

EXECUTIVE COMMITTEE

EDITH ABBOTT, SOCIAL SERVICE ADMINISTRATION
E. W. BURGESS, SOCIOLOGY
M. W. JERNEGAN, HISTORY
L. C. MARSHALL, POLITICAL ECONOMY
C. E. MERRIAM, POLITICAL SCIENCE
T. V. SMITH, PHILOSOPHY

The University of Chicago

LOCAL COMMUNITY RESEARCH COMMITTEE
ADDRESS: FACULTY EXCHANGE, THE UNIVERSITY OF CHICAGO

714
37
October 23 1924

Memorandum to Mr Burton:

I think you will receive within a few days a check for \$1000.00 from Mr Lanne of the Wicboldt Foundation, the same to be used in research by Sociology and Social Service. This will make it possible for me to secure an additional \$1000 from the Spelman Memorial.

L. C. Marshall

OK

October 23 1924

Memorandum to Mr. Bunker
I think you will receive within
a few days a check for \$1000.00 from
the James D. McRobert Foundation
the same to be used in research
in Sociology and Social Service. This
will make the favorable for me
to receive an additional \$1000
from the McRobert Foundation.
L.C. McRobert
C. McRobert

Mr. M. I am glad to learn of the intention of
the McRobert F. to give an U.C. \$1000 for
research in Sociology & Social Service. I
shall be glad to notify you when it comes.
L.C. McRobert

WIEBOLDT FOUNDATION

3166 LINCOLN AVENUE

CHICAGO

37
acknowledged by
Mr. Butler

October 25th, 1924.

Pres. Ernest D. Burton,
University of Chicago,
59th & Ellis Ave.,
Chicago, Ill.

My dear President Burton:

The Board of Directors of the Wieboldt Foundation has appropriated \$1,000.00 for scholarships or fellowships in the University of Chicago. If it fits in with the plans of the Social Science Research Group at the University we should like for this money to be divided between the Department of Sociology and the School of Social Service Administration. We shall, however, be glad to leave the matter to the discretion of the Committee.

A check for the amount of the scholarship will be forwarded in December after the close of our fiscal year.

Very truly yours,

WIEBOLDT FOUNDATION

Ferris F. Laune

Sec'y Philanthropic Department

FFL:MW

WIEBOLDT FOUNDATION

3156 LINCOLN AVENUE

CHICAGO

October 25th, 1924.

Pres. Ernest D. Burton,
University of Chicago,
525th & Willis Ave.,
Chicago, Ill.

My dear President Burton:

The Board of Directors of the
Wieboldt Foundation has appropriated \$1,000.00 for scholar-
ships of fellowships in the University of Chicago. It is
with the plan of the Social Science Research Group
at the University we should like for this money to be divided
between the Department of Sociology and the School of Social
Service Administration. We shall, however, be glad to leave
the matter to the discretion of the Committee.

A check for the amount of the scholar-
ship will be forwarded in December after the close of our
fiscal year.

Very truly yours,

WIEBOLDT FOUNDATION

See's Anthropologic Department

PP:ME

14
59
October 29, 1924.

My dear Mr. Laune:

On behalf of President Burton who has been absent for a few days in New York, I am writing to acknowledge your letter of the 25th, and to beg you to convey to the Board of Directors of the Wieboldt Foundation his acknowledgements and those of the Board of Trustees of the University of Chicago, of the generous gift which your letter announced of \$1000. for scholarships or fellowships in the University of Chicago. I am authorized to say that your suggestion that the fund named be divided between the Department of Sociology and the School of Social Service Administration is entirely acceptable to the President and to the departments concerned.

With renewed acknowledgements, I am

Cordially yours,

Secretary to the President

Mr. Ferris F. Laune,
Wieboldt Foundation
3166 Lincoln Ave.,
Chicago, Ill.

NB/R

October 29, 1934.

My dear Mr. Lanne:

On behalf of President Burton who has been absent for a few days in New York, I am writing to acknowledge your letter of the 25th, and to beg you to convey to the Board of Directors of the Wieboldt Foundation his acknowledgements and those of the Board of Trustees of the University of Chicago, of the generous gift which your letter announced of \$1000. for scholarships or fellowships in the University of Chicago. I am authorized to say that your suggestion that the fund named be divided between the Department of Sociology and the School of Social Service Administration is entirely acceptable to the President and to the departments concerned.

With renewed acknowledgements, I am

Cordially yours,

Secretary to the President

Mr. Ferris F. Lanne,
Wieboldt Foundation
3166 Lincoln Ave.,
Chicago, Ill.

MB:R

77 14

October 25, 1924

My dear Mr. Marshall:

I am glad to learn of
the intention of the Wieboldt Founda-
tion to give the University of Chicago
\$1,000 for research in Sociology and
Social Service. I shall be glad to
notify you when it comes.

Yours sincerely,

EDB:NG

Mr. L. C. Marshall
University of Chicago

October 25, 1934

My dear Mr. Marshall:

I am glad to learn of
the intention of the Wissenschaft Founda-
tion to give the University of Chicago
\$1,000 for research in Sociology and
Social Service. I shall be glad to
notify you when it comes.
Yours sincerely,

EDB:MG

Mr. E. C. Marshall
University of Chicago

The University of Chicago

Department of Political Economy

March 25, 1925

Wieboldt - SSA

Memorandum to Messrs. E. D. Burton and
J. Y. Aitchison

Here is something on the Wieboldt matter.
It gears in with what I know of the matters
that are puzzling them but you may know of
changes that should be made. The sums can
be almost any amount from \$25,000 to \$100,000
a year.

