

Mem^d Expenses on trip
to Lexington, Louisville,
& Indianapolis by J. H. B.

P. R. fare & Pullman Lexington to Louisville	3.78
Hotels, Rooms Lexington 4.50	
Louisville 5.00	
Indianap. 5.00	14.50
Meals	1.98
Taxis & St car	4.17
Telephones	.40
Tips	2.40
Total expense	\$ 27.23
Gave Mr. Fuller at Indianapolis	10.00
	37.23
Rec'd from Com. 40.00	
Paid out	37.23
Balance	2.77

[Faint, illegible handwriting at the top of the page]

[Faint, illegible handwriting in the middle section, possibly a list or ledger]

[Faint, illegible handwriting at the bottom of the page]

W.E.WRATHER

6044 BRYAN PARKWAY
DALLAS, TEXAS

February 4, 1925.

Dr. James Hayden Tufts,
University of Chicago,
Chicago, Ill.

Dear Dr. Tufts:

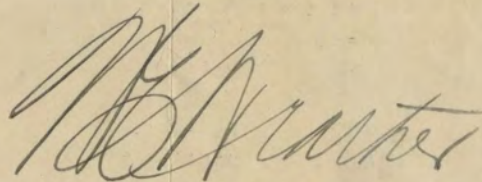
I was extremely gratified to receive notice from Mr. Fuller that you and Mr. Staggs will address Dallas Alumni on February 16th. As a result of our newspaper publicity, I was yesterday requested by the Supervisor of the city High Schools to ask you if you would consent to address a meeting of the High School teachers of Civics, History and Economics at 4 o'clock in the afternoon. I promised to put the matter before you and will be glad to have your answer when convenient. After talking with Dr. Butler at Fort Worth I fully appreciate that you will want to limit your speaking engagements and you may not wish to accede to the above request.

A number of our local Alumni are connected with the faculty of Southern Methodist University. I have personally discussed with some of these men the work which Dean Wilkins is doing in the under-graduate Colleges and they are greatly interested in knowing more about this subject. I thought it might be wise to tell you of this fact and if you think proper, you might deal with the subject in your talk, although I am sure no one expects to receive precedence over plans for the development of the graduate and research departments.

With kindest regards, I am

Very sincerely yours,

WEW:W



W.E. WRATHER
5004 BRYAN PARKWAY
DALLAS, TEXAS

February 4, 1935

Dr. James Hayden Tate,
University of Chicago,
Chicago, Ill.

Dear Dr. Tate:

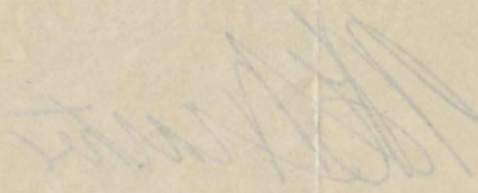
I was extremely gratified to receive notice from Mr. Butler that you and Mr. Stagg will address Dallas Alumni on February 16th. As a result of our newspaper publicity, I was yesterday requested by the Supervisor of the city High Schools to ask you if you would consent to address a meeting of the High School teachers of Dallas History and Economics at 4 o'clock in the afternoon. I promised to put the matter before you and will be glad to have your answer when convenient. After talking with Dr. Butler at Fort Worth I fully appreciate that you will want to limit your speaking engagements and you may not wish to accede to the above request.

A number of our local Alumni are connected with the faculty of Southern Methodist University. I have personally discussed with some of these men the work which Dean Williams is doing in the under-graduate colleges and they are greatly interested in knowing more about this subject. I thought it might be wise to tell you of this fact and if you think proper you might deal with the subject in your talk, although I am sure no one expects to receive precedence over plans for the development of the graduate and research departments.

With kindest regards, I am

Very sincerely yours,

W.E.W.



Pub. Comm.

The University of Chicago

LUNCHEON

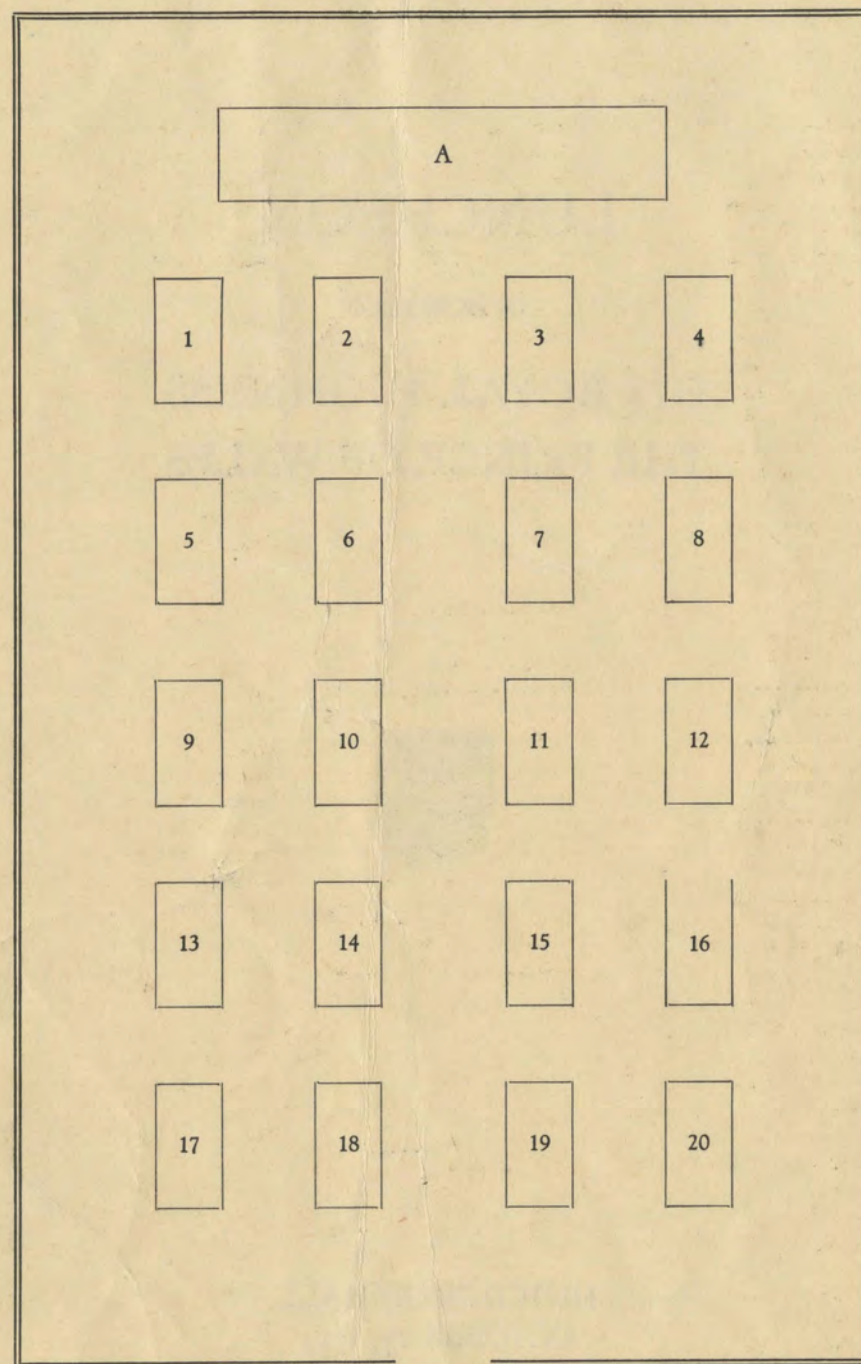
IN HONOR OF

HIS ROYAL HIGHNESS
THE PRINCE OF WALES



HUTCHINSON HALL
OCTOBER 13, 1924

DIAGRAM OF TABLES



ALPHABETICAL LIST

Guests who do not find their names in the list will kindly speak to any member of the Reception Committee

A		D		J	
	TABLE		TABLE		TABLE
Aitchison, J. Y.	16	Davis, Abel	13	Jackson, Allan	20
Ames, K. L.	5	Dawes, W. R.	2	Jennings, S. C.	10
Armour, A. W.	9	Dever, William E.	A	Jones, T. D.	3
Armour, Laurance	4	Dick, A. B.	14	Jordan, E. O.	12
Armour, P. D.	6	Dickerson, J. S.	19	Judd, C. H.	19
Austin, F.	3	Donnelley, T. E.	1	Judson, H. P.	6
Axelson, C. F.	20	Drake, J. B.	15		
B		Drake, Tracy	4		
Bancroft, Edgar A.	A	Durand, Henry	1		
Barrows, F. M.	15	Durand, Scott	13		
Barrows, H. H.	8				
Bastin, E. S.	10				
Bensley, R. R.	11				
Bevan, A. D.	12				
Billings, F.	12				
Blair, H. A.	8				
Blair, W. McC.	3				
Blair, Wolcott	2				
Bond, W. S.	7				
Baird, W. W.	2				
Breasted, James H.	3				
Brewster, W.	13				
Brown, C. E.	2				
Brown, E. C.	19				
Buck, C. D.	20				
Buffington, E. J.	11				
Burley, Clarence	11				
Burrows, W. F.	10				
Burt, Inspector	10				
Busby, L. A.	8				
Butler, Rush	4				
C					
Campbell, R. W.	15				
Carlson, A. J.	12				
Channell, Charles	9				
Clark, W. R.	15				
Cox, A. G.	19				
Cummings, W. C.	13				
Carey, F. L.	17				
Carry, E. F.	7				
Carton, L. A.	20				
Chalmers, W. J.	7				
Coulter, J. M.	10				
Clow, W. E.	4				
Cudahy, E. A.	19				
Cudahy, J. M.	16				
E					
Eckhart, B. A.	17				
F					
Felsenthal, Eli	18				
Field, J. A.	9				
Field, Stanley	3				
Finnegan, R. J.	14				
Forbes, R. T.	8				
Foreman, O. G.	19				
Forgan, J. B.	9				
Forgan, D. R.	2				
G					
Gale, H. G.	6				
Goodspeed, Edgar	15				
Goodspeed, T. W.	16				
Gorman, J. E.	18				
H					
Hamill, E. A.	2				
Harding, F. W.	12				
Hines, Edward	16				
Hofstetter, E. D.	12				
Holden, C. R.	19				
Hurley, E. N.	7				
I					
Irons, E. E.	12				
K					
Keehn, R. D.	7				
Kelley, W. V.	8				
Kelly, D. F.	16				
Kenyon, W. H.	14				
Keyes, Rollin	20				
Kiddoo, S. T.	16				
Kyes, Preston	11				
L					
Laing, G. J.	4				
Lamont, R. P.	8				
Lascelles, Captain	A				
Laughlin, J. L.	9				
Leonard, A. G.	18				
Leonard, C. N.	17				
Lillie, F. R.	11				
Lindsay, Frank H.	15				
Little, R. H.	4				
Lynch, J. A.	13				
M					
Manly, J. M.	7				
Markham, C. H.	2				
Marks, Clayton	18				
Marshall, B. H.	4				
Marshall, L. C.	8				
Mechem, F. R.	14				
Mecker, Arthur	5				
Merriam, C. E.	20				
Merrill, R. V.	4				
Metcalfe, Major	A				
Michelson, A. A.	2				
Minor, F. B.	11				
Minotto, J.	15				
Mitchell, L.	6				

ALPHABETICAL LIST—*Continued*

M

	TABLE
Moore, E. H.....	17
Moore, H. M.....	14
Morse, C. H.....	13
Moulton, F. R.....	17
McClure, Rev. J. G. K..	2
McCormick, C. H.....	3
McLaughlin, A. C.....	1
McLean, F. C.....	11
McLean, M. H.....	11
McKinlock, George.....	12
McVeagh, Eames.....	1

