO
The Committee on Development
Los Angeles, Jan. 21, 1925

BULLETIN #11

Much to our surprise and delight we found 150 present at the Los Angeles dinner and meeting last night. It was of course the largest group of alumni we have seen on the trip and one of the finest alumni meetings I have attended anywhere. They are as a group very keenly interested in the University and its plans. In addition to some of the "old-timers" there are a large number who have been at the University within recent years and their enthusiasm is fresh and vigorous. Also this group has had more contact with the University through frequent speakers and visitors which is another proof of the wisdom of keeping our alumni in all the larger centers well informed by frequent visitors from the University if we are to look to them for support.

Miss Jessup, the president of the Club, opened the meeting and then turned it over to Fred Speik who served as toastmaster. They sang well, led by a Dr. Nelson; and Chalmers McWilliams, cheer-leader about three years ago, led them in some good yells and taught them some of the new ones such as the sky-rocket. There was lots of fine enthusiasm, and they "ate up" Dr. Butler's speech. Prof. John Manly happened to be in the city and came to the dinner. He followed Dr. Butler with a thirty-five minute talk - a good account of what is going on in the English Department and interesting to the teachers especially, although somewhat longer than any of us had figured on. The picture was most enthusiastically received - they applauded practically every scene. In view of the lateness of the hour it seemed wise to eliminate my ten minute talk about organization, news of the campaign, etc., but this club is going so well that it was unnecessary anyway. Everyone of the officers is alert and energetic and they are getting good support from many others. Dan Ferguson could not be at the meeting but I talked with him afterwards and found him brim full of enthusiasm and busily laying plans for getting subscriptions later on. I talked with Don Riley about special gift prospects, two or three of whom he will try to bring into contact with President Burton.

Miss Jessup is a most energetic and efficient president of the Club and she is being of great help to Dr. Speik. It is the best sort of team work we have seen and as far as we could discover there was not one pessimist present at the meeting. Fred Speik is of course the great leader and our admiration for him and his ability has gone way up above even our previous high opinion of him. All of the group respect him and look to him for leadership. He was most generous to us both socially and professionally, and he will undoubtedly be of great help to President Burton during his visit. The thoroughness with which he is doing the job has certainly set a high standard for all district chairmen.

*R78
Lundberg*
We are now at San Diego and have just talked with President Burton. He arrived safely and found some of the alumni right after him almost before he took off his overcoat. I am a little disappointed to learn that he has not been receiving copies of our bulletins. Please send copies to him at once by air mail at the Huntington Hotel, Pasadena, as he wants to see them.

J.F.M.

I

We are now at San Diego and have just talked with
President Burton. He arrived safely and found some of the
alumni right after him almost before he took off his over-
coat. I am a little disappointed to learn that he has not
been receiving copies of our bulletins. Please send copies
to him at once by air mail at the Huntington Hotel, Pass-
adena, as he wants to see them.

B. F. Burton

J.F.M.

I

THE UNIVERSITY OF CHICAGO
The Committee on Development
San Diego, Jan. 24, 1925

BULLETIN #12

*Advised
Duncan - Lane
9/25*

This trip seems to yield many pleasant surprises. We had been prepared to be satisfied with an attendance of twenty at the San Diego meeting and found sixty. True, there were some husbands and wives of alumni as at other places, but even so there were three times as many as we had expected. Mr. Fred E. Lindley, 420 Union Building, is the man who did it, assisted by a good committee consisting of Miss Althea Warren, Miss Mary C. Bristol, Mrs. John L. Bacon (wife of Mayor Bacon), Wilbur A. Hamman, Dr. Lyell E. Kinney and Edward H. Hardy, a former student who is now President of the State Teachers College here. This is the first place where we have had a good representation of Rush alumni and also several of those who are teachers gave up other engagements to come to the meeting. Mayor Bacon was present and spoke briefly and effectively. It seems that years ago he taught for about six months in the University High School under Dean Belfield. President Hardy also gave a very good talk. After the meeting several people told me most enthusiastically of how much they enjoyed Dr. Butler's address. One man told me that his idea of how much he should give had changed about four times during the evening, - an upward curve I gathered from his comments.

*Advised
7 copies
9/25/29*

This was the first U. of C. alumni meeting held in San Diego, and they wound it up by authorizing Mr. Lindley to effect a permanent organization. He should be regarded as the local chairman, and I have had a session with him today going over some of the things to be done. He will send in soon a corrected list, and Miss Warren will send some items for the campaign newspaper. Fred Speik made a wise selection when he picked Lindley who is, I think, enjoying the job.

We feel that the San Diego meeting was one of the most satisfactory experiences we have had. In view of the way it worked out I wish it were possible for Mr. Tufts and Mr. Stagg to come here on this trip but I assume that it is too late to make such an arrangement now.

They had secured some publicity in the local press, one clipping enclosed herewith and others to be forwarded to you by Mr. Lindley and Miss Warren. Note the well written announcement sent out by the committee, a copy of which is attached.

After having seen something of the city and surroundings today we wonder why all Chicagoans do not come to San Diego to live, and if anything like that is likely to happen the organization started last night may be a giant some day.

THE UNIVERSITY OF CHICAGO
The Committee on Development
San Diego, Jan. 24, 1925

BULLETIN #12

This trip seems to yield many pleasant surprises. We had been prepared to be satisfied with an attendance of twenty at the San Diego meeting and found sixty. True, there were some husbands and wives of alumni as at other places, but even so there were three times as many as we had expected. Mr. Fred E. Lindley, 420 Union Building, is the man who did it, assisted by a good committee consisting of Miss Althea Warren, Miss Mary C. Bristol, Mrs. John L. Bacon (wife of Mayor Bacon), Wilbur A. Hamman, Dr. Lyell E. Kinney and Edward H. Hardy, a former student who is now President of the State Teachers College here. This is the first place where we have had a good representation of Rush alumni and also several of those who are teachers gave up other engagements to come to the meeting. Mayor Bacon was present and spoke briefly and effectively. It seems that years ago he taught for about six months in the University High School under Dean Beffield. President Hardy also gave a very good talk. After the meeting several people told me most enthusiastically of how much they enjoyed Dr. Butler's address. One man told me that his idea of how much he should give had changed about four times during the evening. - an upward curve I gathered from his comments.

This was the first U. of C. alumni meeting held in San Diego, and they wound it up by authorizing Mr. Lindley to effect a permanent organization. He should be regarded as the local chairman, and I have had a session with him today going over some of the things to be done. He will send in soon a corrected list, and Miss Warren will send some items for the campaign newspaper. Fred Speik made a wise selection when he picked Lindley who is, I think, enjoying the job.

We feel that the San Diego meeting was one of the most satisfactory experiences we have had. In view of the way it worked out I wish it were possible for Mr. Tutts and Mr. Stag to come here on this trip but I assume that it is too late to make such an arrangement now.

They had secured some publicity in the local press, one clipping enclosed herewith and others to be forwarded to you by Mr. Lindley and Miss Warren. Note the well written announcement sent out by the committee, a copy of which is attached.

After having seen something of the city and surroundings today we wonder why all Chicagoans do not come to San Diego to live, and if anything like that is likely to happen the organization started last night may be a giant some day.

You will be interested to know that we went to the Coronado Hotel in accordance with instructions but at the end of the first day concluded it was no place for representatives of a University needing all its funds, so we moved over to the U. S. Grant Hotel for the remainder of our stay here - a first class hotel, much more modern than the Coronado and about half as expensive. From now on one day stands for us again. We are glad to be on the way home - ten laps finished and eight to go!

J.F.M.

You will be interested to know that we went to the Coronado Hotel in accordance with instructions but at the end of the first day concluded it was no place for representatives of a University needing all its funds, so we moved over to the U. S. Grant Hotel for the remainder of our stay here - a first class hotel, much more modern than the Coronado and about half as expensive. From now on one day stands for us again. We are glad to be on the way home - ten days finished and eight to go!

J.T.M.

THE UNIVERSITY OF CHICAGO

The Committee on Development

Enroute from Tuscon to San Antonio

January 28, 1925

BULLETIN #14

Phoenix and Tucson both are communities where practically all of the activity of the year is crowded into six months because of the extreme heat in the summertime. For that reason social engagements of all sorts during the winter months are made rather far in advance and the calendar is pretty full. In spite of this fact there were 35 at the dinner and meeting last evening in Tucson. It seems that James G. Brown who was asked to arrange the meeting is at the University doing graduate work. Dr. Frank Fowler who took over the task did a good job and was assisted by Miss Cooper and others. The meeting was held in the dining hall of the University of Arizona. Practically all of our alumni in Tucson are connected with the state university and only one or two could be said to belong to the younger generation of alumni. Their primary interest is of course in the University of Arizona, but nevertheless they demonstrated to our satisfaction their loyalty to Chicago and their desire to see its hopes realized. How much they will actually contribute when the time comes is problematical.

Mr. Patterson, principal of the fine new high school of the city, who has been a student in the School of Education, presided. Miss Cooper played the piano and the singing was moderately successful. Mr. Clarson, who has taught in our School of Education for the past two or three years and who is scheduled to teach there again this summer, toted us about during the day and he and Mrs. Clarson were very helpful in many ways.

Check promise I am sure the group was much more interested in Dr. Butler's talk than in what little I had to say, but they liked the pictures. At the finish they elected Dr. Fowler local chairman. Mr. Patterson who is now serving as President of the Club promised to revise the mailing list and send it in right away. I gave Dr. Fowler a copy of the Campaign Book and Bulletins 1 - 3.

Suggestion I doubt if it is practicable to handle any other towns in Arizona through either Tucson or Phoenix, but if it looks different at headquarters then I recommend that they be handled through Campbell at Phoenix.