Signed - L. C. Marshall

LCM:OU
Enclosure

The University of Chicago

Department of Political Economy

March 25, 1925

28A
March 25, 1925

Memorandum to Messrs. E. D. Burton and
J. Y. Atchison

Here is something on the Wisconsin matter.
It goes in with what I know of the matter
that are puzzling them but you may know of
changes that should be made. The sum can
be almost any amount from \$25,000 to \$100,000
a year.

Signed - L. C. Marshall

LCM:OU
Enclosure

AN ON-GOING CITY AUDIT

Every modern American city is in a condition of confusion of minds and confusion of counsels.

That is not surprising. Modern American urban life has come among us almost overnight and it has developed in the midst of the most astounding changes that the world has ever experienced in ways of living. These changes run all through our economic life and are suggested by such phrases as the new technology, the new labor relations, the new financial methods, and the new methods of management. An entirely similar situation exists in the realm of politics, of public health, of recreation, of family life, of philanthropic endeavor - everywhere. Since the modern urban community is in some real sense at the storm center of these great changes - and is very new - it is not surprising that a confusion of tongues is upon us.

We shall deceive ourselves and add to our confusion if we think that there is either a short or an easy way out of this difficulty. There is neither. Human affairs, and especially the affairs of urban communities, are not as simple as that.

So also we shall deceive ourselves if we think that any one person or any group of persons is wise enough now to tell us what the outcome is to be - wise enough now to tell us how our steps should be directed for the next decade or for the next generation. How true this is may be seen in the fact that no one can even tell us the solutions to the various individual problems of urban life. No one can tell us how we may expend time, energy, or money upon these individual problems with any sufficient assurance that we shall not do more harm than good. If this is true of the various individual problems it is clearly even more true of

AN ON-GOING CITY AUDIT

Every modern American city is in a condition of confusion of

minds and confusion of counsels.

That is not surprising. Modern American urban life has come

among us almost overnight and it has developed in the midst of the most
astounding changes that the world has ever experienced in ways of living.
These changes run all through our economic life and are suggested by such
phrases as the new technology, the new labor relations, the new financial
methods, and the new methods of management. An entirely similar situation

exists in the realm of politics, of public health, of recreation, of
family life, of philanthropic endeavor - everywhere. Since the modern
urban community is in some real sense at the storm center of these great
changes - and is very new - it is not surprising that a confusion of

thoughts is upon us.

We shall deceive ourselves and add to our confusion if we think

that there is either a short or an easy way out of this difficulty. There
is neither. Human affairs, and especially the affairs of urban communities,
are not as simple as that.

So also we shall deceive ourselves if we think that any one
person or any group of persons is wise enough now to tell us what the
outcome is to be - wise enough now to tell us how our steps should be
directed for the next decade or for the next generation. How true this
is may be seen in the fact that no one can even tell us the solutions to
the various individual problems of urban life. No one can tell us how we
may expend time, energy, or money upon these individual problems with any
sufficient assurance that we shall not do more harm than good. If this is
true of the various individual problems it is clearly even more true of

the whole. Our way out will not come merely through the use of present wisdom. There is not enough of it to serve the purpose.

In such a situation there is one course of action that is certain to yield good results. When problems are so new, so complex, and so vast as to cause confusion, the thing to do is to bring about "thought organization." This is a slow process and it calls for hard work. But the time has arrived when sporadic city planning, zoning, educational surveys, etc. should be supplemented by an activity devoted exclusively to organizing the thinking of the community. No such agency exists today. But one could readily be brought into existence.

It is almost startling to see how ready this urban community is for a "thought organizing" agency. A vast deal of miscellaneous, incoordinated thinking has already been done, and done in such a way that data could be made available for the use of others. For example there are city planning data, data collected by the Association of Commerce, by the board of trade, by the board of education, by the telephone company, by various industrial concerns, and by the universities. And these are only a few examples. If the data we already have could only be (a) collected (b) evaluated and (c) made available, a great step would have been taken in the "thought organization" of this community. If, in addition, measures were taken to round out these data, fill in its gaps, arrange for future data to be taken on comparable bases, and make individual researches upon individual problems, the time would come when answers could really be given questions of social policy.

The foregoing statements have necessarily been stated in somewhat general terms. Below is a specific plan. But in an enterprise so impatient and so difficult any specific plan should be regarded as a basis for discussion rather than a completed product.

the whole. Our way out will not come merely through the use of present wisdom. There is not enough of it to serve the purpose.

In such a situation there is one course of action that is certain to yield good results. When problems are so new, so complex, and so vast as to cause confusion, the thing to do is to bring about "thought organization." This is a slow process and it calls for hard work. But the time has arrived when sporadic city planning, zoning, educational surveys, etc. should be supplemented by an activity devoted exclusively to organizing the thinking of the community. No such agency exists today. But one could readily be brought into existence.