N

Niblack, A. H.....	15
Nitze, W. A.....	5

O

Oris, J. E.....	3
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P

Palmer, Honoré.....	3
Palmer, Potter.....	5
Patten, Henry.....	5
Peabody, Augustus.....	5
Peacock, Sir Walter.....	A
Pirie, J. T.....	6
Poole, R. H.....	5
Post, W. E.....	12
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R

	TABLE
Ranney, George.....	10
Reed, P. L.....	13
Revell, A. H.....	10
Reynolds, Arthur.....	11
Reynolds, G. M.....	9
Richards, H. A.....	3
Roberts, Rev. G.....	16
Rosenwald, J.....	13
Rumsey, Henry.....	9
Runnells, J. S.....	7
Ryerson, Edw. L.....	3
Ryerson, E. L., Jr.....	4

S

Sawyer, O. H.....	10
Schweppe, C. H.....	9
Scott, F. H.....	1
Scott, G. E.....	6
Scott, R. L.....	17
Scott, W. D.....	1
Shaffer, J. C.....	15
Shedd, J. G.....	7
Sherer, A. W.....	5
Shorey, Paul.....	1
Simpson, James.....	7
Small, A. W.....	12
Smith, H. J.....	1
Soares, T. G.....	16
Stanton, O. N.....	18
Stieglitz, Julius.....	18
Storey, W. B.....	17
Solbert, Major.....	A

	TABLE
Sunny, B. E.....	8
Swift, Alden.....	15
Swift, C. H.....	6
Swift, E. F.....	10
Swift, E. F., Jr.....	17
Swift, H. H.....	A
Swift, L. F.....	A
Swift, Philip.....	4
Swift, W. E.....	19

T

Traynor, W. B.....	20
Teter, Lucius.....	14
Thomasson, S. E.....	17
Thompson, J. R.....	9
Trotter, General.....	A
Tufts, J. H.....	A

W

Warner, E. J.....	7
Whiting, L. H.....	16
Wieboldt, W. A.....	8
Wilkins, E. H.....	13
Wilson, J. P.....	14
Wilson, T. E.....	11
Wilson, W. H.....	20
Woodruff, G.....	9
Woodward, F. C.....	14
Wrigley, William.....	16

rs. Franklin is by courtesy of the Yetter stud

Chicago University Folk Entertain for Two Honor Guests

A large number of alumni and former students of the University of Chicago gathered in the Tulsa club Saturday night for the dinner given in honor of Dr. James Tufts, vice president of the university and Coach Alonzo A. Stagg. Mr. Winston P. Henry presided, and a number of informal talks were made, both guests of honor speaking briefly.

Following the dinner the University of Chicago women presided as hostesses for the American Association of University Women, of which they are members at the reception given for Doctor Tufts and Coach Stagg for which general invitation has been extended. Mrs. S. F. Peterson headed the receiving group, and with her were Mrs. Allmand M. Blow, A. A. U. W. president; Mrs. J. M. Hall, Mrs. John A. Rice, Mrs. Winston P. Henry, Mrs. Bessie Sharfer, Mrs. P. P. Claxton, Mrs. Oliver L. Stewart, Mrs. Franklin G. Dill, Mrs. Harry L. Heinzman, Mrs. Rae Preeze, Miss Grace Ellsworth, Miss Butler, Miss Lamb, Miss Mary Donahoe, Miss Marguerite Moran, Miss Callie M. Totten, Miss Ethel Reynolds, Miss Maude Firth, Miss Elizabeth Barker, Miss Blanche Hamm, Miss Winifred Ridgley, Miss Dorothea Schmidt, Miss Rachel Braucher, Miss Edna Newkirk, Miss Dorothy Newkirk and Miss Frances Reubelt.



mes Howard Homer.

her marriage last Thursday in Muskogee, Miss
Mr. and Mrs. W. H. Heydick of Muskogee. The
ht at 9 o'clock in the First Presbyterian church,
the service. A number of Tulsa people attended
on Green who was Mr. Homer's best man. Mrs.
y and has many friends in the city. After their
d Mrs. Homer will be at home in Tulsa.

given ames Syne South as- The Rueb. rances arney.	Lucille Blake, Louise Ingram, Eliza- beth Donovan, Agnes Reinkemeyer, and Messrs. Harold Nenninger, Thomas Friend, Thomas Hardman, William Walker, Billy Jacobus, Theodore Dum, Jack Gallagher, Thomas Edwards and David Ma- honey.
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Two to Campaign For University of Chicago in Denver

MEASURE TO MAKE

AUTO SHOW OPENS HERE TUESDAY. DECOLUTION AIMER



Amos Alonzo Stagg (above) and Dean
James H. Tufts.

Dr. James E. Tufts and Famous Coach Stagg Coming Here.

Dr. James E. Tufts, vice president of the University of Chicago, and Amos Alonzo Stagg, famous football coach of the same institution, will spend part of the first week in March here in a campaign to raise \$17,500,000 for funds for the university. Dr. Tufts will arrive in Denver next Saturday, and Coach Stagg on March 2. Their mission will be to aid Denver alumni of the university in their part of the campaign. Frederick Sass, Chicago alumnus, is in charge of their visit.

The alumni of the university have been assigned \$2,000,000 as their portion of the total fund to be raised.

Dr. Tufts will speak before the American Association of Collegiate Women on the day of his arrival. He will speak at the University of Denver on Wednesday, March 4, and at the Chicago alumni reception and dinner to be held the same evening in the Denver tearoom.

Coach Stagg probably will speak at the five senior high schools of Denver March 2, the day of his arrival here, and will be the principal speaker at an open meeting of several Denver luncheon clubs the following day. He will attend the alumni dinner on March 4.

The University of Chicago gave instruction to 13,359 students last year. The last gift to the university from its benefactor, John D. Rockefeller, was made in 1910. Since then the growth of the institution has been so rapid as far to exceed its finances. Consequently the university, for the first time in its history, is asking for funds.

Dr. Tufts is widely known as a philosopher and educator. He is the author of a textbook on ethics in use in many colleges, and also of a book, "The Real Business of Living," dealing with citizenship in a democracy.

Coach Stagg is noted for the leading part he has played in college athletics for thirty-three years and for the fight he has waged to keep sports on an amateur basis.

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ON PROGRAM IN DENVER

SENATE COMMITTEE

MERRIAM TO STUDY INCAS.
WASHINGTON, Feb. 21.—Dr. John C. Merriam, president of the Carnegie institution of Washington, has left for Mexico to visit the ruins of the ancient Maya capital at Chichen Itza, Yucatan, where the institution is preparing for a study of the civilization founded there.

You will dance with joy



with one of our Beautiful Player PIANOS

And, every instrument house is a standard maker are selling a most excellent exceptional tone and late only \$475.00. Terms to Special music compartment and 20 rolls of music with e and tuning free.

You also receive a life most est and best roll library west the only Player Roll Exc taining all Q. R. S., Voca Player Rolls, carrying b music notes of songs. Y songs into any key to suit show you this week.

THE DARE MUSIC
NATURAL EXPRESSION
(REG. U. S. PAT.)
Cor. 15th & St.

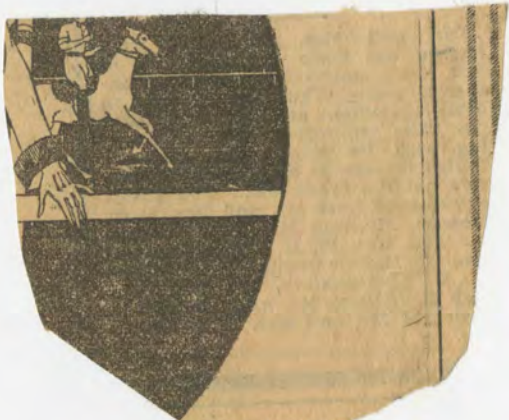
int Now Pay La

New!

SHERWIN-WILLIAMS
Payment P

Arrangements have now been p by Sherwin-Williams whereby th ing of residential property may be arranged on a convenient s

Mr. and Mrs. L. L. Loft were among the hosts and hostesses of last week, entertaining with an informal party Thursday evening in their apartment at 302 South Guthrie. The decorations were in keeping with Valentine's day, and the tallies for bridge and luncheon carried out the same idea. The guests entertained were Mr. and Mrs. R. T. Hopson, Mr. and Mrs. Otto Barrett, Mr. and Mrs. W. H. Youse, Mr. and Mrs. H. H. Wieduwilt, Mr. and Mrs. H. Montgomery, Mr. and Mrs. Ray E. Sellers, Mr. and Mrs. P. D. Carr and Mr. and Mrs. H. E. Johnson.



Sults, Coat
esses

Harold H. Swift
Union Stock Yards
Chicago

February 12, 1924.

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

Dear Mr. Burton:

I have been considering following your good example and taking a vacation, and have about concluded to leave Chicago March 1st, being away the most of that month -- probably in California. I have tried to study the matter carefully and I don't see that I handicap the operations of the University by so doing. If that is true and I get renewed vigor, then I probably am helping the situation.

My summary of the matter is as follows: The John Price Jones report will be in our hands before March 1st, and you and I will have an opportunity to go over it in detail. Much of it will be valuable and some of it of little value, so that it will need to be shaped to our satisfaction. It will cover matters of procedure in relation to our financial campaign. It may also recommend as to how much to go after and what should be considered urgent and what deferred and whether, indeed, to announce the whole program or only the urgent part. But, after all, after getting their recommendations on this feature, the decision must be with us, so that the important thing for us to decide is what we are going to go after in our campaign, and having once decided this, then, as I see it, the crucially important thing is to find out how and where our Eastern friends will cooperate with us.

The John Price Jones people say that it is one of their important principles that where possible the ground should be prepared before starting a campaign and that time and energy are saved in the

Wm. H. H. Smith
Wm. H. H. Smith
Chicago

February 12, 1924

President E. H. Burton,
The University,
Southern Illinois,
Carbondale, Ill.

I have been considering following your good example

and taking a vacation, and have been considering to leave Chicago

about Feb. 1st, but have been thinking of that matter -- probably in vain --

I have tried to study the matter carefully and I don't see that I

handle the operations of the University by so doing. It is that

easy and I get renewed vigor, then I probably am helping the situation.

My summary of the matter is as follows: The John Price

James report will be in our hands before March 1st, and you and I will

have an opportunity to go over it in detail. Much of it will be valuable

and some of it of little value, so that it will need to be thrown to

our attention. It will cover matters of procedure in relation to

our financial condition. It may also recommend as to how much to go

after and what should be considered urgent and what deferred and whether

indeed, he announces the fact of the report, but

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this, then, as I see it, the crucially important thing is to find out

how and where our Eastern friends will cooperate with us.

The John Price James people say that it is one of their

important principles that where possible the ground should be prepared

before starting a campaign and that time and energy are saved in the

long run by so doing. My guess, therefore, is that they will advise us to take the Spring and Summer to pave the way and especially to approach big donors. To approach individuals, we ought to know what the Eastern people will do, because that is the chief argument. We are out after a stated sum; the Eastern folks will do the last amount; and, therefore, we must collect other amounts to secure theirs. I believe we have to know what they will do before we can make any appreciable effort at other folks. Therefore, it is crucial that our Eastern friends establish this fact in the Spring, whether our campaign is in the Spring or in the Fall. In any event, our campaign will not be so late as November and, therefore, to wait that long would be almost impossible.

I have said this to you once and am apologetic for repeating. It may even be bad policy to put up to you before their February meetings, matters for Spring discussion but I think you might well get the matter fully in mind and perhaps talk to Mr. Arnett along this line when you see him in New York and are talking about the University.