Take note of this A telegram from Vogt shows that he is on the job in Texas and will meet us at San Antonio. Our meeting at San Antonio has been switched from Thursday evening to Friday evening, and at Austin from Friday evening to Saturday evening.

THE UNIVERSITY OF CHICAGO

The Committee on Development

Enroute from Tucson to San Antonio

January 28, 1925

BULLETIN #14

Phoenix and Tucson both are communities where practically all of the activity of the year is crowded into six months because of the extreme heat in the summertime. For that reason social engagements of all sorts during the winter months are made rather far in advance and the calendar is pretty full. In spite of this fact there were 35 at the dinner and meeting last evening in Tucson. It seems that James G. Brown who was asked to arrange the meeting is at the University doing graduate work. Dr. Frank Fowler who took over the task did a good job and was assisted by Miss Cooper and others. The meeting was held in the dining hall of the University of Arizona. Practically all of our alumni in Tucson are connected with the state university and only one or two could be said to belong to the younger generation of alumni. Their primary interest is of course in the University of Arizona, but nevertheless they demonstrated to our satisfaction their loyalty to Chicago and their desire to see its hopes realized. How much they will actually contribute when the time comes is problematical.

Mr. Patterson, principal of the fine new high school of the city, who has been a student in the School of Education, presided. Miss Cooper played the piano and the singing was moderately successful. Mr. Carlson, who has taught in our School of Education for the past two or three years and who is scheduled to teach there again this summer, told us about during the day and he and Mrs. Carlson were very helpful in many ways.

I am sure the group was much more interested in Dr. Butler's talk than in what little I had to say, but they liked the pictures. At the finish they elected Dr. Fowler local chairman. Mr. Patterson who is now serving as President of the Club promised to revise the mailing list and send it in right away. I gave Dr. Fowler a copy of the Campaign Book and Bulletin 1 - 3.

I doubt if it is practicable to handle any other towns in Arizona through either Tucson or Phoenix, but it looks different at headquarters than I recommend that they be handled through Campbell at Phoenix.

A telegram from Vogt shows that he is on the job in Texas and will meet us at San Antonio. Our meeting at San Antonio has been switched from Thursday evening to Friday evening, and at Austin from Friday evening to Saturday evening.

A letter from Wrather warns us as follows: "In both Austin and Waco we are confronted with an unusual situation. Practically all our alumni are connected with either the University of Texas or with Baylor University. Both of these schools are perpetually in need of funds themselves and, therefore, it becomes a somewhat delicate matter for another University to carry a campaign for funds into their midst. The Presidents of both institutions have done work at Chicago and will no doubt attend the meetings; but the faculty members of these institutions have read in the press the accounts of our money raising campaign and I think this makes them somewhat timid. This is particularly true at Baylor University which is now attempting to raise \$500,000 itself.

"These two meetings will be attended almost entirely by members of University faculties, only a limited number of whom did undergraduate work at Chicago. Both meetings will no doubt be held on the campus of the Institutions. I would suggest that you keep these facts in mind and studiously avoid suggestions that members of the local faculties are expected to contribute to the campaign fund. The University should be kept favorably before all our alumni in such institutions primarily because we frequently draw first-class students for our graduate schools from these smaller institutions. I think the main advantage we can hope to reap from your own and other similar trips to such places is desirable publicity and I doubt seriously whether it will result in any important financial contribution."

And that's that until the next bulletin!

J. F. M.

A letter from Wether warns us as follows: "In both Austin and Waco we are confronted with an unusual situation. Practically all our alumni are connected with either the University of Texas or with Baylor University. Both of these schools are perpetually in need of funds themselves and, therefore, it becomes a somewhat delicate matter for another University to carry a campaign for funds into their midst. The Presidents of both institutions have done work at Chicago and will no doubt attend the meetings; but the faculty members of these institutions have read in the press the accounts of our money raising campaign and I think this makes them somewhat timid. This is particularly true at Baylor University which is now attempting to raise \$500,000 itself.

"These two meetings will be attended almost entirely by members of University faculties, only a limited number of whom did undergraduate work at Chicago. Both meetings will no doubt be held on the campus of the institutions. I would suggest that you keep these facts in mind and studiously avoid suggestions that members of the local faculties are expected to contribute to the campaign fund. The University should be kept favorably before all our alumni in such institutions primarily because we frequently draw first-class students for our graduate schools from these smaller institutions. I think the main advantage we can hope to reap from your own and other similar trips to such places is desirable publicity and I doubt seriously whether it will result in any important financial contribution."

And that's that until the next bulletin!

J. F. M.

To R. F. Duncan
From J. F. Moulds

Mr. Fuller
Austin, Texas
January 31, 1925

Bulletin #15

Jan
Even Vogt joined us at San Antonio. He had previously called on some of the alumni there so we found all arrangements made in advance for us. " The publicity material had been sent out to Mr. Carrington who started the arrangements and then had to go to New York and leave things in the hands of Dr. E. V. DePew. Unfortunately the publicity material arrived after Carrington left, then followed him to New York and did not get back in time to be of much use. However Vogt had called on the newspapers and got some notices in them. "

As the records indicate, there is not a large number of alumni in San Antonio, and some of those who had planned to come to the dinner, could not at the last moment do so on account of illness, and business engagements. As a result aside from the travelling visitors there were only thirteen present. There were five Rush men and the rest teachers. Both Harold and Lewis Kayton had to be in Austin unexpectedly on business. They all however showed great interest in the University and its plans. They were enthusiastic about Dr. Butler's talk and delighted with the picture. We were eager to have Mr. Vogt's criticism of our technique and the substance of our talks and I have asked him to write out his impressions of the whole affair.

*Advised
Duncan
Lange*
This was the first meeting of any sort of the alumni in San Antonio and they felt inexperienced and somewhat at a loss as to how to proceed. " At the close they elected Dr. E. V. DePew chairman (and he should be regarded as President of the San Antonio Club), and Dr. Eldridge Adams, secretary, and these two with Katherine Jarrell, John B. Carrington and Lewis Kayton to constitute the executive committee. "

We found two competent men in Dr. DePew and Dr. Adams. The former was a classmate and very good friend of Dr. Post, and had

Austin, Texas
January 21, 1925

To R. F. Duncanson
From J. F. Moulton

Bulletin #15

Even Vogt joined us at San Antonio. He had previously called on some of the alumni there so we found all arrangements made in advance for us. The publicity material had been sent out to Mr. Carrington who started the arrangements and then had to go to New York and leave things in the hands of Dr. E. V. DePew. Unfortunately the publicity material arrived after Carrington left, then followed him to New York and did not get back in time to be of much use. However Vogt had called on the newspapers and got some notices in them. As the records indicate, there is not a large number of alumni in San Antonio, and some of those who had planned to come to the dinner, could not at the last moment do so on account of illness, and business engagements. As a result aside from the travelling visitors there were only thirteen present. There were five Rush men and the rest teachers. Both Harold and Lewis Keyton had to be in Austin unexpectedly on business. They all however showed great interest in the University and its plans. They were enthusiastic about Dr. Butler's talk and delighted with the picture. We were eager to have Mr. Vogt's criticism of our technique and the substance of our talks and I have asked him to write out his impressions of the whole affair. This was the first meeting of any sort of the alumni in San Antonio and they felt inexperienced and somewhat at a loss as to how to proceed. At the close they elected Dr. E. V. DePew chairman (and he should be regarded as President of the San Antonio Club), and Dr. Elbridge Adams, secretary, and these two with Katherine Jarrell, John B. Carrington and Lewis Keyton to constitute the executive committee. We found two competent men in Dr. DePew and Dr. Adams. The former was a classmate and very good friend of Dr. Post, and had

Jan. 31, 1925

roomed with Dr. Phemister. He entertained us at noon at the Country Club and drove us about town in the afternoon. He is evidently very successful. Dr. Adams says of himself that he is a chronic secretary, and this was evident in the way he took hold and sought information. I gave him the usual bulletins, and a pamphlet on the organization of alumni clubs. They will send in address corrections soon.

OK
over
" It would be fine to have Dr. Post write to Dr. DePew thanking him for what he has done for the University and especially for taking the chairmanship." Carrington is very highly regarded in the city and will help but apparently did not want to take the responsibility of leadership. Aside from the men mentioned the rest of the group are rather typically southern as far as speed in action is concerned.

Dr. DePew made a very good suggestion about the film. He pointed out that there is nothing in it of Rush and suggests that the Rawson laboratory be included both showing the building under construction and as it will look when completed; also a picture of Dean Irons.

This has gone to them. R.F.D.
I must again emphasize the importance of sending the Dialogue with a Dean to those holding higher degrees. Many of them are teachers and tremendously interested in the sort of thing described in that pamphlet. Also I hope it may soon be sent to our public list for it certainly will help us get funds both for the graduate schools and the colleges.

We have been impressed all the way along with the importance of keeping our contacts alive and healthy in all those sections of the country so that we may draw the choice students both for the colleges and the graduate schools and thereby make the influence of the University nation-wide instead of too much of a Chicago group with the natural

Jan. 31, 1925

2

Bulletin #15

roomed with Dr. Phenister. He entertained us at noon at the Country Club and drove us about town in the afternoon. He is evidently very successful. Dr. Adams says of himself that he is a chronic secretary, and this was evident in the way he took hold and sought information. I gave him the usual bulletin, and a pamphlet on the organization of alumni clubs. They will send in address corrections soon.

"It would be fine to have Dr. Post write to Dr. DePew thanking him for what he has done for the University and especially for taking the chairmanship. Carrington is very highly regarded in the city and will help but apparently did not want to take the responsibility of leadership. Aside from the men mentioned the rest of the group are rather typically southern as far as speed in action is concerned.

Dr. DePew made a very good suggestion about the film. He pointed out that there is nothing in it of Rush and suggests that the Hanson laboratory be included both showing the building under construction and as it will look when completed; also a picture of Dean Irons.