It is almost startling to see how ready this urban community is for a "thought organizing" agency. A vast deal of miscellaneous, inordinated thinking has already been done, and done in such a way that data could be made available for the use of others. For example there are city planning data, data collected by the Association of Commerce, by the board of trade, by the board of education, by the telephone company, by various industrial concerns, and by the universities. And these are only a few examples. If the data we already have could only be (a) collected (b) evaluated and (c) made available, a great step would have been taken in the "thought organization" of this community. If, in addition, measures were taken to round out these data, fill in its gaps, arrange for future data to be taken on comparable bases, and make individual researches upon individual problems, the time would come when answers could readily be given questions of social policy.

The foregoing statements have necessarily been stated in somewhat general terms. Below is a specific plan. But in an enterprise so important and so difficult any specific plan should be regarded as a basis for discussion rather than a completed product.

A SPECIFIC PLAN

I. A library to assemble urban data and to serve as an exhibit of research methods and research projects		
(a) Annual charges for filing cases and other similar equipment		\$800
(b) Fund to purchase books and other material on urban conditions		2000
(c) Librarian and cataloging and stenographic service		4000
Total library		6800
II. Staff to assemble and evaluate data		5000
(a) On economic activities		
(b) On political activities		
(c) On health activities		
(d) On general social service activities		
III. Fund to carry on research for filling in data, correlating data and working out common methods of investigation		
(a) Statistician	\$4500	
(b) Clerical	3500	
(c) Fellowships and assistantships	12000	
Total		20000
IV. Journal to make data and methods readily available to others		6000
V. Direction		
(a) Director and Editor	6500	
(b) Clerical Staff	1500	
(c) Supplies and Miscellaneous	2000	
Total		<u>10000</u>
Grand Total		\$47800

A SPECIFIC PLAN

I. A library to assemble urban data and to serve as an exhibit of

research methods and research projects

(a) Annual charges for filing cases and other similar

\$800

equipment

(b) Fund to purchase books and other material on urban

2000

conditions

4000

(c) Librarian and cataloging and stenographic service

6800

Total library

5000

II. Staff to assemble and evaluate data

(a) On economic activities

(b) On political activities

(c) On health activities

(d) On general social service activities

III. Fund to carry on research for filling in data, correlating

data and working out common methods of investigation

(a) Statistician \$4500

(b) Clerical 3500

(c) Fellowships and assistantships 12000

20000

Total

6000

IV. Journal to make data and methods readily available to others

V. Direction

(a) Director and Editor 6500

(b) Clerical Staff 1500

(c) Supplies and Miscellaneous 2000

10000

Total

\$47800

Grand Total

Skeleton of arguments why University of Chicago is the place that should
be designated

- ___ Strong Social Science Departments
- ___ Local Community Research (Spelman)
- ___ Medical Work
- ___ School of Commerce and Administration
- ___ School of Social Service Administration
- ___ Library Facilities
- ___ General Standing

Closing argument directed toward

- (a) the local gain if it should be known that at the University there was a body of information on matters of social policy and an organization available for use on methods of new investigations - no matter by whom they were made.
- (b) The thought organization that would occur over a period of years - a vast contribution to the development of urban life on a sound basis.
- (c) The basis that would exist for indicating points at which further state action, city action, or private benevolence might be directed.

Skeleton of arguments why University of Chicago is the place that should

be designated

____ Strong Social Science Departments
____ Local Community Research (Spelman)
____ Medical Work
____ School of Commerce and Administration
____ School of Social Service Administration
____ Library Facilities
____ General Standing

Closing argument directed toward

- (a) the local gain if it should be known that at the University there was a body of information on matters of social policy and an organization available for use on methods of new investigations - no matter by whom they were made.
- (b) The thought organization that would occur over a period of years - a vast contribution to the development of urban life on a sound basis.
- (c) The basis that would exist for indicating points at which further state action, city action, or private benevolence might be directed.

M12

Memorandum on the Wieboldt Foundation.

Invited to dine with Dr. J. Holinger on Saturday evening October 26th. The guests beside Dr. and Mrs. Holinger were Mr. and Mrs. Wieboldt and Dr. and Mrs. E.V.L. Brown.

After dinner, the ladies having retired to the other room, Dr. Holinger asked abruptly when the University would be ready to begin on their investigation. I replied any time when they were ready, indicating that the first step would be to select a Professor to be in charge of the work which would doubtless consume considerable time. That he would then want some time to study the whole situation, probably going abroad. Then after that, if he needed a laboratory we would provide it and then, if necessary, provide a small hospital pending the transfer of the work to the new hospital to be built at the University.

After a little, much to my surprise, instead of raising the question about the amount of money necessary as my conversation with Mr. Laune had led me to expect, Dr. Holinger raised the question why this work must be done in the Department of Surgery, and why it could not be set up as an independent department. I answered that not being an expert in this field I could not argue the question as between the two policies of many small departments and a few or one, but that the School had been arranged on the latter principle and that I knew that was the plan on which the man already secured believe it should be conducted. Dr. Holinger and Dr. Brown both argued strongly, Holinger quite urgently, for the other policy. This greatly surprised me as in previous interviews had said nothing of the sort and had seemed entirely satisfied with my written proposal which was on the other basis.

Memorandum on the Wieboldt Foundation.