As I see all the above, there is no reason I should not be away in March. We can discuss it in some detail before I go; then I think you and Tufts and the Faculty may have a tussle as to what to consider our urgent needs; then I should think we might discuss it on my return and in April you might begin reviewing it in detail with our Eastern friends.

Yours cordially,

Harold H. Swift

Fu 2

Harold H. Swift
Union Stock Yards
Chicago

February 13, 1924.

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

Dear Mr. Burton:

The John Price Jones people are at work at the University. A young man named Seymour, whom Mr. Sherer and I met and approved, has been assigned to our work. He is in close touch frequently with Mr. Duncan, one of the Vice Presidents of the firm who has been in Chicago most of a year working on the Northwestern Drive, and Mr. Jones himself has been here for a few days this week. Mr. Jones' idea is to be in on the start, get some firsthand impressions, then to study Mr. Seymour's reports, and then to be in on the finish.

I met Mr. Jones yesterday afternoon and spent a couple of hours with him in company with Messrs. Tufts, Moulds, and Seymour. He asked what I considered the big thing in the campaign; in other words, what were the absolute essentials. My reply was that they were two-fold:

1. To reestablish the University's scholastic standing, which meant endowment for salaries, etc., probably requiring income of \$300,000 a year, which capitalized would be - - - - - \$6,000,000.
 2. To get the medical plan going, i.e. a 200-bed hospital, caring for departments of Medicine and Surgery, etc., probably requiring another - - \$6,000,000.
- Also mentioned a power house of - - - - - \$2,000,000. which at the moment looked like a necessity.

These seem to me minima.

I said I reserved judgment as to the other things to be included in a program; that there were other essentials but that there were so many of them I wasn't yet ready to classify them in order of importance.

Mr. Jones is very anxious to see you in New York on the 21st and I suggest you plan to give him approximately half a day and that you write him promptly to his New York office -- 150 Nassau Street -- telling him whether this is possible (copy to me). If not, the 20th will do him but he prefers the 21st.

Also, if Mr. Arnett will be in New York at that time, Mr. Seymour may go on for the interview, but if Mr. Arnett is not there probably Mr. Seymour will wait to see you in Chicago.

As soon as I receive copy of your letter to Mr. Jones, I will check to know whether Mr. Arnett also can be present and then work it out with Mr. Seymour.

Yours cordially,

Harold H. Swift

Mr. Jones is very anxious to see you in New York on
the 12th and I suggest you plan to give him approximately half a
day and that you write him promptly to his New York office --
180 Nassau Street -- telling him whether this is possible (copy to
me). If not, the 20th will do him but he prefers the 12th.
Also, if Mr. Karpis will be in New York at that time,
Mr. Seymour may go on for the interview, but if Mr. Karpis is not
there probably Mr. Seymour will wait to see you in Chicago.
I will check to know whether Mr. Karpis also can be present and then
work it out with Mr. Seymour.

Yours cordially,

Frank H. Smith

DR. NORMAN BRIDGE
718 WEST ADAMS STREET
LOS ANGELES, CALIFORNIA

October 31, 1924.

In la

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

My dear Doctor:

There was received here recently your "Chicago the City, Chicago the University, shall the advance together?"

It is, in every way, an admirable and eloquent document. You have stated succinctly the essential facts of the story of the University. I hope your statement may have the effect to arouse every friend of the University to new plans and benefits for the institution to the end, that the total sum shall be a large one.

I have not heard nor read a single line to indicate that the building operations have actually begun for the Billings Hospital, or that the great building on the west side has been started.

I assume that the college changes on the south side of Wood street have been made, so that the college work can go on with its usual manner this season. If these two buildings can have been begun, it will hasten the development of a University building-spirit that is of all things most desirable.

I hope you and Mrs. Burton are very well - in which Mrs. Bridge heartily joins.

Most truly,

Norman Bridge

NB/LD

DR. NORMAN BRIDGE
718 WEST ADAMS STREET
LOS ANGELES, CALIFORNIA

October 31, 1934.

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

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I hope you and Mrs. Burton are very well - in which
Mrs. Bridge heartily joins.

Most truly,

WB/LD

*Copy sent to
Dr. Antelison*

November 12, 1924.

My dear Dr. Bridge: •

I thank you heartily for your cordial letter of October 31st. The pamphlet to which you refer has been very well received by the leading men of Chicago to whom we have sent it.

We have recently had two or three notable gatherings at the University of people of influence in the city. The luncheon which we gave to the Prince of Wales in Hutchinson Hall brought out a large attendance of leading citizens, quite a good many of whom had actually never been at the University before, or knew it only from passing it on the Midway. A week later a conference on Industry and Education brought together another large group among whom again were not a few important people who thus gained their first knowledge of the University and were greatly surprised to find that it was so much of an institution. In these and other ways I am confident that we are making new friends for the University, and increasing the interest of old friends in it.

The campaign as a whole is getting into shape and gaining power. The committees are now practically all organized and are vigorously at work. Mr. Robert P. Lamont, who only a year ago became a member of our Board of Trustees, has accepted the Chairmanship of the General Committee and is putting his shoulder strongly to the wheel. He is going to be a man

Copy sent to
Dr. Hutchinson

November 12, 1924.

My dear Dr. Bridge:

I thank you heartily for your cordial letter of October 31st. The pamphlet to which you refer has been very well received by the leading men of Chicago to whom we have sent it.

We have recently had two or three notable gatherings at the University of people of influence in the city. The luncheon which we gave to the Prince of Wales in Hutchinson Hall brought out a large attendance of leading citizens, quite a good many of whom had actually never been at the University before, or knew it only from passing it on the Midway. A week later a conference on Industry and Education brought together another large group among whom again were not a few important people who thus gained their first knowledge of the University and were greatly surprised to find that it was so much of an institution. In these and other ways I am confident that we are making new friends for the University, and increasing the interest of old friends in it.

The campaign as a whole is getting into shape and gaining power. The committees are now practically all organized and are vigorously at work. Mr. Robert P. Lamont, who only a year ago became a member of our Board of Trustees, has accepted the Chairmanship of the General Committee and is putting his shoulder strongly to the wheel. He is going to be a man

of great value to us I am sure. He has already made his reputation as a man interested in things that make for the common good, and one who succeeds in whatever he undertakes.

Mr. Edward L. Ryerson, Jr., also a new member of the Board, has become chairman of the Committee on Special Gifts, and is throwing himself heartily into the task. He was quoted to me as saying that he had never taken hold of an enterprise that interested him so much..

The old Rush Medical building has been entirely demolished, the foundations for the new Rawson building are in, and there is to be a simple corner stone laying on Monday the 17th at about the time that this letter will be reaching you.

The work is going on vigorously on the drawing of the plans of the Medical buildings to be erected on the South Side. In fact the architects are employing all the men that can possibly work simultaneously on these plans. We hope to break ground in January, but everything will depend upon how much time it takes to get bids and decide which bid to accept. Nothing but these details stand in the way of the actual beginning of the buildings.

The tract set aside for these new buildings is really a great campus in itself. It will measure 600 ft. on the Midway and 600 ft. from north to south, and will be about 9 acres in extent. All the present buildings on this tract will be removed as fast as the expansion of the Medical Group makes it necessary, and in a few years we shall have one of the greatest groups of

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medical buildings in the world.

The Laboratory building on the south side of Wood St. has been put in use, for Rush Medical College, and things are going on prosperously, though possibly a little cramped for space.

The financial campaign as a whole is going forward I think very prosperously. We have not yet made any announcements of gifts, but a considerable number have been actually made or promised, several of them wholly without solicitation. Personally I have no doubt whatever that we are going to secure the \$17,500,000 which we have set as our goal for the year 1925, though it may possibly take more than that year to secure it. Nor have I any doubt that when this sum is secured other sums that we have in mind will follow.

I have been at work for two or three weeks on a revised statement on what we hope the University to become by 1940. It is intended not for publication, but for a very limited circulation among members of the Board and close friends of the University. As soon as it is ready I should like to send you a copy.

Mrs. Burton joins me in very kind regards to yourself and Mrs. Bridge. I keep hearing of the good work of President Millikan and of the growing influence of the California Institute of Technology.

Very cordially yours,

Dr. Norman Bridge,
718 West Adams St., Los Angeles.

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Very cordially yours,

Dr. Norman Bridge,
718 West Adams St., Los Angeles.



Fu 2

THE SECRETARY OF STATE
WASHINGTON

October 3, 1924.

My dear President Burton:

I have received your letter of September twenty-sixth. I am no longer in practice and cannot contribute, as much as I should like, to educational and philanthropic movements. It gives me pleasure, however, to send you a small subscription and I enclose my check of one hundred dollars to the order of the treasurer. It is very kind of you to refer so generously to my membership on the Board of Trustees. I wish I could meet with you occasionally but as you know this is impossible.

With kind regards and best wishes for the success of the new movement, I am

Very sincerely yours,

Enclosure

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

THE SECRETARY OF STATE
WASHINGTON
October 3, 1924.



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Very sincerely yours,

Enclosure

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

Wm. C. Hughes

THE SECRETARY OF STATE

WASHINGTON

October 1, 1914

My dear Mr. [Name]:

I have received your letter of September 24.

I am very sorry to hear of the death of

your mother, and am sure you will find

the sympathy of all your friends.

I am sure you will find the sympathy of all your friends.

I am sure you will find the sympathy of all your friends.

I am sure you will find the sympathy of all your friends.

I am sure you will find the sympathy of all your friends.

I am sure you will find the sympathy of all your friends.

I am sure you will find the sympathy of all your friends.

Yours very truly,

John D. [Name]

Secretary of State

Very respectfully,

[Signature]

James H. [Name]

Assistant Secretary of State

Washington, D.C.

Fu 2

October 9, 1924.

The Honorable Charles Evans Hughes,
Department of State,
Washington, D. C.

My dear Mr. Secretary:

I have received your letter of October 3rd and wish to express to you my hearty thanks for your prompt and generous response to my previous letter. This will be a very distinct help to us in the great effort on which we are entering.

To the best of my knowledge, though our total subscriptions have already been made, this is the first actual cash contribution. It will give us great pleasure to enter you as the first donor to this fund.

Very truly yours,

President

SRB:CB

For 2

October 9, 1924.

The Honorable Charles Evans Hughes,
Department of State,
Washington, D. C.

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This will be a very distinct help to us in the great
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total subscriptions have already been made, this is the
first actual cash contribution. It will give us great
pleasure to enter you as the first donor to this fund.

Very truly yours,

President

BBB:CB

Harold H. Swift
Union Stock Yards
Chicago

Fu 2

September 8, 1924.

Dear Mr. Burton:

A matter has arisen which may result in my wiring you, asking you to stop over in Washington on your way home. The situation is not yet entirely clear but I outline it to you so that you will understand in case I wire later.

Matters are going pretty well in connection with the work of the Committee on Development; chairmen of the chief sub-committees have already been appointed and they are fast filling in the committee members. One of these committees - that to interest the legal profession of the city, under the chairmanship of one of our alumni, Leo Wormser, has reported to the Committee on Development that something out of the ordinary would have to be done to attract the leading members of the profession to the University and that if a satisfactory initial arrangement could be made, they thought it could later be followed up advantageously.

The suggestion is that the University give a dinner with Secretary Hughes as guest of honor and speaker, and invite the leading members of the bar of Chicago to hear him. This suggestion was reported to the Committee on Development, who enthusiastically approved same provided it could be brought about. Mr. Wormser is now in Washington and is investigating the matter with the personal secretary of Mr. Hughes to know whether there are possible open dates that would permit him to come to Chicago some time in October. If he secures favorable information, I may then wire you, asking you to call upon Mr. Hughes and formally invite him to the function.