I must again emphasize the importance of sending the Dialogue with speed to those holding higher degrees. Many of them are teachers and tremendously interested in the sort of thing described in that pamphlet. Also I hope it may soon be sent to our public list for it certainly will help us get funds both for the graduate schools and the colleges.

We have been impressed all the way along with the importance of keeping our contacts alive and healthy in all these sections of the country so that we may draw the choice students both for the colleges and the graduate schools and thereby make the influence of the University nation-wide instead of too much of a Chicago group with the natural

tendency toward provincialism. We find that the eastern universities are doing this very extensively in all the fields we have visited and thereby are keeping themselves actively in the consciousness of these communities. Also this plan is a solution of the problem of finding something definite for our clubs to do. If we make them the active representatives of the University with the special task of interesting the best of prospective college and university students in Chicago it will help both ways.

tendency toward provincialism. We find that the eastern universities are doing this very extensively in all the fields we have visited and thereby are keeping themselves actively in the consciousness of these communities. Also this plan is a solution of the problem of finding something definite for our clubs to do. If we make them the active representatives of the University with the special task of interesting the best of prospective college and university students in Chicago it will help both ways.

February 6, 1925.

Dr. Wilber E. Post,
122 S. Michigan Ave.,
Chicago, Ill.

Dear Dr. Post:

Under date of January 31st Mr. Moulds wrote us regarding his meeting at San Antonio, Texas. He reports that Dr. E. V. DePew, 606 Moore Building, San Antonio, Texas was elected local chairman for the Committee on Development. He states that Dr. DePew was a classmate and very good friend of yours and he says "It would be fine to have Dr. Post write to Dr. DePew thanking him for what he has done for the University and especially for taking the chairmanship."

Would it be possible for you to write Dr. DePew such a letter?

Yours very truly,

Executive Secretary
Alumni Committee

EEB:HR

February 6, 1925.

Dr. Wilber E. Post,
122 S. Michigan Ave.,
Chicago, Ill.

Dear Dr. Post:

Under date of January 31st Mr. Moulton wrote us regarding his meeting at San Antonio, Texas. He reports that Dr. E. V. Depew, 606 Moore Building, San Antonio, Texas was elected local chairman for the Committee on Development. He states that Dr. Depew was a classmate and very good friend of yours and he says "It would be fine to have Dr. Post write to Dr. Depew thanking him for what he has done for the University and especially for taking the chairmanship."

Would it be possible for you to write Dr. Depew such a letter?

Yours very truly,

Executive Secretary
Alumni Committee

WEB:HR

February 6, 1925.

Mr. C. Q. Lane

Mr. E. E. Bright

Complying with your telephone request of yesterday, I quote herewith from a report of Mr. Moulds dated January 31st with reference to his meeting at San Antonio, Texas:

"The publicity material had been sent out to Mr. Carrington who started the arrangements and then had to go to New York and leave things in the hands of Dr. E. V. DePew. Unfortunately the publicity material arrived after Carrington left, then followed him to New York and did not get back in time to be of much use. However Vogt had called on the newspapers and got some notices in them."

February 6, 1925.

Mr. C. C. Lane

Mr. E. E. Bright

Complying with your telephone request of yesterday, I quote herewith from a report of Mr. Moulton dated January 31st with reference to his meeting at San Antonio, Texas:

"The publicity material had been sent out to Mr. Carrington who started the arrangements and then had to go to New York and leave things in the hands of Dr. E. V. Diefen. Unfortunately the publicity material arrived after Carrington left, then followed him to New York and did not get back in time to be of much use. However Vogt had called on the newspapers and got some notices in them."

February 6, 1925.

Mr. Duncan

Mr. Bright

Mr. Moulds writes under date of
January 31st that Dr. E. V. De Pew, 606 Moore
Bldg., San Antonio, Texas has been elected
local chairman for San Antonio.

February 8, 1938.

Mr. Duncanson

Mr. Bright

Mr. Moulds writes under date of
January 31st that Dr. E. V. De Pew, 808 Moore
Bldg., San Antonio, Texas has been elected
local chairman for San Antonio.

February 6, 1925.

Mr. Pierrot

Mr. Bright

We quote from a letter dated January 31st from Mr. Moulds, reporting on his meeting at San Antonio, Texas:

"At the close they elected Dr. E. V. DePew chairman (and he should be regarded as President of the San Antonio Club), and Dr. Eldridge Adams, secretary, and these two with Katherine Jarrell, John B. Carrington and Lewis Kayton to constitute the executive committee."

February 6, 1928.

Mr. Pierson

Mr. Bright

We quote from a letter dated January 31st
from Mr. Moris, reporting on his meeting at San Antonio,
Texas:

"At the close they elected Dr. E. V. Depew chairman (and
he should be regarded as President of the San Antonio Club).
and Dr. Bridgman Adams, secretary, and these two with
Katherine Jarrell, John B. Garlington and Lewis Kayton to
constitute the executive committee."

To R. F. Duncan
From J. F. Moulds

Austin, Texas
February 1, 1925

Bulletin #16

Mr. Fuller

At Austin we found as Wm. Wrather had intimated a situation where we had to watch our step somewhat. The arrangements had been made mostly by Dr. R. H. Griffith, Miss Dorothy Schons, E. K. McGinnis, and B. F. Pittenger, with some assistance from others including Miss Lillian Wester and Miss Simmons. There were 37 present at the dinner which was held in a private dining room of the University Commons. President Splawn of the University of Texas was present for most of the evening, was exceedingly cordial and assured us personally that he is heart and soul interested in the development plans of the University. He regards the University as a most necessary factor in its capacity as leader of the other institutions west of the Alleghanies. He and the other Chicago members of this faculty cannot, however, do much openly for the University of Chicago because of the political situation. Their own institution is so badly in need of funds that the legislature which they have always on their hands would not look with any friendliness on activity directed elsewhere.

Following Wrather's advice we did not urge the appointment here of a campaign committee, but did urge the organization of an alumni club. They were so cautious that they did not even carry out this suggestion in the meeting, but afterward I talked with a little group who agreed to take the responsibility of forming a club right soon. This group to whom we shall look for leadership in Austin consists of Benj. F. Pittenger, R. H. Griffith, R. H. Shelby, E. P. Schoch, E. K. McGinnis, Spurgeon Bell and Miss Dorothy Schons. Please be sure that a copy of these bulletins on the Texas cities, San Antonio, Austin, Waco and Ft. Worth shall be sent at once to Mr. Wrather for his informa-

Don R. F. D.

To R. F. Duncan
From J. F. Moulds

Bulletin #18

Austin, Texas
February 1, 1925

At Austin we found as Wm. Wreather had intimated a situation where we had to watch our step somewhat. The arrangements had been made mostly by Dr. R. H. Griffith, Miss Dorothy Schone, E. K. McGinnis, and B. F. Pittenger, with some assistance from others including Miss Lillian Wester and Miss Simmons. There were 27 present at the dinner which was held in a private dining room of the University Commons. President Spahn of the University of Texas was present for most of the evening, was exceedingly cordial and assured us personally that he is heart and soul interested in the development plans of the University. He regards the University as a most necessary factor in its capacity as leader of the other institutions west of the Alleghenies. He and the other Chicago members of this faculty cannot, however, do much openly for the University of Chicago because of the political situation. Their own institution is so badly in need of funds that the legislature which they have always on their hands would not look with any friendliness on activity directed elsewhere.

Following Wreather's advice we did not urge the appointment here of a campaign committee, but did urge the organization of an alumni club. They were so cautious that they did not even carry out this suggestion in the meeting, but afterward I talked with a little group who agreed to take the responsibility of forming a club right soon. This group to whom we shall look for leadership in Austin consists of Benj. F. Pittenger, R. H. Griffith, R. H. Shelby, E. P. Schone, E. K. McGinnis, Surgeon Bell and Miss Dorothy Schone. Please be sure that a copy of these bulletins on the Texas cities, San Antonio, Austin, Waco and Ft. Worth shall be sent at once to Mr. Wreather for his information.

Feb. 1. 1925

mation.

Dr. Griffith has promised to send a list of the names and addresses of those present at the meeting so as to correct the mailing list. We are to have dinner with him today and will see what more can be done then.

Notes on this

Feb. 1. 1925

2

Bulletin #10

station.

Dr. Griffith has promised to send a list of the names and
addresses of those present at the meeting so as to correct the
mailing list. We are to have dinner with him today and will see
what more can be done then.

Walter Anderson

2-1-25

Austin, Texas

Dear George:

My impressions of the Butler-Moulds meetings at both San Antonio and Austin may be of some value in the conduct of the campaign.

In the first place I find the response and interest greater in out-lying districts than the district chairmen often think. I found this true in Kansas, Missouri, Oklahoma and Texas.

Situations which seemed discouraging became hopeful and even promising of definite results. Results not only in linking up the alumni with the University but they voluntarily say "Well, we certainly feel we owe something for the great help and stimulus the U. of C. has given us. I do not know how many will respond but most of us are glad Chicago is at last doing something. We are glad to be identified in the efforts".

I have had this sort of talk after committee meetings even before speakers and films have awakened in them the desire to be active.

At San Antonio the selected chairman, John B. Carrington, showed a desire to shift the responsibility of the dinner. Dr. Depew, a very gracious and efficient gentleman with a large practice, presided there and makes an ideal president of the alumni club.

The dinner was attended by 18. The talk of Dr. Butler and that of Johnny Moulds woven in with the pictures is a well-rounded, finely presented program leading to definite statements which are led up to naturally and effectively by the talk and pictures.

It was suggested here last night at Austin that maybe the picture was long enough, implying that maybe it was too long. The speed at which it was shown was lower than at San Antonio.