Invited to dine with Dr. J. Hollinger on Saturday evening
October 26th. The guests beside Dr. and Mrs. Hollinger were Mr.
and Mrs. Wieboldt and Dr. and Mrs. E.V.L. Brown.
After dinner, the ladies having retired to the other room,
Dr. Hollinger asked abruptly when the University would be ready to
begin on their investigation. I replied any time when they were
ready, indicating that the first step would be to select a Professor
to be in charge of the work which would doubtless consume considerable
time. That he would then want some time to study the whole situation,
probably going abroad. Then after that, if he needed a laboratory we
would provide it and then, if necessary, provide a small hospital
pending the transfer of the work to the new hospital to be built at the
University.
After a little, much to my surprise, instead of raising
the question about the amount of money necessary as my conversation
with Mr. Laune had led me to expect, Dr. Hollinger raised the question
why this work must be done in the Department of Surgery, and why it could
not be set up as an independent department. I answered that not being
an expert in this field I could not argue the question as between the
two policies of many small departments and a few or one, but that the
School had been arranged on the latter principle and that I knew that
was the plan on which the man already secured believed it should be
conducted. Dr. Hollinger and Dr. Brown both argued strongly. Hollinger
quite urgently, for the other policy. This greatly surprised me as in
previous interviews had said nothing of the sort and had seemed entirely
satisfied with my written proposal which was on the other basis.

After they had given their reasons for the small department, which were mainly that the specialty, if made a part of a large department never got fair treatment from the head of the large department of which it was a sub-division, I pointed out that the conditions under which the difficulties that they mentioned had arisen were not present in our situation; that the head of the Department was not an autocrat, but could only recommend subject to the further recommendation of the Dean of the Faculties and the decision of the President and the Board of Trustees, and that in this case the money being given for a particular purpose on agreement that the University provide complete equipment etc. the interests of the specialty would be fully protected.

During this discussion of over an hour Mr. Wieboldt said nothing, but at the end joined in the discussion to say that he had listened to it all with interest and that he approved the reasons for overhead control somewhere, and recognized that it was doubtful whether the whole organization of the School could be changed to conform to the ideas of the representatives of a particular subject. What he said was not quite specific, but it left upon my mind the impression that he was convinced that a substitution of the small department system for the large department was not necessary. It was noticeable also that immediately after these remarks Dr. Holinger and Dr. Brown changed their tone markedly, and Dr. Brown in particular, saying that he was quite certain that in the University and under my administration the specialty would have a fair deal. Mr. Wieboldt then said that a Committee had been appointed upon the matter and would probably make a report to the Board within the coming week, but that action would not be taken for 60 or 90 days, and that in the meantime Mr. Laune would see me.

After they had given their reasons for the small department, which were mainly that the specialty, if made a part of a large department never got fair treatment from the head of the large department of which it was a sub-division, I pointed out that the conditions under which the difficulties that they mentioned had arisen were not present in our situation; that the head of the Department was not an autocrat, but could only recommend subject to the further recommendation of the Dean of the Faculties and the decision of the President and the Board of Trustees, and that in this case the money being given for a particular purpose on agreement that the University provide complete equipment etc. the interests of the specialty would be fully protected.

During this discussion of over an hour Mr. Wisboldt said nothing, but at the end joined in the discussion to say that he had listened to it all with interest and that he approved the reasons for overhead control somewhere, and recognized that it was doubtful whether the whole organization of the School could be changed to conform to the ideas of the representatives of a particular subject. What he said was not quite specific, but it left upon my mind the impression that he was convinced that a substitution of the small department system for the large department was not necessary. It was noticeable also that immediately after these remarks Dr. Hollinger and Dr. Brown changed their tone markedly, and Dr. Brown in particular, saying that he was quite certain that in the University and under my administration the specialty would have a fair deal. Mr. Wisboldt then said that a Committee had been appointed upon the matter and would probably make a report to the Board within the coming week, but that action would not be taken for 60 or 90 days, and that in the meantime Mr. Laune would

The previous day Mr. Laune called on me and after a discussion of the proposal of the Weiboldt Foundation to give the University a \$1000 for scholarships. I asked whether I might discuss the situation with Dr. Holinger. He said there was no reason why we should not talk it over and stated first, that the annual income of the Wieboldt Foundation was about \$250,000; that they were chiefly a social service rather than a reserach organization; that last year they appropriated \$15,000 for medical research, but had never designated it for any particular purpose, and of course had not used it; that the proposal of Dr. Holinger gave them pause because of their doubt whether they ought to spend one-tenth of their annual income for ten years in a thing outside of their special interest.

The previous day Mr. Lamm called on me and after a dis-

cussion of the proposal of the Weiboldt Foundation to give the University a \$1000 for scholarships. I asked whether I might discuss the situation with Dr. Holinger. He said there was no reason why we should not talk it over and stated first, that the annual income of the Weiboldt Foundation was about \$250,000; that they were chiefly a social service rather than a research organization; that last year they appropriated \$15,000 for medical research, but had never designated it for any particular purpose, and of course had not used it; that the proposal of Dr. Holinger gave them pause because of their doubt whether they ought to spend one-tenth of their annual income for ten years in a thing outside of their special interest.