I rather hope this will happen because I think it important to get first hand to Mr. Hughes the plans and the scope of our campaign. Think it quite likely that if he knows the situation thoroughly he may be in a position to help us by advising rich people to look our way or advising us to look up certain people, and it seems to me well to have this opportunity to put the whole situation to him. After outlining the whole program, I think you should point out that we try to be careful not to call upon him for service except in unusual circumstances.

It is not our idea that he would make a public appeal to his audience, or in fact any reference at all to our campaign unless he preferred to do so -- the idea being simply to get the guests out to the University under favorable circumstances.

There is still another point: We are anxious to get a contribution from every trustee toward the campaign. Naturally, we expect only a nominal subscription from him. You might wish to say that a total of \$100.00 or less covering a three-year payment would be entirely adequate. If you could cover this feature, it would be a happy situation.

Handwritten notes at the top right of the page.

September 8, 1934

Dear Mr. Purcell:

A notice has arrived which says you are in my writing you asking you to come over to Washington on your way home. The idea is not yet entirely clear but I mention it to you so that you will understand in case I write later.

There are going pretty well in connection with the way of the Committee on Development, Chairman of the staff and suggestions have already been suggested and they are still in the hands of the staff. Under the circumstances interest in the local production of the staff, has reported to the Committee on Development that something out of the ordinary would have to be done to attract the leading members of the production to the staff and that at a preliminary initial arrangement could be made, they thought it could later be followed up advantageously.

The suggestion is that the University give a dinner with Secretary Hughes as guest of honor and speaker, and invite the leading members of the staff of Chicago to hear him. This suggestion was reported to the Committee on Development, and was enthusiastically approved and it would be possible to have Mr. Hughes in Washington and a interesting time with the personal secretary of Mr. Hughes to know whether there are possible open places that would benefit him to come to Chicago some time in October. If he agrees favorable information, I will then write you, asking you to call upon Mr. Hughes and formally invite him to the function.

I rather hope this will happen because I think it important to get this kind of thing. Hughes the plans and the scope of our campaign. I think it quite likely that if he knows the situation thoroughly he may be in a position to help us by his visit. We would like to have him as well as have this opportunity to put the whole situation to him. After outlining the whole program, I think you should point out that we try to be careful not to call upon him for services except in unusual circumstances.

It is not our idea that he would make a public appeal to his audience, or in fact any reference at all to our campaign unless he preferred to do so -- the idea being simply to get the message out to the University under favorable circumstances.

There is still another point. We are anxious to get a contribution from every faculty toward the campaign. Naturally we expect only a nominal subscription from him. You might wish to say that a total of \$100.00 or less covering a three-year period would be entirely adequate. If you could cover this feature, it would be a happy addition.

Summing up, then, the purpose of the call would be:

1. To outline the plans of the campaign.
2. To indicate a very small donation would be acceptable.
3. To ask him to address guests of the University, chiefly from the law profession, probably some time in October.
4. To have him understand we greatly value his trusteeship and don't mean to let it become burdensome to him.

Yours cordially,

Harold H. Swift.

Summing up, then, the purpose of the call would be:

1. To outline the aims of the campaign.
2. To indicate a very small donation would be acceptable.
3. To ask him to address guests of the University, either from the law profession, probably some time in October.
4. To have him withdraw and we present him to the students to him.

Yours cordially,

Barth A. Swift

2

File 8 a

September 26, 1924

My dear Mr. Swift:

I inclose herewith a copy of the letter which I am writing to Mr. Hughes. I am holding it to see whether you have any suggestions as to its form.

My I report in respect to the plans for the Cathedral that I have had a conference with Mr. Donnelley and, at his suggestion, I sent ² copy of my fuller statement to Mr. Ryerson with the request for a meeting of the three of us at the close of the meeting of the medical committee on Tuesday. On the conclusion of that meeting I hope we may take the further steps indicated in your letter of September 19th.

Special Min. ed. folder

With reference to yours of September 20th I would at once take up with Mr. Smith the matter of the dinner to the newspaper men.

I think I must consult you further with reference to yours of September 17th which has reference to Mr. Stagg. There are some aspects of this matter which I should like to consider with you. Meanwhile I may report that Mr. Bond, Mr. Zimmerman, and I held a conference and agreed provisionally upon certain recommendations to the Board of Trustees a copy of which I inclose beginning "The Committee on Football Seating."

Yours sincerely,

EDB:NG
Mr. Harold H. Swift
Union Stock Yards
CHICAGO, ILLINOIS

→ The original letter from Mr. Swift is in special folder marked University Chapel

The original letter from Mr. Swift is in special folder
marked University Chapel K
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Union Stock Yards
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EDB:MG

Yours sincerely,

Football Setting.

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My dear Mr. Swift:

September 28, 1924

tu 2

Special Min. of. by

Our athletic situation is certainly not a happy one at the present time, but I am confident that we are doing all that we can legitimately to increase the number of applicants for admission to the University and I am confident that with an increased number of applicants we shall get a larger number of the type of young men that you would like to see in college. We are getting out an illustrated pamphlet in which we attempt to set forth the advantages of the University of Chicago and we have appointed Ken House to answer the inquiries of prospective students to interview them wherever feasible.

My dear Mr. Brickman:

A copy of your letter of November 27, addressed to Mr. L. R. Steere, is before me and I regret that it was not sooner brought to my attention.

In your letter you say that there is a feeling that the University is not living up to its obligation to the undergraduates and to the alumni, and you refer particularly to the athletic situation. Since I know you to be a loyal alumnus of the University, I should like an opportunity to convince you that we have not broken faith with the alumni and that we are trying to do our full duty to the Undergraduate College.

Your letter is not very specific, but I think perhaps you refer to rumors that we are not interested in undergraduate education and also to the common impression that our entrance requirements are unreasonably high. In regard to our attitude toward the Undergraduate College I can not put it too strongly that we are vitally concerned with the welfare of the College and are doing all that we can to make it more effective and attractive than it has ever been before. The most recent evidence of this is our splendid dormitory project which contemplates attractive living quarters for some seven to eight hundred undergraduate students. In regard to entrance requirements, they are higher than those of many other institutions, but not higher than those of the best colleges East and West. They are the result of our experience and are based upon the reasonable assumption that there is little use in admitting students who are almost certain to fail after admission. In many colleges which admit any high school graduate, there is a loss of twenty-five or thirty per cent during the first year. We have reduced our own loss from fourteen to four per cent. The rumor that we are likely to make our entrance requirements still higher is entirely without foundation. If our present requirements prove to be too high, we shall certainly reduce them. Like every other good college, we want our share of ambitious, well-balanced young men and women who are interested in both work and play and who have the capacity and persistence to succeed reasonably well both in college and in after life.

February 27, 1929

Our athletic situation is certainly not a happy one at the present time, but I hope that the slump is only temporary. We are doing all that we can legitimately to increase the number of applicants for admission to the University and I am confident that with an increased number of applicants we shall get a larger number of the type of young men that you would like to see in college. We are getting out an illustrated pamphlet in which we attempt to set forth the advantages of the University of Chicago and we have appointed Ken Rouse to answer the inquiries of prospective students, to interview them whenever feasible, and to make speeches in high schools.

If you would like to have further information, or if you still feel that we are not living up to our obligations, I wish you would be good enough to write to me or come in to see me.

Yours cordially,

FREDERIC WOODWARD

Acting President

FW:K

Mr. A. W. Brickman
3939 Wallace Street
Chicago, Illinois

Your letter is not very specific, but I think perhaps you refer to rumors that we are not interested in undergraduate education and also to the common impression that our entrance requirements are unreasonably high. In regard to our attitude toward the Undergraduate College I can not put it too strongly that we are vitally concerned with the welfare of the college and are doing all that we can to make it more effective. The most attractive thing it has ever been before. The most satisfactory project which we have ever undertaken for some seven to eight hundred undergraduate students. In regard to entrance requirements, they are higher than those of many other institutions, but not higher than those of the best colleges East and West. They are the result of our experience and are based upon the reasonable assumption that there is little use in admitting students who are almost certain to fail after admission. In many colleges which admit high school graduates, there is a loss of twenty-five or thirty per cent during the first year. We have reduced our own loss from fourteen to four per cent. The rumor that we are likely to make our entrance requirements still higher is entirely without foundation. If our present requirements prove to be too high, we shall certainly reduce them. Like every other good college, we want our share of ambitious, well-balanced young men and women who are interested in both work and play and who have the capacity and persistence to succeed reasonably well both in college and in after life.

ALFRED W. BRICKMAN
3939 Wallace Street
Chicago

November 27, 1928

Mr. L. R. Steere
The University of Chicago
189 West Madison Street
Chicago, Illinois

Dear Mr. Steere:

Most sorry that it was necessary
for you to write me a letter asking for
my \$50.00 payment to the University.
I have been out of the country since
early summer and just shortly returned.

I am enclosing my check for \$50.00
but at this time wish to express my sen-
timent and the sentiment of many others
that there is a feeling that the University
is not living up to their obligations to
the undergraduates and to the alumni as
stated at the time these subscriptions were
taken up. I particularly refer to our
athletic situation and as I understand the
duty of the University towards the under-
graduate body.

Yours very truly,

A. W. Brickman (signed)

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3339 Wallace Street
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Yours very truly,

A. W. Brickman (signed)

who made a fine record both in scholarship and in student activities, to answer the inquiries of prospective students, to interview them whenever feasible, and to make addresses in high schools. You are doubtless familiar with our splendid dormitory project which contemplates new and attractive living quarters for 700 - 800 undergraduate students. We have also increased the number of scholarships offered to freshmen. I mention these things to show you

My dear Mr. Johnson:

A copy of your letter of December 7, addressed to the Office of the Vice President and Business Manager of the University, is before me and I am sorry that it was not sooner called to my attention.

You say that the existing policies of the University give you a great deal of concern and that by existing policies you refer to the apparent tendency to educate the so-called intellectual few and to exclude the vast numbers of young people who desire an education.

This statement, I think, indicates that you have been gravely misinformed as to the policy of the University, and since I believe you to be a loyal alumnus, I am anxious in their life. We are vitally interested in the development of the Undergraduate College; we are not cutting down the size of the entering classes, and we are not seeking to confine our efforts to the so-called intellectual few."

It is true that we have placed a limit of 750 on the number of freshmen to be admitted at the opening of the Autumn Quarter, but it is important to note that this is a larger number than we have admitted for several years. The limitation is an experiment, and if it turns out to be an unwise one, we shall abandon it. It is based, of course, upon the theory that with our present facilities, we can do a better job with a limited number of undergraduates. Such limitations are now common in endowed colleges which are not required to accept every high school graduate who applies for admission.

We are trying to increase the number of applicants for admission so that we may have a stronger list from which to make our selection. To that end, we are getting out an illustrated pamphlet, to be sent to high school students, in which we endeavor to point out the advantages of the University of Chicago. We have also employed Ken Rouse, a recent graduate,

February 27, 1929

who made a fine record both in scholarship and in student activities, to answer the inquiries of prospective students, to interview them whenever feasible, and to make addresses in high schools. You are doubtless familiar with our splendid dormitory project which contemplates new and attractive living quarters for 700 - 800 undergraduate students. We have also increased the number of scholarships offered to freshmen. I mention these things to show you in a concrete way what our attitude is toward the Undergraduate College. Your letter implies that you believe our entrance requirements to be unreasonably high. It can not be denied that they are higher than those of many other mid-western institutions. They are not higher, however, than those of other first-rate colleges, and I do not believe that they are unreasonably high. They have been carefully worked out as the result of experience and are based upon the reasonable assumption that there is little use in admitting to college, students who will almost certainly fail in their studies after admission. In many colleges which admit all high school graduates, the loss during the first year is 25 - 30 per cent. Our own loss has been reduced from 14 to 4 per cent. We have no desire to admit only the intellectual few, but we do believe in selecting young men and women whose record in high school justifies confidence in their ability to do reasonably well in college and in after life. We want ambitious, well-balanced young men and women who are interested in both work and play and who have the capacity and persistence to succeed. We should like to have the cooperation of our alumni in obtaining students of this type.