Dr. Butler is a wonderfully adept speaker, giving a comprehensive view of the achievements of the past, the work of today, the plans of Dr. Burton for the future. If you have better speakers, I'd like to hear them!

Johnny's presentation is very sincere and also of a high plain and grade which aims to inculcate interest rather than being a bold appeal for money.

More student life could be shown, interiors of laboratories, comparative conditions of study and work at Chicago vs. Harvard say. Close-ups of profs., campus characters, outstanding men, are very good. A picture of the board of trustees would be fine. Individually and as a group in meeting.

2-1-25

Austin, Texas

Dear George:

My impressions of the Butler-Moulde meetings at both San Antonio and Austin may be of some value in the conduct of the campaign.

In the first place I find the response and interest greater in out-lying districts than the district chairmen often think. I found this true in Kansas, Missouri, Oklahoma and Texas.

Situations which seemed discouraging became hopeful and even promising of definite results. Results no only in linking up the alumni with the University but they voluntarily say "Well, we certainly feel we owe something for the great help and stimulus the U. of C. has given us. I do not know how many will respond but most of us are glad Chicago is at last doing something. We are glad to be identified in the effort."

I have had this sort of talk after committee meetings even before speakers and films have awakened in them the desire to be active.

At San Antonio the selected chairman, John B. Garlington, showed a desire to shift the responsibility of the dinner. Dr. Dewey, a very gracious and efficient gentleman with a large practice, presided there and makes an ideal president of the alumni club.

The dinner was attended by 18. The talk of Dr. Butler and that of Johnny Moulde woven in with the pictures in a well-rounded, finely presented program leading to definite statements which are led up to naturally and effectively by the talk and pictures.

It was suggested here last night at Austin that maybe the picture was long enough, implying that maybe it was too long. The speed at which it was shown was lower than at San Antonio.

Dr. Butler is a wonderfully adept speaker, giving a comprehensive view of the achievements of the past, the work of today, the plans of Dr. Burton for the future. If you have better speakers, I'd like to hear them!

Johnny's presentation is very sincere and also of a high plain and grade which aims to inculcate interest rather than being a cold appeal for money.

More student life could be shown, interiors of laboratories, comparative conditions of study and work at Chicago vs. Harvard say. Close-ups of profs., campus characters, outstanding men, are very good. A picture of the board of trustees would be fine. Individually and as a group in meeting.

If there are not more than 75 people at a dinner-meeting, I suggest that early in the meal the chairman ask each man to introduce himself and tell what he is doing and his connection, like this:

"Name - I am Oscar Tidwell, after spending one year at Miami, I entered Chicago in 1905, took my medicine in football but never made the team. I am proud of my degree gotten in 1908 as Ph.B. Since then I have taught law at Emporia College two years but now am engaged in the cattle feeding business and am a member of the legislature of Kansas".

These introductions can be made very informative in getting all acquainted in cementing Chicago spirit, and they could be made a source of some humor, thus adding that rare quality to meetings which might be stiff and unresponsive.

A crowd which looked like they couldn't sing did very well here - a piano as well as a picture machine with operators for both can be worked successfully at the meetings where faculty speakers are sent out.

I suggest that mats be sent out with publicity matter instead of photos. Better and surer publicity would be the result. Many committee men will not know what to do with a mat and how it is to be used. So it would be well to send a print of the photo made from the mat thus giving the committee as well as the city editor an instant idea of what the result will look like. Where you can get a newspaper man or former newspaper man to handle publicity, it is a good idea to have them re-write the material differently for the several papers. Papers do not like to run exactly the same material a rival paper uses.

You will be interested in knowing that both Dr. Butler's talk and the film talk of Mr. Moulds bring hearty applause. After they have finished, all are interested in the University and its plans.

As alumni clubs and local organizations are set up and corrected lists of alumni are available I feel that they should never be allowed to drift away from the University. Regular contact should be maintained if possible through visits of faculty speakers at least twice and if possible four times a year.

All should take the alumni magazine which with added news from all departments, more pictures and snappier material would hold the interest of all the alumni and former students.

Alumni clubs should act as rush clubs for the University so that we can be assured of the most promising students from all parts of the country.

A speaker's bureau should be maintained at the University which would supply speakers from our faculty (or even alumni) who will go forth as speakers for Commencements of high schools and colleges, Chambers of Commerce, Gatherings, State Bar Associations, Rotary and Kiwanis Clubs, farmers', stockmen's, business men's conventions, bankers association meetings, ad club and newspaper men's gatherings.

If there are not more than 75 people at a dinner-meeting, I suggest that early in the meal the chairman ask each man to introduce himself and tell what he is doing and his connection, like this:

"Name - I am Oscar Tidwell, after spending one year at Miami, I entered Chicago in 1905, took my medicine in football but never made the team. I am proud of my degree gotten in 1908 as Ph.D. Since then I have taught law at Emporia College two years but now am engaged in the cattle feeding business and am a member of the legislature of Kansas".

These introductions can be made very informative in getting all acquainted in cementing Chicago spirit, and they could be made a source of some humor, thus adding that rare quality to meetings which might be stiff and unresponsive.

A crowd which looked like they couldn't sing did very well here - a piano as well as a picture machine with operators for both can be worked successfully at the meetings where faculty speakers are sent out.

I suggest that mats be sent out with publicity matter instead of photos. Better and surer publicity would be the result. Many committee men will not know what to do with a mat and how it is to be used. So it would be well to send a print of the photo made from the mat thus giving the committee as well as the city editor an instant idea of what the result will look like. Where you can get a newspaper man or former newspaper man to handle publicity, it is a good idea to have them re-write the material differently for the several papers. Papers do not like to run exactly the same material a rival paper uses.

You will be interested in knowing that both Dr. Butler's talk and the film talk of Mr. Mowbray bring hearty applause. After they have finished, all are interested in the University and its plans.

As alumni clubs and local organizations are set up and corrected lists of alumni are available I feel that they should never be allowed to drift away from the University. Regular contact should be maintained if possible through visits of faculty speakers at least twice and if possible four times a year.

All should take the alumni magazine which with added news from all departments, more pictures and snapshots material would hold the interest of all the alumni and former students.

Alumni clubs should act as crash clubs for the University so that we can be assured of the most promising students from all parts of the country.

A speaker's bureau should be maintained at the University which would supply speakers from our faculty (or even alumni) who will go forth as speakers for conventions of high schools and colleges, Chambers of Commerce, Gatherings, State Bar Associations, Rotary and Kiwanis Clubs, farmers, stockmen, business men's conventions, bankers association meetings, ad club and newspaper men's gatherings.

Such organizations will pay the expenses of speakers, thus sending our representatives all over the country at the expense of the colleges, clubs or associations.

Active alumni can easily bring this about in their respective cities.

At the time Dr. Tufts, for instance, goes to speak at Detroit before the Chamber of Commerce the alumni club of Detroit having been informed by the alumni secretary, can invite Dr. Tufts by wire or mail to address the alumni club while in the city.

I will write a series of bulletins concerning other impressions as soon as I get to another typewriter.

Leaving tonight for Dallas, then Oklahoma City (between trains) Wichita and Omaha.

Send mail Omaha, Neb. care of Eugene Blazer, 2809 California St. or better his business address which I don't have.

Regards,

Signed - Eyon Vogt.

*1678 2nd 8/11
B H. [unclear]*

Such organizations will pay the expenses of speakers, thus sending our representatives all over the country at the expense of the colleges, clubs or associations.

Active alumni can easily bring this about in their respective cities.

At the time Dr. Trafts, for instance, goes to speak at Detroit before the Chamber of Commerce the alumni club of Detroit having been informed by the alumni secretary, can invite Dr. Trafts by wire or mail to address the alumni club while in the city.

I will write a series of bulletins concerning other impressions as soon as I get to another typewriter.

Leaving tonight for Dallas, then Oklahoma City (between trains) Wichita and Omaha.

Send mail Omaha, Neb. care of Eugene Blaser, 2809 California St. or better his business address which I don't have.

Regards,

Signed - Eyon Vogt.

*R H Butcher
1928 San Antonio*

M. Fuller

THE UNIVERSITY OF CHICAGO
The Committee on Development

Ft. Worth, Texas, Feb. 4, 1925

BULLETIN #18

Both Waco and Ft. Worth showed the good results of the efforts of Mr. Wrather and Mr. Vogt as there were fifty people present at each place. Mr. Vogt had preceded us and had been around calling on a number of the alumni, stirring up their interest. Our train was a little late arriving in Ft. Worth last evening and consequently the meeting did not get underway until nearly 8:30. It was held at the Women's Club in a room well adapted to the purpose, and at the conclusion light refreshments were served. Mr. Will Harrison had provided the motion picture machine and operator at his own expense. The arrangements had been made by Mr. Harrison and Mrs. Henry Burke (Barbara Sells, '17) who will be remembered as an officer of the class of 1917, a very keen, active and enthusiastic alumna.

George M. Conner, Law '13, presided and called upon Wm. Wrather, who had come over from Dallas, to introduce the speakers. It is a little difficult to tell just how much of an impression our talks made for we find these Texas alumni a little slow and almost timid as far as any response is concerned, but they seemed to enjoy the whole affair and to welcome very sincerely this first opportunity of contact with the University. This was the first time any attempt had been made to gather together the alumni in Ft. Worth. They were not acquainted with each other except in a few cases and there was no group feeling of any sort. The meeting resulted in the appointment of Mr. George M. Conner as chairman with power to appoint a committee. This will, we think, result in the formation of an alumni club here.

The situation here is another illustration of the need for active contact with our alumni wherever possible. It is my belief that if we had attempted to get subscriptions from Ft. Worth alumni without any sort of cultivation we should not have received a dollar. We may not get a great deal more now, but at least their interest is revived and a beginning has been made toward bringing them back into closer relationship to the University.