The Wieboldt Foundation is considering the construction of a building to be known as the Wieboldt Building, to be located on or near the Northwestern University downtown campus (Chicago Avenue and Lake Shore Drive) to provide suitable space for the central officing of social service agencies of Chicago.

If such a building is constructed by the Wieboldt Foundation, Northwestern University has declared its willingness to render all possible service to the agencies, and will request that certain space in the building be reserved for instruction in Social Technology.

The Wieboldt Foundation can decide the question of building more satisfactorily if it is provided with the following facts concerning your organization:

1. Would your organization look favorably upon the construction of such a building, located near Chicago Avenue and the Lake Shore Drive?
2. Would your organization be likely to desire space in such a building if it could be had on advantageous terms?
3. How many square feet of floor space would be necessary to meet your needs?
4. At what date would your organization probably desire to occupy such space?

It would be a great accommodation if you would answer these questions for the _____ and mail your answer to Mr. Joel D. Hunter, 308 North Michigan Avenue, Chicago.

The Wisboldt Foundation is considering the construction of a building to be known as the Wisboldt Building, to be located on or near the Northwestern University downtown campus (Chicago Avenue and Lake Shore Drive) to provide suitable space for the central office of social service agencies of Chicago.

If such a building is constructed by the Wisboldt Foundation, Northwestern University has declared its willingness to render all possible service to the agencies, and will request that certain space in the building be reserved for instruction in Social Technology.

The Wisboldt Foundation can decide the question of building more satisfactorily if it is provided with the following facts concerning your organization:

1. Would your organization look favorably upon the construction of such a building, located near Chicago Avenue and the Lake Shore Drive?

2. Would your organization be likely to desire space in such a building if it could be had on advantageous terms?

3. How many square feet of floor space would be necessary to meet your needs?

4. At what date would your organization probably desire to occupy such space?

It would be a great accommodation if you would answer these questions for the _____

and mail your answer to Mr. Joel D. Hunter, 308 North Michigan Avenue, Chicago.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

December 24th

1 9 2 3

My dear Mr. Tufts:

I should like to turn over to you, for study when you are able to find the time, a document in the case of the Graduate School of Social Service Administration. On the margin of one of the sheets handed me by Mr. Marshall are some notes made in the course of an interview with him. The material received from Mr. Laune is of no great significance but the whole problem of what to do with this school is one which falls to you, not only as Vice-President and Dean of the Faculties, but because of your special familiarity with this field. When you can find time to do it, I wish you would work out a policy for the future of the school.

Yours very sincerely,

Ernest D. Burton

Mr. James H. Tufts
The University of Chicago

EDB:S

Encl.

*Returned with attached documents from Mr. Tufts' office
June 9, 1924*

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

December 24th

1923

My dear Mr. Tupper:

I should like to turn over to you, for study, when you are able to find the time, a document in the case of the Institute School of Social Service Administration. On the margin of one of the sheets handed me by Mr. Marshall are some notes made in the course of an interview with him. The material received from Mr. Tupper is of no great significance but the whole problem of what to do with this school is one which falls to you, not only as Vice-President and Dean of the Faculty, but because of your special familiarity with this field. When you can find time to do so, I wish you would work out a policy for the future of the school.

Yours very sincerely,

Robert H. Tupper

Mr. James H. Tupper
The University of Chicago

EDS:3
Encl.

Return to Mr. Tupper, the University of Chicago, for his letter of 12/24/23

The Wieboldt Foundation is considering the construction of a building to be known as the Wieboldt Building, to be located on or near the Northwestern University downtown campus (Chicago Avenue and Lake Shore Drive) to provide suitable space for the central officing of social service agencies of Chicago.

If such a building is constructed by the Wieboldt Foundation, Northwestern University has declared its willingness to render all possible service to the agencies, and will request that certain space in the building be reserved for instruction in Social Technology.

The Wieboldt Foundation can decide the question of building more satisfactorily if it is provided with the following facts concerning your organization:

1. Would your organization look favorably upon the construction of such a building, located near Chicago Avenue and the Lake Shore Drive?
2. Would your organization be likely to desire space in such a building if it could be had on advantageous terms?
3. How many square feet of floor space would be necessary to meet your needs?
4. At what date would your organization probably desire to occupy such space?

It would be a great accommodation if you would answer these questions for the _____ and mail your answer to Mr. Joel D. Hunter, 308 North Michigan Avenue, Chicago.

The Wisboldt Foundation is considering the construction of a building to be known as the Wisboldt Building, to be located on or near the Northwestern University downtown campus (Chicago Avenue and Lake Shore Drive) to provide suitable space for the central office of social service agencies of Chicago.

If such a building is constructed by the Wisboldt Foundation, Northwestern University has declared its willingness to render all possible service to the agencies, and will request that certain space in the building be reserved for instruction in Social Technology.

The Wisboldt Foundation can decide the question of building more satisfactorily if it is provided with the following facts concerning your organization:

1. Would your organization look favorably upon the construction of such a building, located near Chicago Avenue and the Lake Shore Drive?
2. Would your organization be likely to desire space in such a building if it could be had on advantageous terms?
3. How many square feet of floor space would be necessary to meet your needs?
4. At what date would your organization probably desire to occupy such space?