If this letter does not relieve your mind, I wish you would be good enough to write to me again. I think we owe it to our alumni to give them the fullest information and I am sure that I welcome inquiries from them.

Yours cordially,
 FREDERIC WOODWARD
 Acting President

Mr. Ray C. Johnson

c/o Artray Motor Company
 213 East Capitol Avenue
 Springfield, Illinois

ARTRAY MOTOR COMPANY
213 East Capitol Avenue
Springfield, Illinois

December 7, 1928

The University of Chicago
Office of the Vice-President and Business Manager
Room 1300
189 West Madison Street
Chicago, Illinois

Attention: Mr. L. R. Steere

Dear Sir:

I am enclosing a draft for \$25.00 to cover one-half of my pledge towards the Development Fund.

I wish to state that under the existing policies of the University, it bothers me a great deal to donate toward a Development Fund. By existing policies, I refer to the apparent tendency towards the education of the so-called intellectual few and the neglect and even exclusion of the vast numbers of young people who would desire an education.

I believe that the present tendency of the University will, in time, bring about a situation not requiring more money for new buildings and endowments for professors' salaries but will leave a group of partially used buildings with not enough students to keep the interest of a large number of learned men.

My idea of an Alma Mater is not an institution which breeds class contempt but an institution for the educating and up-lifting of the greatest number of people possible.

For further communications please note the above address and change your files accordingly.

Sincerely yours,

RAY C. JOHNSON (signed)

Ray C. Johnson

RCJ:CB

ARTRAY MOTOR COMPANY
213 East Capitol Avenue
Springfield, Illinois

December 7, 1928

The University of Chicago
Office of the Vice-President and Business Manager
Room 1300
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Sincerely yours,

RAY C. JOHNSON (signed)

Ray C. Johnson

RCJ:CB

93

Dr. Geo. H. Miller
2500 Kimball Avenue
Corner Altgeld Street
Chicago, Illinois

No date -

Rec'd about 4-1-28

University of Chicago:

Please cancel balance of this
subscription as I do not care to contribute to an
institution which is giving free medical services to
persons who are able to pay.

Yours very truly,

GEO. H. MILLER (Signed)

Miller wrote Apr 16, 1928
adequate

93

Dr. Geo. H. Miller
2500 Kimball Avenue
Corner Alfred Street
Chicago, Illinois

No date -

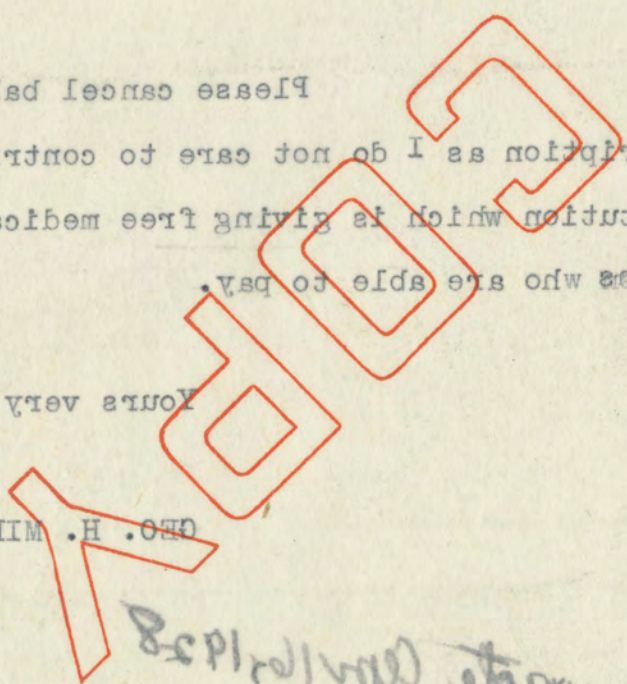
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Please cancel balance of this

Yours very truly,

Geo. H. Miller (signed)



*Observed
We there wrote April 1928*

March 5, 1929

My dear Miss Tamlyn:

In running over the old files in the City Office to see what comments from our alumni have been sent there during the past two years, one of our officers came across your letter on the subject of your pledge to the Development Fund. I hope that you will give one of us an opportunity to discuss your particular reasons for dissatisfaction with the use made of the generous support given by alumni and alumnae, and I, personally, should be happy to have you come to our office any time. We believe that we are doing a great deal for the students in the Colleges.

Sincerely yours,

David H. Stevens

Assistant to the President

Miss Mildred Tamlyn,
1929 West 101st Place,
Chicago, Illinois.

March 6, 1933

My dear Miss Tamm:

In running over the old files in the City Office to see what comments from our alumni have been sent there during the past two years, one of our officers came across your letter on the subject of your pledge to the Development Fund. I hope that you will give one of us an opportunity to discuss your particular reasons for dissatisfaction with the use made of the generous support given by alumni and alumnae, and I, personally, should be happy to have you come to our office any time. We believe that we are doing a great deal for the students in the Colleges.

Sincerely yours,

David H. Stevens

Assistant to the President

Miss Mildred Tamm,
1829 West 101st Place,
Chicago, Illinois.

No date -

Rec'd about February 1928

1929 West 101st Place

Chicago

University of Chicago

Development Fund

Dear Sirs:

Circumstances have arisen which make it impossible for me to continue my payments to the Fund. Furthermore, I am not in sympathy with some of the ways in which this Fund is being used, and desire to have my name removed from your list of further payments.

Sincerely yours,

MILDRED TAMLYN (Signed)

No date -

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Sincerely yours,

MILDRED TAMLIN (Signed)

March 4, 1929

My dear Mr. Nichols:

Back in November 1927 you wrote to Mr. Lyman of the City Office regarding your subscription to the Development Fund and added a good many very interesting comments on the national appeal of the Colleges. A copy of this letter was sent out to this office with others of similar sort a few days ago, and I have, perhaps, some news that will interest you on the matters discussed in your letter.

First of all, a year ago we established sixteen Honor Scholarships, giving full tuition for two years to men selected by alumni organizations. These men were selected from various sections of the country. Their success at the University has been so marked that we hope to have many such scholarships added to the list. The February Alumni Magazine gives a full story of the addition to our scholarship list. You will be glad to know that one-tenth of our freshmen class is now aided in this way, and we hope to increase the number.

One change in the athletic policy has been made within the last three months, that gives to Mr. Merriam complete control of track athletics. He is justifying the confidence by bringing through a strong team for the spring. I think that in the other branches Mr. Stagg similarly has given the younger men their chance to develop. His assistant coaches in foot ball feel that they are getting good results with the material that comes in. Of course we share their feeling that the other great attractions at the University of Chicago ought to bring more strong athletes to this University. We have started a campaign under the direction of Ken Rouse to get news to the high schools of what we have to offer in sports as well as in fraternity life, activities generally, and above all, in education.

Finally, I hope that you will look up Mr. Ernest Quantrell, 15 Broad Street, New York City. He has just been made a Trustee of the University and is greatly interested in all the matters that you brought up.

Cordially yours,

Assistant to the President

Mr. F. D. Nichols,
Cornell Utilities Company Inc.,
4 East 39th Street,
New York City.

March 8, 1933

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Assistant to the President

Mr. F. D. Nicholas,
Cornell Utilities Company Inc.,
4 East 30th Street,
New York City.

CORNELL UTILITIES COMPANY INC.

4 East 39th Street, New York City

November 31, 1927.

The University of Chicago,
Room 1300, 189 W. Madison St.,
Chicago, Illinois.

Gentlemen:

Gentlemen: Attention: Mr. William B. Lyman.

In reply to your letter of November 15, please permit me to explain that I had made my subscription before I had been instrumental in getting subscriptions from other alumni, and before I learned that a subscription could be made on a long term basis. After I had obtained subscriptions payable in five years I thought it only fair that I had the opportunity also to extend the time of my subscription.

When President Burton was in charge of the management of the University my enthusiasm was for the first time in many years aroused. I felt that his vision was broad indeed and that the University might get out of the local rut, which it seemed to many of us eastern men, to have fallen into.

As matters now stand my enthusiasm is chilled, for there seems to be no sign of considering an alumni organization with broad national representation. It has been, and still is, a purely local Chicago affair and is quite unlike the alumni organizations of many other Universities in this respect. The argument that the University is not old enough in its alumni body to undertake an organization of national scope, has been discounted by many of us older alumni for several years.

There is a still further chilling influence due to the fact that the athletics of the University is still in the hands of a dictator who has refused to encourage even a loose organization of "C" men. Moreover, this dictator, great and good as we all know him to be, has seen fit, through widely published articles, and now in a book, to attack, in an arbitrary manner, sometimes, with ridicule, the character, loyalty and motives of some of his players of earlier years, on whom his reputation as a coach depended at the time. Personally I am very fond of Mr. Stagg but it seems to me that the arbitrary and dictatorial handling of athletics at Chicago has been carried to the nth degree. Surely a student activity like football is in some small sense a student activity.

With all this off my chest I advise you that I expect to pay my subscription, although not willingly, within the five year period.

Yours very truly,

FDN:MH

HF. D. NICHOLS (Signed)

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The University of Chicago,
Room 1300, 189 W. Madison St.,
Chicago, Illinois.

November 31, 1927.

4 East 39th Street, New York City

CORNELL UTILITIES COMPANY INC.

(COPY)

April 19, 1924. *Jul 2*

My dear Mr. Ryerson:

Since my last letter to you very decided progress has been made by the University in the promotion of its plans for our next advance step. Since last autumn the deans of the various schools and colleges of the University have been endeavoring to formulate the steps that ought to be taken in the near future to enable the University to meet its manifest responsibilities in the field of education and to maintain that position of prestige and leadership which we all feel belongs to us. We have tried to avoid on the one side, narrowness of vision and undue timidity, and on the other, anything approaching extravagance and excess.

When these various statements were assembled after having undergone a process of criticism and revision the total amount to which these various estimates added up was very startling, even to me who had been very actively in touch with the studies as they were made. I scarcely dare set down the total, but it exceeded the entire present resources of the University.

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weeks therefore were spent in the effort to select from this total list the things that were most urgently needed and still keep the total within such an amount as we would dare to include in the first stage of our program of advance.

Meantime, the John Price Jones Corporation, which carried through successfully the Harvard campaign of two or three years ago and which has been successful in other like efforts, was employed to make a preliminary study of our situation and to make recommendation as to the general courses of action.

At a special meeting of the Board, held April 2, the report of the John Price Jones Corporation was presented and with it the list of needs of the University after it had been subjected to the compressing process to which I have referred above. Of the latter I am enclosing a copy in slightly revised and rearranged form. I enclose also a copy of the report of the special committee in reference to the campaign as it was adopted by the Board at that meeting.

From these statements you will see that the Board of Trustees has committed itself unreservedly to an immediate effort greatly to increase the resources of the University yet recognizes that in so doing it is taking only the first

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step and that the effort to secure the amount listed must, when it is successful, be quickly followed by other advance steps. I wish to add that though we all regretted your absence and that of Mr. Hutchinson, the meeting was a large one and the decisions were unanimous and hearty.