We found Dr. Roy L. Grogan practising medicine here. He assisted Dr. Luckhardt and Dr. Carlson while at the University and is much interested in the medical development. He will serve as a fine leader of the Rush men in Ft. Worth and will undoubtedly be a strong factor in the local group.

I have just talked with Mr. Conner and have suggested that he include Mrs. Burke, Mr. Harrison and Dr. Grogan on his committee and he approves very heartily of these names. Through the efforts of Mr. Vogt, Mr. Wrather, and last night's meeting apparently quite a little enthusiasm has been stirred up. It was undoubtedly here before but entirely dormant.

THE UNIVERSITY OF CHICAGO

The Committee on Development

Ft. Worth, Texas, Feb. 4, 1935

BULLETIN #18

Both Waco and Ft. Worth showed the good results of the efforts of Mr. Wreather and Mr. Vogt as there were fifty people present at each place. Mr. Vogt had preceded us and had been around calling on a number of the alumni, stirring up their interest. Our train was a little late arriving in Ft. Worth last evening and consequently the meeting did not get underway until nearly 8:30. It was held at the Women's Club in a room well adapted to the purpose, and at the conclusion light refreshments were served. Mr. Will Harrison had provided the motion picture machine and operator at his own expense. The arrangements had been made by Mr. Harrison and Mrs. Henry Burke (Barbara Selia, '14) who will be remembered as an officer of the class of 1917, a very keen, active and enthusiastic alumna.

George M. Conner, Law '13, presided and called upon Mr. Wreather, who had come over from Dallas, to introduce the speakers. It is a little difficult to tell just how much of an impression our talks made for we find these Texas alumni a little slow and almost timid as far as any response is concerned, but they seemed to enjoy the whole affair and to welcome very sincerely this first opportunity of contact with the University. This was the first time any attempt had been made to gather together the alumni in Ft. Worth. They were not acquainted with each other except in a few cases and there was no group feeling of any sort. The meeting resulted in the appointment of Mr. George M. Conner as chairman with power to appoint a committee. This will, we think, result in the formation of an alumni club here.

The situation here is another illustration of the need for active contact with our alumni wherever possible. It is my belief that if we had attempted to get subscriptions from Ft. Worth alumni without any sort of cultivation we should not have received a dollar. We may not get a great deal more now, but at least their interest is revived and a beginning has been made toward bringing them back into closer relationship to the University.

We found Dr. Roy L. Grogan practicing medicine here. He assisted Dr. Luchardt and Dr. Carlson while at the University and is much interested in the medical development. He will serve as a fine leader of the Rush men in Ft. Worth and will undoubtedly be a strong factor in the local group.

I have just talked with Mr. Conner and have suggested that he include Mrs. Burke, Mr. Harrison and Dr. Grogan on his committee and he approves very heartily of these names. Through the efforts of Mr. Vogt, Mr. Wreather, and last night's meeting apparently quite a little enthusiasm has been stirred up. It was undoubtedly here before but entirely dormant.

President Butler

THE UNIVERSITY OF CHICAGO
The Committee on Development

BULLETIN #20

When we left Kansas City Dr. Butler and I were both wishing that we could cut St. Louis off the itinerary and go directly to Chicago. Perhaps this was because it was the sixth week of the journey or perhaps because of an impression that the St. Louis meeting would be distinctly an anti-climax. As a matter of fact it proved to be quite the reverse - a most agreeable and happy surprise. J. Sydney Salkey, the district chairman for St. Louis and environs, had been very much on the job, and he had the very capable assistance of Lansing Raymond Felker, '20 who is secretary of the local alumni club. Mr. Salkey has been doing good work in the way of preparation for the campaign and Felker, who was in charge of arrangements for the dinner and meeting, certainly did a fine job. There were 55 at the dinner which was held at the Coronado Hotel, and it is most encouraging to know that they got this many out entirely by mailed invitations and without any telephone follow-up such as was necessary at Kansas City.

The meeting was a most lively affair from beginning to end - the best singing we had found anywhere, lots of enthusiasm over Dr. Butler's speech and vigorous applause for all the persons shown in the motion picture. In enthusiasm and spirit it nearly approached the Los Angeles meeting, and in every way was a happy ending for our journey.

Upon our arrival Friday night we were entertained at dinner by Mr. and Mrs. Salkey at the Columbia Club. There were present, beside the travellers, Dean Loeb of St. Louis University and Mrs. Loeb, Professor Heller, Dean of the Graduate Schools of Washington University and Mrs. Heller, Miss Geraldine Lermit, and Mr. and Mrs. Salkey. It was a very pleasant affair and useful in affording an opportunity to put us on the right basis with the two local Universities.

We found that very few graduates of the St. Louis high schools are coming to Chicago nowadays. Most of them go east to Harvard, Yale, Princeton, etc. The St. Louis people apparently have very little knowledge of the University of Chicago - scarcely know of its existence. Here is a fine field right at our door ready for cultivation. And there is an immense amount of wealth in St. Louis very little of which is going into philanthropy of any sort. I believe it might be well worth while to make a vigorous campaign for special gifts in St. Louis. Such an effort, if properly conducted, would help rather than hurt the local institutions, for it would start the flow of money toward educational purposes. Here is a huge reservoir of money all ready for tapping and a pipe line connection with the University, - a situation well worth serious study by the Committee on Special Gifts.

Invitation to Dinner

THE UNIVERSITY OF CHICAGO
The Committee on Development

BULLETIN #20

When we left Kansas City Dr. Butler and I were both wishing that we could not go to St. Louis off the itinerary and go directly to Chicago. Perhaps this was because it was the sixth week of the journey or perhaps because of an impression that the St. Louis meeting would be distinctly an anti-climax. As a matter of fact it proved to be quite the reverse - a most agreeable and happy surprise. J. Sydney Bailey, the district chairman for St. Louis and environs, had been very much on the job, and he had the very capable assistance of Lansing Raymond Baker, who is secretary of the local alumni club. Mr. Bailey has been doing good work in the way of preparation for the campaign and Baker, who was in charge of arrangements for the dinner and meeting, certainly did a fine job. There were 85 at the dinner which was held at the Coronado Hotel, and it is most encouraging to know that they got this many out entirely by mailed invitations and without any telephone follow-up such as was necessary at Kansas City.

The meeting was a most lively affair from beginning to end - the best singing we had found anywhere, lots of enthusiasm over Dr. Butler's speech and vigorous applause for all the persons shown in the motion picture. In enthusiasm and spirit it nearly approached the Los Angeles meeting, and in every way was a happy ending for our journey.

Upon our arrival Friday night we were entertained at dinner by Mr. and Mrs. Bailey at the Columbia Club. There were present, besides the travelers, Dean Loeb of St. Louis University and Mrs. Loeb, Professor Heller, Dean of the Graduate School of Washington University and Mrs. Heller, Miss Geraldine Lewis, and Mr. and Mrs. Bailey. It was a very pleasant affair and useful in affording an opportunity to put us on the right basis with the two local Universities.

We found that very few graduates of the St. Louis high schools are coming to Chicago nowadays. Most of them go east to Harvard, Yale, Princeton, etc. The St. Louis people apparently have very little knowledge of the University of Chicago - scarcely know of its existence. Here is a fine field right at our door ready for cultivation. And there is an immense amount of wealth in St. Louis very little of which is going into philanthropy of any sort. I believe it might be well worth while to make a vigorous campaign for special gifts in St. Louis. Such an effort, if properly conducted, would help rather than hurt the local institutions, for it would start the flow of money toward educational purposes. Here is a huge reservoir of money all ready for tapping and a pipe line connection with the University - a situation well worth serious study by the Committee on Special Gifts.

President Burton is scheduled to meet with St. Louis alumni March 4th, which provides a fine opportunity to get the University further into the consciousness of St. Louis people. Mr. Salkey is apparently in position to put the President in contact with persons of wealth, and he will have the hearty cooperation of other alumni eager to help.

J. P. H.

President Burton is scheduled to meet with St. Louis
about March 4th, which provides a fine opportunity to get
the University further into the consciousness of St. Louis people.
Mr. Bailey is apparently in position to put the President in
contact with persons of wealth, and he will have the hearty cooper-
ation of other alumni eager to help.