It would be a great accommodation if you would answer

these questions for the _____
and mail your answer to Mr. Joel D. Hunter, 308 North Michigan Avenue, Chicago.

Nov. 1923
M12

The following is suggested as a basis for the proposed contribution by the Wiebold Foundation to research on the diseases of the ear, nose and throat, under the auspices of the University of Chicago.

- 1) That the University undertake to carry on research, teaching, and clinical work in the diseases of the ear, nose and throat, with a full-time staff, and with the same purposes as will obtain generally in the University's School of Medical Science, i.e., with especial emphasis on research and on the training of medical scientists,
- 2) That the University undertake to provide clinical facilities for the above work, together with the necessary laboratories, laboratory equipment, and supplies.
- 3) That the University undertake to select or to train a staff capable of carrying on the work at the highest possible standard, with the understanding that the future development of the work be not committed to any individual until such a person be obtained as meets the requirements.
- 4) That during the preliminary period of organization, and until a staff is finally secured, the Wiebold Foundation be freely consulted as to the steps to be taken.
- 5) That it be recognized that during the preliminary period it may be necessary to grant fellowships for study at home or abroad in order to develop the necessary staff.
- 6) That the Wiebold Foundation undertake to provide funds to meet the annual budget for salaries of the staff engaged in the above work, including salaries of technical assistants, with the understanding that the University will draw only such funds as are actually required to pay current salaries.
- 7) That, if it appears to be necessary to provide fellowships for study and training, the above funds may be used for this purpose, subject to the approval of the Wiebold Foundation.

Dr. Lewis-

Will you suggest any changes in the above
and mail to me care of Faculty Exchange,
U. of Chicago

W. Lewis

The following is suggested as a basis for the proposed

contribution by the Wieboldt Foundation to research on the diseases
of the ear, nose and throat, under the auspices of the University
of Chicago.

1) That the University undertake to carry on research, teaching,
and clinical work in the diseases of the ear, nose and throat,
with a full-time staff, and with the same purposes as will
obtain generally in the University School of Medical Science,
i.e., with especial emphasis on research and on the training of
medical scientists.

2) That the University undertake to provide clinical facilities
for the above work, together with the necessary laboratories,
laboratory equipment, and supplies.

3) That the University undertake to select or to train a staff
capable of carrying on the work at the highest possible standard,
with the understanding that the future development of the
work be not committed to any individual until such a person be
obtained as meets the requirements.

4) That during the preliminary period of organization, and until
a staff is finally secured, the Wieboldt Foundation be directly
convinced as to the steps to be taken.

5) That it be recognized that during the preliminary period it
may be necessary to grant fellowships for study at home or
abroad in order to develop the necessary staff.

6) That the Wieboldt Foundation undertake to provide funds to
meet the annual budget for salaries of the staff engaged in
the above work, including salaries of technical assistants, with
the understanding that the University will draw only such funds
as are actually required to pay current salaries.

7) That, if it appears to be necessary to provide fellowships
for study and training, the above funds may be used for this
purpose, subject to the approval of the Wieboldt Foundation.

1/9/25

presented to Wirboldt Found.
1-9-25

M 12

TO THE WIEBOLDT FOUNDATION

The University of Chicago desires herewith to present two proposals which it believes offer opportunity for fundamental contributions to the welfare of Chicago and the middle west.

The first relates to the education and training of social workers and to provision for fundamental research in this field. It is specifically for a contribution of \$25,000. a year to the work of the Graduate School of Social Service Administration for a period of five years. At present the School is doing a highly valuable work on a modest income, received in part from gifts and in part from tuitions. The gifts were on subscriptions for a term of five years which term will expire with this year. If the amount of \$16,250. received annually from such subscriptions could be increased to twenty-five thousand (25,000.) dollars, this together with the tuitions would enable the School to do a much greater work. Details are contained in the attached report.

The second relates to provision for building up a center for research and teaching in otolaryngology, a proposal which we understand has already received favorable consideration in principle by the Foundation, but has been awaiting detailed formulation. The amount requested is on a graduate scale from \$10,000. to a maximum of \$25,000. within a period of five years.

1-2-1
Printed by the University of Chicago Press
2/1/22

TO THE WERBOLD FOUNDATION

The University of Chicago desires herewith to present two proposals which it believes offer opportunity for fundamental contributions to the welfare of Chicago and the middle west.

The first relates to the education and training of social workers and to provision for fundamental research in this field. It is specifically for a contribution of \$25,000. a year to the work of the Graduate School of Social Service Administration for a period of five years. At present the School is doing a highly valuable work on a modest income, received in part from gifts and in part from tuitions. The gifts were on subscriptions for a term of five years which term will expire with this year. If the amount of \$16,250. received annually from such subscriptions could be increased to twenty-five thousand (\$25,000.) dollars, this together with the tuitions would enable the School to do a much greater work. Details are contained in the attached report.

The second relates to provision for building up a center for research and teaching in otolaryngology, a proposal which we understand has already received favorable consideration in principle by the Foundation, but has been awaiting detailed formulation. The amount requested is on a graduate scale from \$10,000. to a maximum of \$25,000. within a period of five years.