This brings me to the part of my letter which it is, I confess, most difficult to write. I have so profound an impression and so deep an appreciation of the services which you, Mr. Ryerson, have rendered to the University, not only by your large and generous gifts but even more by your counsels and unstinted personal service, that I hesitate to suggest any addition to those gifts and services, yet the very fact that you have given all this time and energy and these various gifts to the University is itself the best possible evidence of your deep interest in it and concern for its future. I am sure too you recognize that the very magnitude of our past achievement coupled with the increased cost of everything that is necessary to the maintenance of the University, and the extraordinary advance which the country is making in the field of education, combine to make it imperative that the University of Chicago shall move forward. To do this adequately will demand not slow increments of progress, but some mighty strides forward.

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Perhaps our greatest need is the establishment of outstanding professorships which on the one hand would pay the professor a conspicuously good stipend, and which on the other hand would be in themselves a recognition of ability, learning and eminence.

Our thought is that we should have at least ten of these professorships at \$10,000 each, endowing the man rather than the Department, and with a clear understanding that when any one of them was vacant the whole field would be canvassed before filling the place, and there should be no necessary relation between the department of the new incumbent and that of the previous holder. Similarly, in the articles of agreement with the donor, the total fund should be dedicated to those professorships, but the amount of each not named, so that if later advisable we could raise the stipend but decrease the number, and thus be assured that at all times the professorships would pay comparatively a very good stipend and would stand for ultimate accomplishment in learning. We should hope that these professorships would be recognized in all educational circles as the highest compliment that could be offered to a professor.

The creation of these professorships would ~~be~~ on the one hand enable us to bring to the University men of a type and quality that are now beyond our reach, and on the other

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The creation of these professorships would ~~be~~ on the one hand enable us to bring to the University men of a type and quality that are now beyond our reach, and on the other

hand to hold and honor our most eminent men. It would tend to lift the whole level of our graduate work and convince our own people and outsiders that we do not mean to fall to the rear, but intend to hold our place among the Universities of the first class.

Columbia, I am told, has several such professorships,- the report is confusing as to whether twenty at \$10,000 each, or ten at \$10,000, and several more at between \$7,500 and \$8,500, and even Yale has ten of them at \$10,000.

I can think of no one element in our new programme that would do so much to give us the standing and the effectiveness that we covet as the establishment of these professorships for eminent men. And the effect on the securing of other gifts of their coming from one man would be very great.

These professorships should bear the name of the donor, and there is no name associated with our history so appropriate to be thus associated with all our future history as that of the man who for thirty years as President of the Board of Trustees guided the University to its present place of eminence, and who at the same time has made enduring contributions to American Education and Culture through his relation to the Art Institute, the Field Museum and the Rockefeller Foundation and in many other ways. To hold a Martin A. Ryerson professorship would be the highest honor

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we could bestow upon a man eminent in research or teaching.

May I say frankly, Mr. Ryerson, that I have not measured this proposal against your wealth, having no knowledge of what the latter is, but it occurs to me to suggest that if you prefer it, the University might start at less number than ten of the Martin A. Ryerson Professorships, and pay you during your and Mrs. Ryerson's lifetime a stated income on such portion of this gift as you might desire to retain for yourselves. You are, of course, aware that this would have great advantages from the point of view of taxation over either holding it in your own name or bestowing it by request.

Though this letter is already very long, may I add that following your suggestion to me on our journey to New York before you sailed for Europe, we have been in consultation with Mr. Goodhue and that he has prepared a new set of plans looking to the reduction of the cost by about the sum you suggested, viz. \$500,000. Everyone who has seen the new plans, including Mr. Goodhue himself, thinks that the building is greatly improved in beauty.

We are now trying to discover whether the cost has been sufficiently reduced to make it possible to build the chapel out of the money already set aside and the interest

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that will accumulate while building is going on. I earnestly hope it may prove that we can do this. I realize that the group to which I myself belong has not as long an expectation of association with the University as we once had, and I should like to see this building at least begun during my presidency and perhaps finished while I am still living to enjoy it.

You will also be interested to know that the Supreme Court of the State approved our new contract with Rush Medical on April 14, and that we are now pushing forward our plans for the Rawson building and the taking over of the school.

Dr. McLean's coming to us has contributed greatly to the establishment of satisfactory relationships with the officers of the General Education Board, especially with Mr. Flexner. I am also getting from Mr. Arnett frequent indications that the feeling in the East is that at the moment we are lacking, but that there is real appreciation of our spirit, outlook and plans for the future, and that, of course, to come up to our ideals and theirs we must realize our plans, not simply make them.

With kindest regards to Mrs. Ryerson and yourself,

I am

Very truly yours,

Mr. Martin A. Ryerson,
134 South La Salle Street,
Chicago, Illinois.

EDB HP

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August 23, 1928

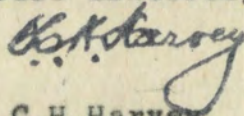
Dr. W. B. Ford,
Internal Medicine,
6066 Plankinton Arcade,
Milwaukee, Wisconsin.

My dear Doctor Ford:

Your letter of August 8, to the Committee on Development has been referred to me. I invite your attention to the statement on page two of the Announcements, under the heading "General Information", as follows: "The Graduate School of Medicine was organized in 1924. Its purpose is to serve the Medical Sciences by research and teaching." Please note also the statement concerning the pre-clinical departments. "Their primary purposes were the development of the sciences and the training of scientists." These statements have been in the Announcements continuously since 1924. There has been no change in the policy of the Medical Schools during that time.

It is our hope that graduates of the Medical Schools of the University may be among the most capable practitioners in medicine in the country. We would like to train practitioners, and it is our belief that the development of independent judgment and intellectual power which come through independent research work are more likely to develop strong practitioners than the taking of many courses and the striving for encyclopedic knowledge. I can assure you that the University is giving most earnest thought and study to the problem of training practitioners in the best way.

Yours sincerely,



B.C.H. Harvey,
Dean of Medical Students.

BCHH:MK
Copies:
Dr. McLean
Mr. Steere.

August 23, 1928

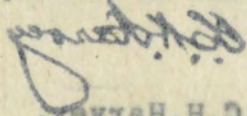
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W.B. Ford
6066 Plankinton Arcade
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August 8, 1928.

University of Chicago,
Development Fund,
189 East Madison St.,
Chicago, Ill.

Gentlemen:

Please cancel the balance of my subscription to the Development Fund of the University.

I don't know how other Departments of the University are progressing, but from a circular of the Medical School sent to my son recently I feel very much dissatisfied with the ideals toward which they are striving.

According to this circular they are not trying to turn out doctors, but rather original research men. Now while I fully appreciate the great need of men to do original research I don't feel that the Medical School should lay special stress on this in their qualifications for applicants to the school. I feel that there is a very great need for physicians throughout the country just now and men of the original research type never will get out and practice medicine, much less would they think of locating in the smaller towns where the need of physicians is so great.

I am well aware of the criticism that has been offered that people do not patronize the doctors in smaller places, but rather go to the city for treatment. This may be true to a certain extent, but if it is, it is because the doctors who locate in small places don't do their full duty. When I was located in a small town I did not have any such trouble as that.

I also know that the fact of people going away to seek medical treatment does not apply alone to small towns, because a great many patients go from Milwaukee to Rochester, Minn. for treatment, and I have heard they go from Chicago and all other states in the United States, as well as foreign countries.

I was very much in hope that when this wonderful Medical School that the University of Chicago is developing is completed that they would

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-2-

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Yours very truly,

W. B. FORD (Signed)

Harvey wrote

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Yours very truly,

W. B. FORD (Signed)

Harvey White

COMMITTEE ON DEVELOPMENT - THE UNIVERSITY OF CHICAGO

Docket for Meeting

I Salary Needs

Mr. Woodward will present a brief statement indicating the amount of money necessary to make possible a reasonable program of salary raises over the next few years, and also indicating roughly the amount needed to meet approximately at the University of Chicago, the newly introduced salary scale at Columbia University.

II Methods of Money-Raising which have been used or are being used at the University of Chicago

1. Collecting names of possible donors with information about their interests and ways of approach.

During the Campaign the Committee on Lists and Quotas assembled much information. In connection with the Frank Billings Clinic, a group of doctors also gave information about their patients who might be possible donors. We have about one thousand names in our preferred prospect list, secured as just indicated. We are keeping the information in this file up to date and gradually adding names through conversation with Trustees, the Citizens Committee, and special committees.

2. Calls by Members of the Administrative Staff

Here we are referring particularly to calls by various Presidents and Secretaries of the University.

3. Luncheons to Selected Groups

The Chemistry group had various luncheons which prepared the way for the gift of the Jones Laboratory, the Germanic group met several times and its meeting helped to lead to the gift of Wieboldt Hall. This Committee flattened out after this gift, owing to the illness of the then Chairman, Dr. Schmidt. The Citizens Committee have helped with the Murphy gifts and with Mr. Epstein's inquiry about the Art Building.

A little over two years ago a few luncheons were held on the invitation of individual friends of the University, each of whom invited in half a dozen of their friends to hear about work of the University. These have been replaced by meetings of the Citizens Committee to which members are urged to invite their friends, and by meetings of special committees on the work of separate departments.

4. Special Gifts Committees

During the Alumni Campaign a special Gifts Committee headed by Mr. Edward L. Ryerson, Jr., and Mr. Frank McNair spent a good deal of time in following up special prospects. A special Gift Committee consisting of doctors, asking larger gifts for the Billings Clinic, also was active some months during the year 1926-27. The Room 6 group at the Chicago Athletic Club, under the leadership of Mr. Fred Hartwell also has done soliciting, particularly with this group.

Booked for Meeting

I Salary Needs

Mr. Woodward will present a brief statement indicating the amount of money necessary to make possible a reasonable program of salary raises over the next few years, and also indicating roughly the amount needed to meet approximately at the University of Chicago, the newly introduced salary scale at Columbia University.

II Methods of Money-Raising which have been used or are being used at the University of Chicago

1. Collecting names of possible donors with information about their interests and ways of approach.

During the campaign the Committee on Lists and Names assembled much information. In connection with the Frank Billings Clinic, a group of doctors also gave information about their patients who might be possible donors. We have about one thousand names in our preferred prospect list, secured as just indicated. We are keeping the information in this file up to date and gradually adding names through conversation with Trustees, the Citizens Committee, and special committees.

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5. Individual Cultivation in Connection with Special Gifts work

Both during the Campaign and since we have frequently drafted special write-ups of specific projects for given donors. Special visits to the University or small luncheons, inviting the best possible donor, the friend through whom he is connected with the University, the Head of the department, and the President or Secretary have also been used for such cultivation.

6. Lawyers Committee

This Committee drafted a pamphlet on bequests and circulated it with lawyers who are in the habit of making wills. This pamphlet should be revised and its circulation among lawyers and trust officers carried on again.

7. General Publicity and Advertising

This has covered such things as Orchestra Hall lectures, posters, newspaper notices, and special pamphlets.

8. Alumni Campaign

This was a typical solicitation of an alumni group with a Central Committee, District Chairmen, and the organization of canvasses in every city in the United States where there were ten or more University of Chicago Alumni.

III General Outline of Present Continuous Development Work

1. The Committee of Trustees on Development

The purpose of this committee is to outline and direct the entire money-raising effort, to see that right policies of money raising, are adopted and effective methods used. Since special large gifts are the source of the largest increase of the University's resources this committee will pay special attention to the programs for getting these special large gifts itself and through other Trustees, and the Citizens Committee.