J. P. M.

March 9, 1925

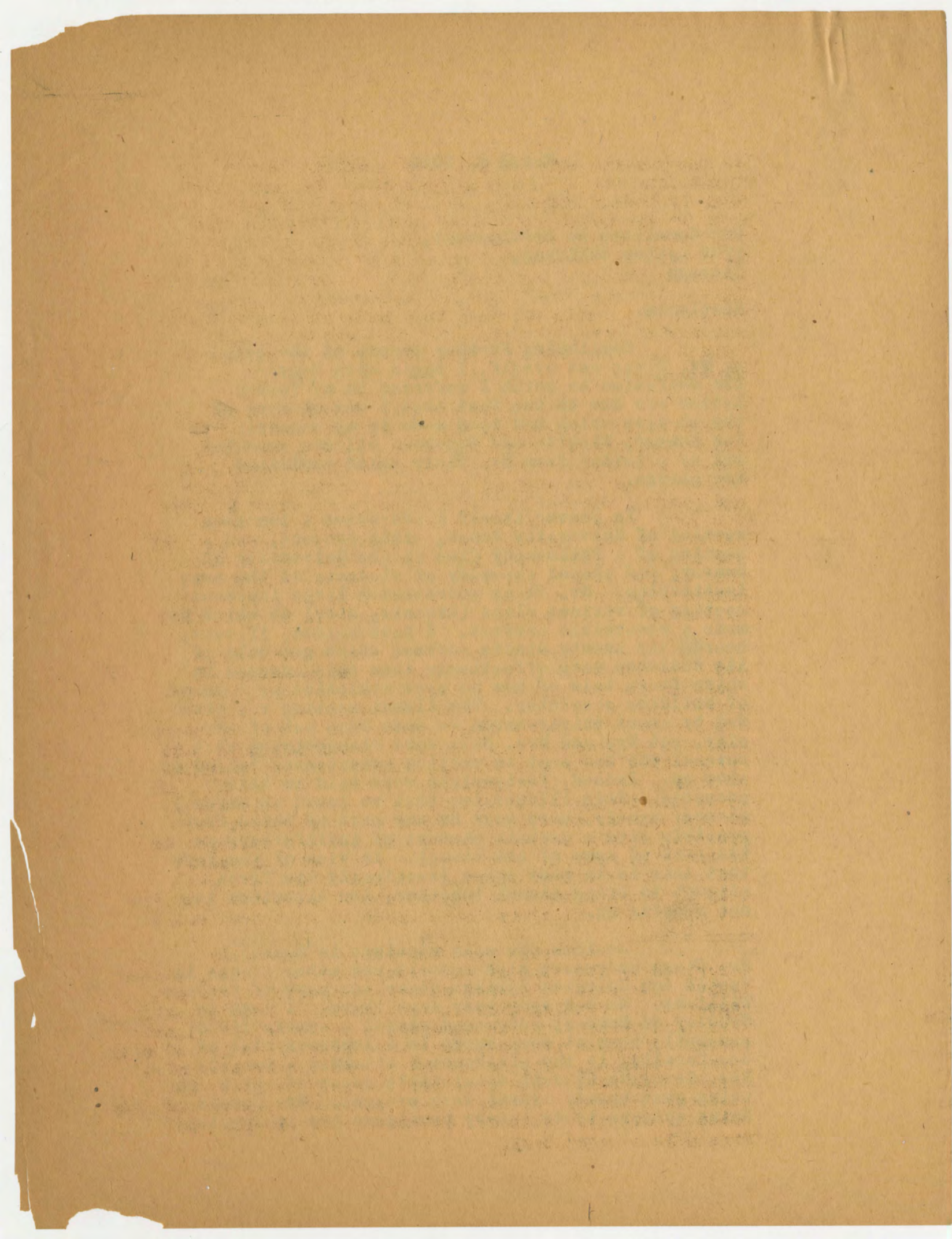
The Committee on Development,
1703 Lytton Building,
Chicago

Gentlemen:

Continuing further report of the trip by Mr. Stagg and myself, I begin with Denver. The confusion to which I referred in my former letter was due to the fact that I was unaware of the changes which had been made in my schedule for Denver, Wichita and Topeka. All was smoothed out by a letter from Mr. Blair which explained the change.

In Denver itself I addressed a luncheon meeting of University Women, sixty present, and a meeting of a Philosophy Club at the University of Denver, and chapel assembly of students at the same institution. Mr. Stagg addressed a large luncheon meeting of various clubs (Kiwanis, etc.) at which he made a remarkable address. I have seldom, if ever, heard any twenty minute address which got hold of its audience more effectively than this address in which Stagg told of how he used athletics as a means of building character. The Alumni meeting was attended by about thirty-seven -- some were out of the city, but Mr. and Mrs. Sass were disappointed that several who had sent in written acceptances failed to show up. Indeed, forty-eight were said to have accepted. This illustrates what we found at several places: namely, hard work on the part of those responsible with a certain element of indifference on the part of some of the alumni. In view of the fact that this is in many cases practically the first attempt to bring alumni together, the situation is not surprising.

Besides the main meetings in Denver, Mr. Stagg addressed high schools and other groups in Pueblo and Colorado Springs under the care of Wardner Williams. He had very busy days there. I went to Greeley on Monday, addressed chapel assembly (1200 present), then at noon spoke to a luncheon club of the faculty, in the afternoon I attended a tea at Mrs. Gertrude Gmswell Spaulding's house at which something over twenty alumni were present. Mr. Joseph Ewing appears to be a very prominent man in Greeley.

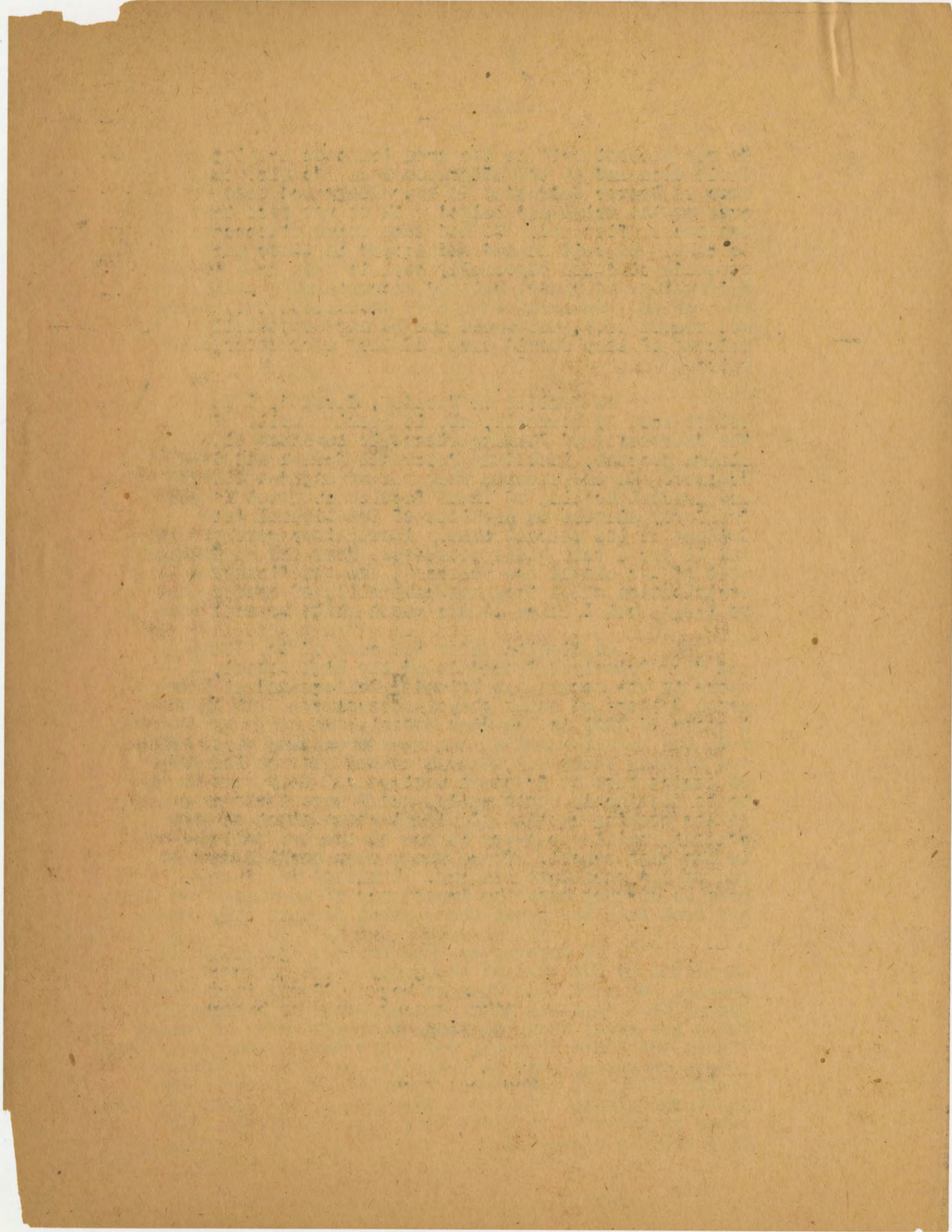


He was present both at the noon luncheon meeting by invitation and at the afternoon tea. He also came down to Denver Wednesday to hear Stagg and came over to the hotel and talked with us for more than two hours afterward. He had some frank statements to make. He said he had endeavored in times past to persuade students especially boys to come here to the University and study, but had encountered a great deal of the sentiment that they understood they were not wanted here, and would not be made especially welcome if they should come, if they were undergraduates.

At Boulder on Tuesday, March 3, I was entertained by Bramhall, who is looking well. Met the University of Chicago alumniatt luncheon club, eleven present, including President Norlin and Dean Hellems. In the evening they had arranged a dinner and general meeting of their faculty at which I spoke for forty minutes on problems of the Liberal Arts College at the present time. About sixty were present and it was a very happy occasion. Here and at Greeley most of the alumni are teachers, and the financial contribution which they can make will, of course, not be large, but I think it was worth while to meet them.

At Wichita under the care of Mr. Stiles and Vice Principal Truesdale of the High School, I spoke in the morning at Friends College and at Fairmount College at their chapel assemblies. At 1:30 I spoke to 2200 in the High School, and after my address made the acquaintance of two very promising boys, who are working their way through school and are thinking of coming here as freshmen next year. They seem to me to be distinctly worth while, and I have their names. At the evening meeting of alumni about nineteen were present, mainly teachers in one of the two colleges or in the high school. There was a very cordial spirit and we had excellent singing. I missed Mr. Stagg's help in driving home the importance of unanimous support but feel that the group there would do what they could.

At Topeka, Mr. McBride was agreeably surprised by the size of the group which gathered, namely twenty. He said that when he began efforts it did not appear that anything like as many could be brought out. There had never been, he thought, a gathering of alumni there. Of those present, four were Rush graduates of many years' standing, some in the 80's, one lawyer McDermott besides McBride. The rest were largely teachers in Washburn College. We had a very pleasant evening and they voted to organize with Mr. McBride as President, and Miss Huls as secretary.



Summing up certain general figures and impressions, I would make the following statement as to the statistical side.