REQUEST FOR A GRANT TO THE UNIVERSITY OF CHICAGO FOR THE INVES-
TIGATION OF CLINICAL PROBLEMS IN THE DISEASES OF THE
EAR, NOSE AND THROAT

The incomplete state of our knowledge in the field of otolaryngology renders the development of research work in this field highly desirable. The menace that exists in diseases of the nose and throat, particularly in the development of systemic infection such as rheumatism, organic heart disease and kidney trouble, from foci of infection existing in the upper respiratory passages is only just beginning to be generally appreciated. The handicap that results from defective hearing as the result of preventable conditions developing in childhood and from the more frequent serious defects in hearing that result from chronic progressive deafness coming on in early adult life is only fully appreciated by those who happen to come in contact with these conditions. These and many other problems in this special field all stand as a challenge to the medical profession for a more thorough investigation, the sort of investigation that can be successfully prosecuted only in a research institution like the University of Chicago where the several fields of science are so well represented. Such an investigation requires cooperation with other departments such as anatomy, physiology and internal medicine. No such institution has as yet been

REQUEST FOR A GRANT TO THE UNIVERSITY OF CHICAGO FOR THE INVESTIGATION OF CLINICAL PROBLEMS IN THE DISEASES OF THE

EAR, NOSE AND THROAT

EAR, NOSE AND THROAT

The incomplete state of our knowledge in the field of otolaryngology renders the development of research work in this field highly desirable. The menace that exists in diseases of the nose and throat, particularly in the development of systemic infection such as rheumatism, organic heart disease and kidney trouble, from foci of infection existing in the upper respiratory passages is only just beginning to be generally appreciated. The handicap that results from defective hearing as the result of preventable conditions developing in childhood and from the more frequent serious defects in hearing that result from chronic progressive deafness coming on in early adult life is only fully appreciated by those who happen to come in contact with these conditions. These and many other problems in this special field all stand as a challenge to the medical profession for a more thorough investigation, the sort of investigation that can be successfully prosecuted only in a research institution like the University of Chicago where the several fields of science are so well represented. Such an investigation requires cooperation with other departments such as anatomy, physiology and internal medicine. No such institution has as yet been

developed in this country. What is needed is a research foundation analagous to those departments of otology that have been developed in the German universities.

In order to establish at the University of Chicago a department conducting research in otology our first problem must be the training of men for this work. Such men will eventually become our staff whose work will consist of:

- a. Rendering the best possible service for patients suffering from ear, nose and throat trouble.
- b. Carrying on of such instruction in this special field as medical students need.
- c. Promotion of investigation and the training of medical scientists. (While this latter, "c", is our primary aim, both "a" and "b" are, of course, pre-requisites for such work.)

With this object in view, the University desires as early as possible to secure funds for fellowships and to appoint fellows for study at home and abroad. We desire funds at this time for three fellowships, each running for a period of three years with salaries ranging from \$2000., \$2500. and \$3000. respectively for the three years. The first two years of these fellowships can be spent perhaps most profitably in work that has already been developed in our own institution where they will receive fundamental training in this specialty and assist in

developed in this country. What is needed is a research foundation analogous to those departments of otology that have been developed in the German universities.

In order to establish at the University of Chicago a department conducting research in otology our first problem must be the training of men for this work. Such men will

eventually become our staff whose work will consist of:

a. Rendering the best possible service for patients suffering from ear, nose and throat trouble.

b. Carrying on of such instruction in this special field as medical students need.

c. Promotion of investigation and the training of medical scientists. (While this latter, "c", is our primary aim, both "a" and "b" are, of course, pre-requisites for such work.)

With this object in view, the University desires as early as possible to secure funds for fellowships and to appoint fellows for study at home and abroad. We desire funds at this time for three fellowships, each running for a period of three years with salaries ranging from \$2000.., \$2500. and \$3000. respectively for the three years. The first two years of these fellowships can be spent perhaps most profitably in work that has already been developed in our own institution where they will receive fundamental training in this specialty and assist in

carrying on investigative work. The third year might consist of a traveling fellowship providing the work during the first two years warrants assistance during a third year. This time would be spent abroad or in some instances in other centers of our own country, the work being always under our own supervision.

The budget required for the carrying out of this program falls into two parts:

1. That which is needed immediately;

- | | | |
|---|-----------------|---------|
| 1. Three fellows at total salaries
of from \$6,000. to \$9,000.
An annual average of..... | \$7,500. | |
| 2. Funds for carrying on research... | <u>\$2,500.</u> | |
| | \$10,000. | 10,000. |

11. That which will be needed later;

- | | | |
|---------------------------------|------------------|----------------|
| 1. Chairman of Department..... | \$10,000. | |
| 2. Assistant in Department..... | <u>\$ 5,000.</u> | |
| | \$15,000. | <u>15,000.</u> |
| Total..... | | \$25,000. |

The University respectfully requests that the Wieboldt Foundation will make a graduated grant to cover the budget for a period of five years, viz., \$10,000. for the year 1925, and additional amounts as the work may develop to a maximum of \$25,000.

carrying on investigative work. The third year might consist of a traveling fellowship providing the work during the first two years warrants assistance during a third year. This time would be spent abroad or in some instances in other centers of our own country, the work being always under our own supervision. The budget required for the carrying out of this

program falls into two parts:

I. That which is needed immediately:

1. Three fellows at total salaries	
of from \$8,000. to \$9,000.	
An annual average of.....\$7,500.	
2. Funds for carrying on research.....\$2,500.	
\$10,000.	10,000.