2. Citizens Committee

This Committee was first organized in 1925 in connection with the proposed campaign among the citizens of Chicago. The original call was revised once or twice since the people asked to serve on the Committee were very "gun-shy" about getting on a committee where they would be expected to ask anybody for money. The Committee remained inactive for several months after it was decided to conduct a General Campaign among the citizens of Chicago. Late in the spring of 1927 Mr. Sunny and Mr. Haynes revived it by two or three meetings at which President Mason spoke. In the fall of 1927 it was re-organized through a letter of Mr. Sunny's which allowed those who were not interested to drop out. Most of the people stayed on.

Attached to this memorandum is a list of the Committee as it now stands and also a selected list of those who have attended the meetings most frequently. This Committee meets now about once a month except during the summer. It hears talks by the Heads of different departments and is getting a fairly wide picture of the work of the University. The members who attend seem

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genuinely interested. We have gotten them over their original fear of considering the financial needs of the University, and they have been occasionally helpful, as in the case of the Markham Memorial Gift. Some members of the Committee can be brought to do effective Special Gifts work.

3. Special Departmental Committees

We have now in operation three such committees, the Anthropology Committee, the Humanities Committee, and the Home Economics Committee. This last committee is made up entirely of women. A Committee for the School of Social Service Administration and the School of Education are in the program for early organization.

These are not money raising committees in the usual sense, although they are made up of people who either have money or can get to those who have money. The fundamental purpose is to get the group intelligent about the work of some part of the University in which they are especially interested and then by letting them know of the needs, to get their assistance in enlisting others to give to the University. The Anthropology Committee has already given two valuable leads, and the Humanities Committee has begun to work on getting the money for the printing of Dr. Manly's edition of Chaucer.

4. Additional Special Campaigns Needed.

There are always a considerable number of irons which should be put in the fire covering special groups of people who can make smaller gifts to the University. Among these are the following:

(a) Law School Alumni for Hall Memorial Fund

(b) General Alumni Contributions Fund

Should be started among those who have already paid their pledges to the Alumni Campaign, and then developed after July 1, 1930, when all pledges are supposed to have been paid.

(c) Senior Class Pledges whereby each Senior class becomes members of the continuous alumni fund.

(d) Associates of the University to get gifts of from \$100 to \$1000 per year from non-alumni.

(e) The Sargent Memorial Library Fund

This is a matter of \$5000, of which \$1000 has been conditionally pledged. It is typical of a number of others funds for which work is requested.

5. Personal Solicitation by Administrative Officers

The President by the nature of his position comes in touch with various gift possibilities which he develops. An instance of this is the visit of Acting President Woodward and Mr. Swift with Mr. Epstein, relative to an Art Building. The Secretary is constantly working on possibilities. Among those he now has in hand are the Pam heirs, wills by Mrs. Paldi, Mrs. Hulbert, and others. Dr. McLean, through his association with Mr.

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Lasker, Mr. Epstein, Mr. Embree and others is doing good work in securing large gifts for the Hospital deficit.

IV Present Staff on the Secretary's Office. What it can and can not do.

Besides stenographic help the staff consists of two people, Mr. Haynes, and Miss Knobel. The time of the first is taken up with personal interviews with possible donors or with those who know about possible donors, with keeping the Citizens Committee at work, with arranging meetings and speakers for the Citizens Committee and special committees, helping the Trustees in planning and carrying out their work on special gifts. Miss Knobel is handling the Committee of women in connection with the Home Economics Department almost exclusively. In addition she is helping recruit personnel, and keeping up attendance of special committees. She is supervising the keeping up of the files to date and is helping in the entertainment of special functions. For instance, she spent a good deal of time for many weeks in connection with the Chapel Dedication, Wieboldt Hall Dedication, and Billings Hospital Dedication, in handling invitation lists and details.

Mr. Dollard, who is Assistant to the President, is not on the staff of the Secretary's Office, but is giving about half his time to work of indirect value in money-raising. Thus, he prepared the very excellent Humanities pamphlets last year. He is now working on a similar series of the social sciences, and a special hand book of gifts needed, to be used with and by the Citizens Committee. Mr. Morgenstern and Mr. Miller are handling in competent fashion newspaper publicity and radio programs.

With our present staff we should keep our attention primarily on the most important work, that is, the personal solicitation of donors and work with special gifts Committees, Citizens Committee, and others for securing gifts in larger amounts. We can also handle the regular Senior class solicitation each year and of the public relations work of entertainment each year, can and should handle that which touches present and possible donors. Because of future development of alumni giving, it is important that the office should also be closely in touch with alumni relations work.

We can not on the present staff, without neglecting this most essential work, organize and conduct the campaign for the "Associates of the University" or the campaign with Mr. McNair's special committee on continuous alumni giving. Nor can we conduct adequately the various smaller gift campaigns which are proposed from time to time. To do these things we need one additional man and either part time or full time additional stenographic service.

V Most Important Next Steps

More important than more detailed knowledge of needs, more important than more detailed study of methods, more important than additions to staff of the Secretary's Office, is the following up of a program of education of individual possible donors by methods which have been tried and found effective. This is the primary work of this committee, both as they work personally, and as they enlist and guide the whole Board of Trustees and Citizens Committee.

The second step, when we are ready to go ahead on the serious development of the Associates of the University Fund and of a continuous alumni fund, is the addition of one man to the Secretary's staff and stenographic help at a total annual cost of from \$7500 to \$9000.

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VI Questions for the Committee

1. What suggestions have the Committee on the use of the Committee, of the other Trustees and of the Citizens Committee, for special gifts work?
2. Since experience shows that such special gifts come after a period of cultivation of the possible donor through some friend and usually along the line of some special project, what suggestions have the Committee for such cultivation of individual possible donors?

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January 7, 1929

CITIZENS COMMITTEE

	<u>No. of times present</u>		<u>No. of times present</u>
Affleck, Benjamin F. (unofficial)		Oakley, Horace S.	4
Austrian, Alfred S.	0	Otis, Joseph E.	1
Billings, Frank	2	Peabody, Augustus S.	6
Blossom, George	1	Piez, Charles	3
Brewster, Walter S.	0	Pool, Marvin B.	3
Broeksmit, John S.	1	Porter, Henry H.	5
Buffington, Eugene J.	1	Rawson, Frederick H.	1
Bullen, Charles F.	3	Rehm, William H. (unofficial)	
Butler, Rush C.	2	Reynolds, George M.	1
Cable, Arthur C.	0	Rothschild, Maurice L.	0
Cahn, Bertram J.	3	Schmidt, Otto L.	1
Carroll, John A.	5	Scott, George E.	1
Davis, Abel	1	Sills, Clarence W.	3
Defrees, Joseph H.	1	Smith, Kaneth G.	0
Drake, John B.	1	Sprague, Albert A.	0
Eckhart, Bernard A.	1	Straus, S. J. T.	0
Eckhart, Percy B.	2	Swift, Charles H.	3
Epstein, Max	1	Taylor, Lloyd B.	0
Essington, Thurlow G.	5	Teter, Lucius	1
Evans, David	4	Thorne, Robert J.	2
Farwell, John V.	0	Trumbull, Donald S.	8
Felton, Samuel M. (unofficial)		Vaughan, L. Brent	3
Florsheim, Milton S.	0	Walling, Willoughby	2
Foster, Charles K.	1	Warner, Ezra J.	2
Gilchrist, John F.	0	Warren, Frank H.	1
Glessner, John J.	7	West, Roy O.	2
Gorrell, Warren	1	Wetmore, Frank O.	1
Graham, Ernst R.	0	Wieboldt, William A.	0
Hagey, John F.	4	Willis, Paul	0
Haskell, Frederick T.	1	Wilson, John P.	3
Higbie, Nathan B.	2	Wormser, Leo F.	2
Holabrid, John A.	1	Zimmerman, Herbert P.	4
Holdon, Hale	0		
Hopkins, James M.	0		
Ingalls, Fred A.	2		
Insull, Samuel	0		
Johnstone, Bruce	3		
Jones, Arthur R.	7		
Jones, George H.	5		
Jones, Thomas D.	2		
Kelley, William V.	0		
Kelly, Harry Eugene	6		
Kuppenheimer, Louis B. (Unofficial)			
Loehr, Leon L.	5		
Loewenstein, Sidney	2		
MacDowell, Charles H.	4		
Markham, Charles H.	2		
Martin, Alfred T.	0		
McKibbin, George B.	3		
Mentzer, John P.	2		
Monroe, Harry L.	1		
Myers, Lewis E.	1		

CITIZENS COMMITTEE

No. of times
presentNo. of times
present

Oakley, Horace S.
Otis, Joseph E.
Peabody, Augustus S.
Pier, Charles
Pool, Marvin B.
Porter, Henry H.
Rawson, Frederick H.
Ramp, William H. (unofficial)
Reynolds, George M.
Rothschild, Maurice L.
Schmidt, Otto L.
Scott, George E.
Sills, Clarence W.
Smith, Kenneth G.
Sprague, Albert A.
Strana, S. J. T.
Swift, Charles H.
Taylor, Lloyd B.
Teter, Lucius
Thorne, Robert J.
Trimball, Donald S.
Vaughan, L. Brent
Walling, Willoughby
Warner, Ezra J.
Warren, Frank H.
West, Roy O.
Westmore, Frank O.
Whitboldt, William A.
Willis, Paul
Wilson, John P.
Wormser, Leo F.
Zimmerman, Herbert P.

Alfred, Benjamin F. (unofficial)
Anastasi, Alfred S.
Billings, Frank
Blossom, George
Brewster, Walter S.
Brookman, John S.
Burlington, Eugene J.
Butler, Charles F.
Butler, Rush C.
Cable, Arthur C.
Cann, Bertram J.
Carroll, John A.
Davis, Abel
DeFrees, Joseph H.
Drake, John B.
Edwards, Bernard A.
Edwards, Percy B.
Epstein, Max
Easton, Thurlow G.
Evans, David
Farwell, John V.
Fenton, Samuel M. (unofficial)
Florsheim, Milton S.
Foster, Charles K.
Gilchrist, John F.
Gleason, John J.
Gorell, Warren
Graham, Ernest R.
Hagy, John F.
Haskell, Frederick T.
Higbie, Nathan B.
Holmquist, John A.
Holton, Hale
Hopkins, James M.
Ingalls, Fred A.
Israel, Samuel
Johnstone, Bruce
Jones, Arthur R.
Jones, George H.
Jones, Thomas D.
Kelly, William V.
Kelly, Harry Eugene
Kuppenheimer, Louis B. (unofficial)
Loehr, Leon L.
Loewenstein, Sidney
MacDowell, Charles H.
Marshall, Charles H.
Martin, Alfred T.
McKibbin, George B.
Mentzer, John P.
Monroe, Harry L.
Myers, Lewis E.