Alumni Groups Addressed	14	
Total Attendance		516
High School Groups	2	
College Assemblies	7	
College or University Faculty Groups	5	
Luncheon Clubs	4	
Miscellaneous	6	
Total		38

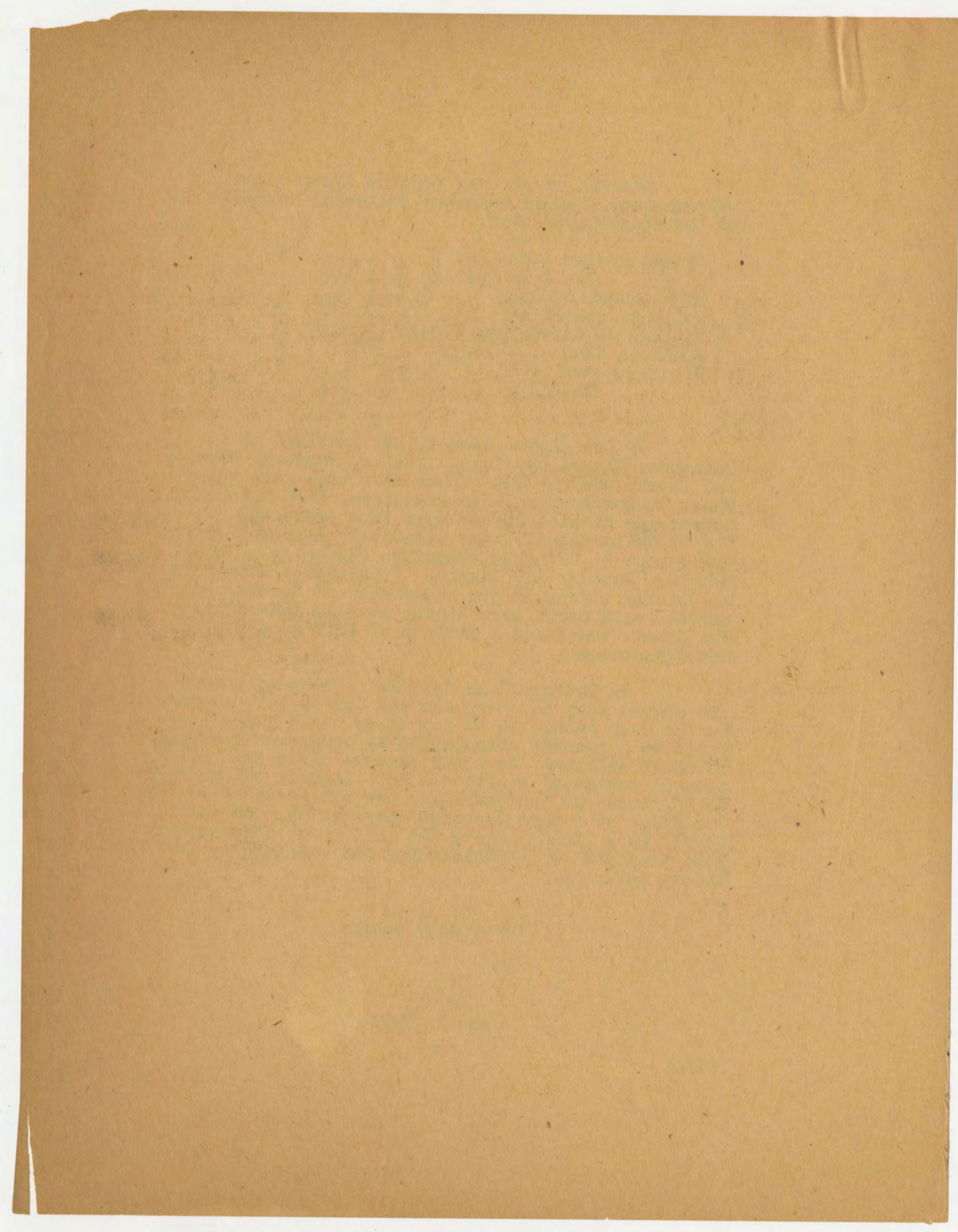
Of the alumni groups, the meetings at Columbus, Cleveland, Tulsa, Dallas, Houston, Greeley and Topeka brought out rather more than were expected. Those at Los Angeles, San Francisco, Salt Lake City, Denver and Wichita rather less than expected. The Graduate Schools were especially represented in the groups at Columbus, Dennison (Granville, Ohio), Greeley, Boulder and Topeka. Undergraduates were especially strong in San Francisco and Denver. The professional group were strong at Salt Lake City. The others contained a mixture of both graduates and undergraduates.

As indicated in detailed accounts, there are a good many teachers who may not be able to subscribe very much, but so far as we could judge there would be a general disposition to cooperate according to their ability. We tried to make clear that this present series of visits was not intended solely for the purposes of the campaign, but was intended to lay the basis of future constant cooperation, and not merely in a financial way but in the way of sending good students to the University and maintaining an active interest.

Very truly yours,

James H. Tufts

JHT:H



MEMORANDUM AS TO FINANCES

The railroad reservations and tickets were all correct, and we had no difficulty at any hotel. There were two of three cases in which the hotels provided rather more expensive rooms than would have been necessary, particularly when they gave us each a double room, but in many of the cities the alumni relieved us of considerable expense by taking us about in their own cars, thus saving the taxi fare.

My account stands as follows:

Received from Development Committee
for expenses of trip, February 8 to March 8..... \$400.00

Expended 195.00

Balance 205.00
for which I enclose
check.

MEMORANDUM

February 27, 1925.

Mr. J. F. Moulds,
University of Chicago,
Lytton Bldg.,
Chicago, Ill.

Dear Mr. Moulds:

This seems to be the first spare minute that has offered a chance for any kind of report. From the hour we landed in Tulsa until the present moment we have been pretty strenuously on the go, and when we were on trains we did not seem to have energy enough to do much writing, even if my hand writing were legible.

At Tulsa, Dallas and Huston we had somewhat similar meetings as regards attendance -- about 60 to 70 at each place. Staggs old "C" men turned out everywhere. At Tulsa Gordon Clark came 50 miles and others came shorter distances. Henry was most hospitable, took us on Sunday to Bristow, where we broadcasted for 15 minutes each. Staggs spoke to High School pupils at every city. The meetings were characterized by very good spirit. The organization had not been completed at Houston but will be soon. At Dallas they chose officers that night. DeWolf presided excellently at Dallas in place of Wrather, who was called to Washington.

Los Angeles entertained us very hospitably through Speik. Alumni meeting on Friday night not so largely attended as former meetings, when you were there and also when President Burton was there. They thought that the Alumni had probably decided that they had heard the whole story. We had a number of Staggs former athletes, some of whom had not been present at previous meetings. The speaking at first was interfered with by a somewhat jovial gathering of engineers who had a banquet with only a thin partition between us and them, but they finally became quiet and we proceeded. About 75 present.

Sunday we went out to Pomona College and had a fair sized gathering at 3 o'clock. On Friday Staggs addressed several high schools in Los Angeles, and in the afternoon spoke to 2,500 at Hollywood High School. I addressed Southern University of California.

At San Francisco the dinner suffered because of Washington's birthday. They told us there that in California, any holiday which comes near a week end is planned for a long time in advance and is made the occasion of a week end trip -- hence, they did not anticipate more than twenty. The meeting was held in a beautiful room -- I don't think Chicago has anything to equal it for a small party -- but the affair turned out better than was feared. The

February 27, 1928.

Mr. J. E. Houlton,
University of Chicago,
Lyttelton Bldg.,
Chicago, Ill.

Dear Mr. Houlton:

This seems to be the first spare minute that has offered a chance for any kind of report. From the hour we landed in Tulsa until the present moment we have been pretty strenuously on the go, and when we were on trains we did not seem to have energy enough to do much writing, even if my hand writing were legible.

At Tulsa, Dallas and Houston we had somewhat similar meetings as regards attendance -- about 60 to 70 at each place. Stage old "O" men turned out everywhere. At Tulsa Gordon Clark came 50 miles and others came shorter distances. Henry was most hospitable, took us on Sunday to Bristow, where we broadcasted for 15 minutes each. Stage spoke to high school pupils at every city. The meetings were characterized by very good spirit. The organization had not been completed at Houston but will be soon. At Dallas they chose officers that night. DeWolf presided excellently at Dallas in place of Weather, who was called to Washington.

Los Angeles entertained us very hospitably through Spink. Almost meeting on Friday night not so largely attended as former meetings, when you were there and also when President Burton was there. They remark that the Alumni had probably decided that they had heard the whole story. We had a number of Stage former athletes, some of whom had not been present at previous meetings. The speaking at first was interrupted with by a somewhat jovial gathering of engineers who had a banquet with only a thin partition between us and them, but they finally became quiet and we proceeded. About 75 present.

Sunday we went out to Pomona College and had a fair sized gathering at 3 o'clock. On Friday Stage addressed several high schools in Los Angeles and in the afternoon spoke to 2,500 at Hollywood High School. I addressed Southern University of California.

At San Francisco the dinner suffered because of Washington's birth-day. They told us there that in California, any holiday which comes near a week end is planned for a long time in advance and is made the occasion of a week end trip -- hence, they did not anticipate more than twenty. The meeting was held in a beautiful room -- I don't think Chicago has anything to equal it for a small party -- but the affair turned out better than was feared. The

Ellen Holderman.

Chicago University Men Talk in Salt Lake Today

In the interest of the University of Chicago \$17,500,000 endowment fund, Dr. James H. Tufts, vice president and dean of the faculties, and A. A. Stagg, director of athletics, will visit Salt Lake today. Dr. Tufts and Mr. Stagg arrive here at 3:15 this afternoon from San Francisco and will leave tomorrow morning for Denver.