January 7, 1929

Members of Citizens Committee who have attended one or more meetings

Benjamin F. Affleck (unofficial member)
Frank Billings
George Blossom
John S. Broeksmit
Eugene J. Buffington
Charles F. Bullen
Rush C. Butler
Bertram J. Cahn
John A. Carroll
Abel Davis
Joseph H. Defrees
John B. Drake
Bernard A. Eckhart
Percy B. Eckhart
Max Epstein
Thurlow G. Essington
David Evans
Samuel M. Felton (unofficial member)
Charles K. Foster
John J. Glessner
Warren Gorrell
John F. Hagey
Frederick T. Haskell
Nathan B. Highbie
John A. Holabird
Fred A. Ingalls
Bruce Johnstone
Arthur R. Jones
George H. Jones
Thomas D. Jones
Harry Eugene Kelly
Louis B. Kuppenheimer (unofficial member)
Leon L. Loehr
Sidney Loewenstein
Charles H. MacDowell
Charles H. Markham
George B. McKibbin
John P. Mentzer
Harry L. Monroe
Lewis E. Myers
Horace S. Oakley
Joseph E. Otis
Augustus S. Peabody
Charles Piez
Marvin B. Pool
Henry H. Porter
Frederick H. Rawson
William H. Rehm (unofficial member)
George M. Reynolds
Otto L. Schmidt
George E. Scott
Clarence W. Sills
Charles H. Swift
Lucius Teter
Robert J. Thorne

Donald S. Trumbull
L. Brent Vaughan
Willoughby Walling
Ezra J. Warner
Frank H. Warren
Roy O. West
Frank O. Wetmore
John P. Wilson
Leo F. Wormser
Herbert P. Zimmerman

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Max Epstein
Thurston G. Eastington
David Evans
Samuel M. Felton (unofficial member)
Charles K. Foster
John J. Glassner
Warren Gorrell
John F. Hagley
Frederick T. Haskell
Nathan B. Highle
John A. Holtsford
Fred A. Ingalls
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Arthur R. Jones
George H. Jones
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Sidney Lowenstein
Charles H. MacDowell
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Augustus S. Peabody
Charles Pies
Marvin B. Pool
Henry H. Porter
Frederick H. Hanson
William H. Reim (unofficial member)
George M. Reynolds
Otto L. Schmidt
George E. Scott
Clarence W. Sills
Charles H. Swift
Lucius Teter
Robert J. Thomas

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April the Thirteenth

1 9 2 9

Dr. R. Ralph Ferguson
4175 Irving Park Boulevard
Chicago, Illinois

Dear Dr. Ferguson:

Your letter of January 10, 1929, which was acknowledged by the City Office of the University of Chicago, has been referred to me for reply. I am sorry that my reply has been delayed for so long a time.

I am sure that you will agree that the medical situation in Chicago is complicated to an extent sufficient to make it virtually impossible for the University to adopt any course of action which would not be subject to some criticism. The University has attempted to indicate its good will towards the medical profession and its honesty of purpose, by cooperating fully with the official representatives of the Chicago Medical Society in an attempt to work out the problems which confront us. Under the circumstances and as long as the University has the official sanction of the Chicago Medical Society, I feel that you should not be too hasty in your judgment of those of us who are attempting to arrive at a program which will best serve the needs of medical education and research.

With reference to the question of competition, I may say that in my judgment the organization of the University School of Medicine actually tends to diminish competition rather than to encourage it, since the amount of practice in which members of the Medical Staff of the University may engage is under the complete control of the University and is regulated, as agreed upon by the Chicago Medical Society, to meet the actual teaching and research needs of the University. This is certainly not the case in the Faculty of any other medical school in Chicago.

Trusting that we may continue to merit the confidence displayed by you when you made your contribution to the Development Fund and that you will not feel that anything in the present situation compels you to alter the attitude of generosity which prompted this subscription, I am

Sincerely yours,

FCMcL:NG

Acting-President

April the Thirtieth
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Enclosed

R. RALPH FERGUSON, M. D.

4175 Irving Park Blvd.
Chicago, Illinois

January 10, 1929.

The University of Chicago,
189 W. Madison Street
Chicago, Illinois.

Gentlemen:

Several months ago I wrote you a letter protesting against the University practicing medicine in competition with its own graduates and every other practicing physician, and have not had the courtesy of a reply.

Before contributing any more to your Development Fund, an explanation is necessary.

R. R. FERGUSON, M.D. (Signed)

RRF.M

*Mr. Fairweather acknowledged
stated reply in full would follow -*

R. RALPH FERGUSON, M. D.

4175 Irving Park Blvd.
Chicago, Illinois

January 10, 1933.

The University of Chicago,
189 W. Madison Street
Chicago, Illinois.

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letter protesting against the University practicing
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193

April the Sixteenth
1 9 2 9

Dr. James Herbert Mitchell
25 East Washington Street
Chicago, Illinois

Dear Dr. Mitchell:

I regret very much that your letter of December 13, 1928, addressed to Mr. L. R. Steere, the Vice President and Business Manager of the University of Chicago, has remained unanswered for so long a time. The primary reason for the delay has been our desire to have our relationships with the Chicago Medical Society made quite clear, and I believe that this has now been accomplished.

First let me say that the Development Fund to which you subscribed has no direct relation to the School of Medicine or the University Clinics. The income from this fund is used entirely in support of the general budget of the University and chiefly for the purpose of increasing academic salaries. The clinical departments and the University Clinics are operated on an entirely separate budget and from entirely separate funds. Your contribution to the Development Fund is, therefore, in no sense to be considered as supporting the clinical activities to which you take exception in your letter.

I am sure that you will agree that the medical situation in Chicago is complicated to an extent sufficient to make it virtually impossible for the University to adopt any course of action which would not be subject to some criticism. The University has attempted to indicate its good will towards the medical profession and its honesty of purpose, by cooperating fully with the official representatives of the Chicago Medical Society in an attempt to work out the problems which confront us. Under the circumstances and as long as the University has the official sanction of the Chicago Medical Society, I feel that you should not be too hasty in your judgment of those of us who are attempting to arrive at a program which will best serve the needs of medical education and research.

With reference to the question of competition, I may say that in my judgment the organization of the University

1939
April the Sixteenth
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Dr. J.H.Mitchell

- 2 -

School of Medicine actually tends to diminish competition rather than to encourage it, since the amount of practice in which members of the Medical Staff of the University may engage is under the complete control of the University and is regulated, as agreed upon by the Chicago Medical Society, to meet the actual teaching and research needs of the University. This is certainly not the case in the Faculty of any other medical school in Chicago.

Trusting that we may continue to merit the confidence displayed by you when you made your contribution to the Development Fund and that you will not feel that anything in the present situation compels you to alter the attitude of generosity which prompted this subscription, I am

Sincerely yours,

Acting-President.

Dr. J.H. Mitchell

- 2 -

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Acting-President.

DR. JAMES HERBERT MITCHELL
25 East Washington Street
Chicago

December 13, 1928.

Mr. L. R. Steere
189 W. Madison St.
Chicago, Illinois

Dear Mr. Steere:

At the time I signed up for a contribution to the development fund of the University I had no way of knowing what the development would lead to. I am now in the position of contributing money to a competitor in the practice of dermatology. Three of my patients, who left me and tried out the University clinic, have come back. Many others have not come back. In view of the necessity for redoubling my efforts for making a living and to hang on to my patients, further contributions will be delayed.

Yours truly,

James Herbert Mitchell(signed)

No reply

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Chicago

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Wa reflye

April the Sixteenth
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818 East 75th Street
Chicago, Illinois

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1928

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FCMcL:NG

Acting-President

Dr. T.H. Kelley

- 2 -

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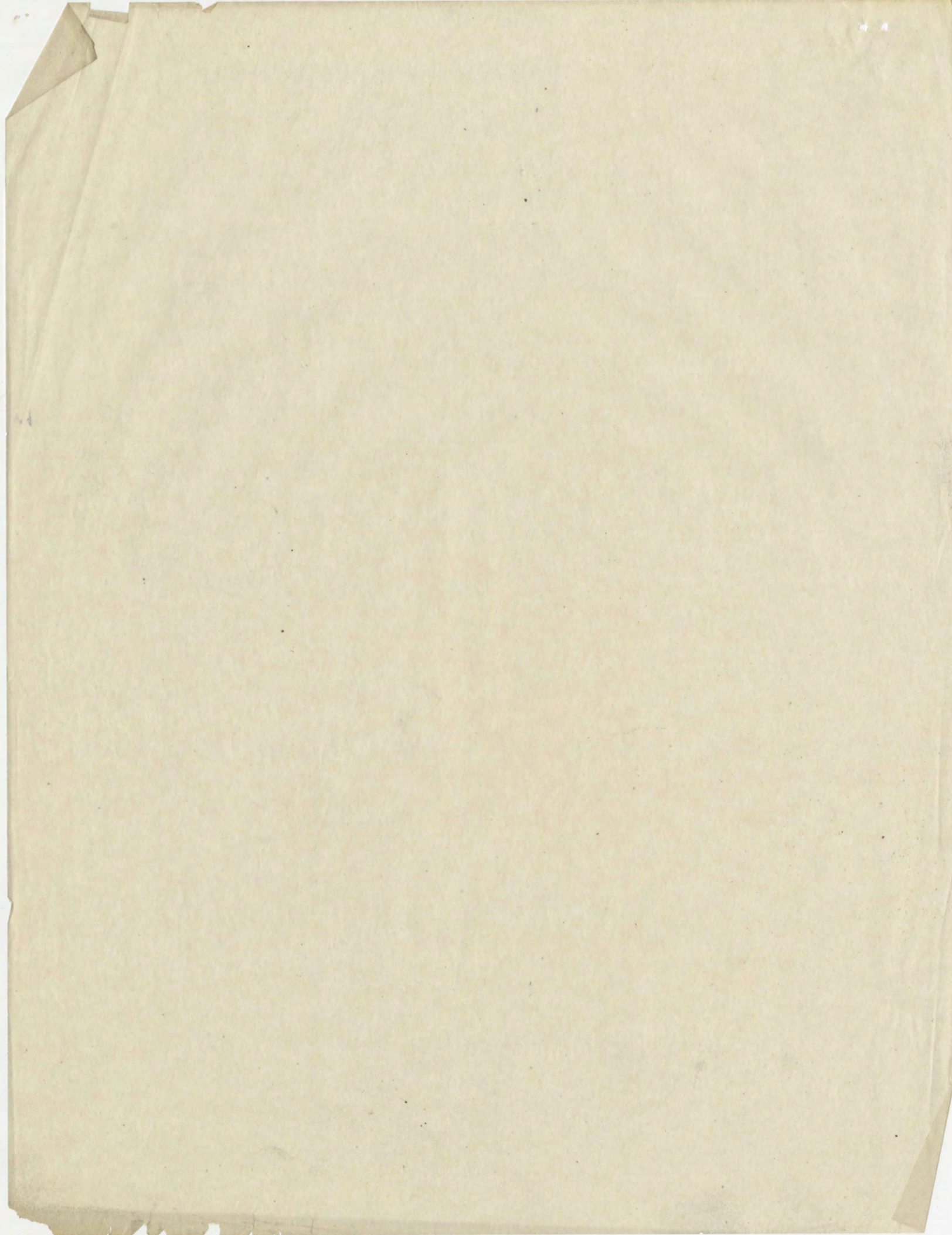
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Acting-President

Enclosure





THE KELLEY CLINIC

818 E 75th St

Chicago

November 22, 1928

Mr. L. R. Steere
Vice President and Business Manager
The University of Chicago
189 W. Madison Street
Chicago, Illinois

Dear Sir:

Your letter in regard to my pledge
received.

I have given this matter considerable
thought and do not feel kindly disposed towards
the uses the University has made of this money.

When your Almaa Mater goes into com-
petition with its graduates with its cut prices,
its misplaced charities, without proper investi-
gation, I do not feel that from a business stand-
point, which most of us do not possess, that I
can afford to give my money to enhance the position
of my competitor.

If you can explain the actions of your
medical unit satisfactorily, and I do not demand
too much, then I shall be glad to pay you my pledge
in full. Until then, however, I am antagonistic
to your aims and purposes.

Yours truly,

Thomas H. Kelley (signed)

Worship

THE KELLEY CLINIC
818 S. W. 24
Chicago

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Vice President and Business Manager
The University of Chicago
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Chicago, Illinois

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