Dr. Tufts will address the University of Utah faculty at 4 o'clock, and Mr. Stagg is to address an assembly of all high school students in the city at the West high school at 3:30. Both men will speak at the University club dinner in their honor at 6 o'clock and at 8 o'clock at a meeting of the University of Chicago alumni residing in Utah and Idaho, which will be held at the University club.



group was made up largely of business men ; about six women. Practically all present were Alumni of the Colleges, whereas at previous places there had been several from the graduate schools who were teaching. A large number of the group were Stagg's former "C" men -- John Webb, Pike, Slaker, Canning and three or four more. Inez Rice Adkinson (I started to say that she was at San Francisco but it was at Salt Lake City that we met her). After Stagg and I had talked, the chairman called on each one present to say a word and we had a very good jolly and also a serious series of messages, all promising to do their best on the drive. The song books did not reach us in time, probably because of the holiday. At Huston also there were no song books. At Los Angeles they had had some at a former meeting but the Alumni present at the former meeting had carried them off and neglected to bring them this time, so we had to perform from memory.

At Salt Lake City we had the smallest attendance yet registered. There was confusion as to the route and hour of our arrival. They expected us at 3:15 (mountain time) over the S. P. Instead, our tickets called for W. P., which brought us in at 4:30. Meetings had been scheduled at 3:30 and 4 for Stagg and me. Stagg's audience of boys gave it up and went home. The faculty of the State University, to whom I was scheduled to speak, waited -- or at least about thirty of them did, and I talked to them for 40 minutes. ~~When~~ whirled to the University Club, where we dined with a considerable number of club members and made short addresses to them of general character. At eight the Alumni gathered to the number of about 20. Those present were practically all from the professional schools, law or medicine, thus making a striking contrast with previous meetings. Two of Stagg's athletes, Jackson and Kennedy, came over from Provo - 50 miles, in their car and returned after the meeting, which lasted until eleven. We got everyone present to say something. Parkinson thinks the State will come through with its quota but there was certainly a big slump from the attendance registered when you and Dr. Butler were there.

Have just arrived at Denver. There seems to be an unfortunate mix-up here on the schedule. Sass has arranged that I go to Greeley on Monday and to Boulder on Tuesday and that the meetings here shall be on Wednesday at noon for luncheon clubs and in evening for Alumni. But I cannot find any train that will get me to Wichita in time for meetings scheduled for Thursday. Am trying to work out something but I fear somebody will be disappointed.

From what I hear and have observed, I think that the Alumni are not easily brought out to more than one meeting within a season. Further, I think they feel that they have read in the literature sent out the main material which they are likely to get. Possibly some have feared that subscriptions might be called for at the meetings. There seems to have been excellent publicity at all places where we have been and we have probably "consolidated our gains". We shall be glad to see Chicago again.

Yours,

Group was made up largely of business men; about six women. Practically all present were Alumni of the College, whereas at previous places there had been several from the graduate schools who were teaching. A large number of the group were Stagg's former "C" men -- John Webb, Mike, Canning and three or four more. Mrs. Alice Addinon (I started to say that she was at San Francisco but it was at Salt Lake City that we met her). After Stagg and I had talked, the chairman called on each one present to say a word and we had a very good jolly and also a serious series of messages, all promising to do their best on the drive. The song books did not reach us in time, probably because of the holiday. At Huston also there were no song books. At Los Angeles they had had some at a former meeting but the Alumni present at the former meeting had carried them off and neglected to bring them this time, so we had to perform from memory.

At Salt Lake City we had the smallest attendance yet registered. There was confusion as to the route and hour of our arrival. They expected us at 3:15 (mountain time) over the S. P. Instead, our tickets called for W. P., which brought us in at 4:30. Meetings had been scheduled at 3:30 and 4 for Stagg and me. Stagg's audience of boys gave it up and went home. The faculty of the State University, to whom I was scheduled to speak, waited -- or at least about thirty of them did, and I talked to them for 40 minutes. Thompson whirled to the University Club, where we dined with a considerable number of club members and made short addresses to them of general character. At eight the Alumni gathered to the number of about 20. Those present were practically all from the professional schools, law or medicine, thus making a striking contrast with previous meetings. Two of Stagg's athletes, Jackson and Kennedy, came over from Provo - 50 miles, in their car and returned after the meeting, which lasted until eleven. We got everyone present to say something. Parkman thinks the State will come through with its quota but there was certainly a big slump from the attendance registered when you and Dr. Butler were there.

Have just arrived at Denver. There seems to be an unfortunate mix-up here on the schedule. Bass has arranged that I go to Greeley on Monday and to Boulder on Tuesday and that the meetings here shall be on Wednesday at noon for luncheon clubs and in evening for Alumni. But I cannot find any train that will get me to Wichita in time for meetings scheduled for Thursday. Am trying to work out something but I fear somebody will be disappointed.

From what I hear and have observed, I think that the Alumni are not easily brought out to more than one meeting within a season. Further, I think they feel that they have read in the literature sent out the main material which they are likely to get. Possibly some have feared that subscriptions might be called for at the meetings. There seems to have been excellent publicity at all places where we have been and we have probably "consolidated our gains". We shall be glad to see Chicago again.

Yours,

January 27, 1925

Committee on Development,
1703 Lytton Building,
Chicago

Gentlemen)

I am enclosing the memorandum of my expenses on the recent trip to Lexington, Louisville and Indianapolis, together with a check for \$2.77. I make the following observations as to the trip:

At Lexington the organization seems to be well cared for by Mr. States. About thirty were present at the banquet including the wives. Practically all are teachers either in the State University or in Transylvania College. Reverend Mr. Fortune of the Disciples' Church and one real estate man were the only alumni present who were not teachers I believe. They said further that Transylvania College had just been putting over a drive for which not only the Transylvania faculty but Mr. Fortune had subscribed; hence this will be an obstacle toward contributions. There was, I thought, however, a very good spirit and the banquet seemed to be very happy in its general tone. In the morning I addressed two thousand students of the University at the monthly convocation, and in the afternoon spoke for a few minutes to the Association of College Women, who were acting as host to girls from the senior class of neighboring high schools.

At Louisville the situation is not so favorable as regards organization, but Mr. Ragsdale had a card list of the alumni in the city. The color question has some embarrassment when a dinner is considered. Dean Wilkins had expressed the desire to speak to a larger group in addition to meeting the alumni, and Mr. Ragsdale had made an effort to arrange this in the form of an address to the Louisville Educational Association at eight o'clock in the Public Library. The meeting, however, had to be a special one coming between two of their regular meetings and conflicting with the closing exercises of the High Schools -- hence there was a small attendance at this. Perhaps forty of whom about twenty were alumni were present. A small dinner of a dozen alumni had been arranged prior to this general meeting, and I talked about some of the plans at this and then continued further at nine o'clock after the adjournment of the other meeting. At this adjourned meeting about twenty of the alumni remained and an organization was effected with the choice of L. P. Lewis '02 as President, Mr. Strahl as Vice President and Miss Gertrude Kohnhaus as Secretary.

1900

Received of the Treasurer
the sum of \$100.00

for

the purchase of the new building
on the corner of Main and
Broad streets, in the
city of New York.

The building was
designed by the
architect, and
the foundation was
laid by the
contractor, and
the building was
completed in the
month of May, 1900.
The building is
now ready for
occupancy, and
the sum of \$100.00
is hereby paid
to the Treasurer
for the purchase
of the building.

The sum of \$100.00
is hereby paid
to the Treasurer
for the purchase
of the building.
The building is
now ready for
occupancy, and
the sum of \$100.00
is hereby paid
to the Treasurer
for the purchase
of the building.

I had lunch with Mr. Lewis who seems to be anxious to do what he can, but says that he is extremely busy and scarcely dares to look his clients in the face when they come into his office. There are, however, two or three other people there -- notably Mr. Ragsdale, who are very capable. I met Leona Coons, Class of 1915. She seems to be without any very definite professional work on hand and perhaps will help a little later.

My impression was that it was unwise to arrange an outside meeting in a way that would cut short or interrupt a meeting of the alumni.

At Indianapolis the alumni meeting arranged was a luncheon at which about thirty were present. Mr. Watson, the chairman of the local organization commented on the difficulty of getting men to attend these luncheons (five or six of those present were men). There seemed to be a good spirit among those who were there and they listened with interest to the plans of the University and the news which was related concerning various of the outstanding men concerning whom it was thought they might wish to know. Mr. Fuller followed my talk with a brief statement on behalf of the Alumni Committee.

My own impression is that in the first place it is difficult to make up all at once for the absence of organization in years past, and that it will be some time before we have an organization in such cities as these which is comparable to the organization of the older colleges and universities. In the second place it will probably be unsafe to reckon upon very large financial returns from many of the alumni in the cities visited. In Louisville, for example, Mr. Lewis said that nearly all of the well-to-do families send their children to the older eastern institutions and hence there are very few if any of our alumni who are at all well to do. I do not know how far the same may be true in Indianapolis, although we may have a larger proportion there among the alumni themselves who have gone into lines of work from which they have some financial return.

Sincerely yours,

James H. Tufts

JHT:H

I have been thinking of you very much lately, and wondering how you are getting on. I hope you are well and happy. I have been very busy lately, but I always find time to think of my friends.

I have been thinking of you very much lately, and wondering how you are getting on. I hope you are well and happy. I have been very busy lately, but I always find time to think of my friends. I have been thinking of you very much lately, and wondering how you are getting on. I hope you are well and happy. I have been very busy lately, but I always find time to think of my friends.

I have been thinking of you very much lately, and wondering how you are getting on. I hope you are well and happy. I have been very busy lately, but I always find time to think of my friends. I have been thinking of you very much lately, and wondering how you are getting on. I hope you are well and happy. I have been very busy lately, but I always find time to think of my friends.