II. That which will be needed later:

1. Chairman of Department.....\$10,000.	
2. Assistant in Department.....\$ 5,000.	
\$15,000.	15,000.
Total.....\$25,000.	

The University respectfully requests that the Wisconsin Foundation will make a graduated grant to cover the budget for a period of five years, viz., \$10,000. for the year 1935, and additional amounts as the work may develop to a maximum of \$25,000.

Copy

August 1, 1923

My dear Dr. Holinger:

Referring to our conversation at University Club today I beg leave first of all to set forth certain facts.

The University has definite plans for the development of a Medical School which shall lay emphasis upon research discovering the causes and remedies of diseases and has already made very considerable progress in the execution of these plans.

We are as you doubtless know, conducting at the University the first two years of a medical course and the research connected therewith. The University is now expending approximately \$225,000 a year. Closely associated with the Department of Medicine are the departments of physics and chemistry which, as you know, have an intimate relation to medicine in the aspect of research.

The University has already secured gifts and pledges to the amount of \$5,300,000 for the further expansion of its work and upon this sum there has accumulated an amount of interest which materially increases the available total.

We have moreover definite plans and expectations from which we are confident of realizing within the next few years from four to six millions dollars more. These sums will be expended partly in the erection of hospitals and laboratories but very largely in the maintenance of the work in research and instruction. Of the \$4,000,000 which we desire to raise we must look to the citizens of Chicago for a considerable part.

We have been very much gratified to learn that you have been able to interest a friend of yours in the endowment of research in the field of otolaryngology. May I ask your opinion of the following tentative proposals looking to the extension of research in this important field.

1. That the University shall appoint to its medical faculty the ablest investigators in this field, to whom it should pay the sum of from \$8000 to \$10000 a year.

2. That for this work in research there should be appointed say

three assistants at \$2500 a year,	\$7500	\$7500
and three fellows at \$1000 a year	3000	3000
and other helpers at approximately	2000	2000
a year.		

To this it would be well to add	<u>4500</u>	<u>2500</u>
	\$25000	\$25000

a year which may be set aside as a reserve fund to provide for increases in salaries of the staff as these may prove to be necessary.

Having in mind that such work once undertaken ought to be prosecuted indefinitely and that any annual gift is, by reason of the uncertainties of life, liable to collapse, I am confident that you will feel that the way to secure the permanence of this work would be for your friend to endow the work in otolaryngology in the sum of \$500,000.

You will observe that this proposal assumes that the gift shall cover the expense of salaries and stipends only. In accepting it the University would undertake to provide the necessary offices for the staff, laboratory space for the seven enumerated in the list: to set aside for the work in this field approximately five per cent of the beds in this hospital (this would mean on the scale of which we propose immediately say ten or twelve beds) with the understanding that there might be some variation from this precise percentage according to circumstances: to give to the professors and assistants proportionate opportunities in the out-patient department: and to bear all the incidental expenses of heat, light, maintenance, and services.

It is difficult to forecast the precise cost of these items but they would manifestly amount to a sum quite comparable to that which we are suggesting should be given by your friend. What we are proposing is that for a partnership by which the University should undertake to secure from other friends the material facilities necessary to such an enterprise while your friend should endow the staff.

At your convenience I should be glad to discuss this proposition with you further and, in due time, to have an opportunity of meeting your friend.

Very sincerely yours,

EDB/EC

Dr. J. Holinger
5 South Wabash Avenue
Chicago, Illinois

M 12

CHICAGO

L. C. Marshall, Dean,
School of Social Service Administration,
University of Chicago,
Chicago, Illinois.

This is to inform you that the Board of Directors of the Wieboldt Foundation has appropriated the sum of \$1,000.00 for scholarships in the University of Chicago, "believing such scholarships to be productive of useful information to the Foundation."

Owing to your absence from the city, I have already informally talked of the plan with Drs. Breckinridge and Abbott. I presume that they would have a part in the final working out of a plan.

Ferris F. Laune

Laurr.

FFL:MMW

\$100 can be used for materials
incidental

POSSIBLE UNITS OF STUDY FOR

WIEBOLDT SCHOLARSHIPS

1923 - 24

Project 1. PRINCIPLES OF DISCRIMINATION AND WEIGHTING
IN PHILANTHROPIC GIFTS AND GRANTS.

A compilation, comparison and criticism of methods proposed or in practice by large givers, funds, and community chests in the United States, with an attempt to compare results and formulate a set of principles applicable in Chicago.

Project 2. THE STANDARDIZATION OF SOCIAL CASE WORK,
SOCIAL GROUP WORK, AND INSTITUTIONAL
CARE.

A compilation of all efforts by recognized leaders or groups in the fields of social work specified to set up standards of organization, support, personnel and practice, and an evaluation of these attempts with relation to practical measurements of efficiency, needs, and the guidance of gifts.

Project 3. MEASUREMENTS OF A SPECIFIC GROUP OF CHICAGO
AGENCIES BY RATING SCALE BASED UPON
RECOGNIZED STANDARDS.

Selection of a group of social agencies for which an accepted set of standards is available; working out of a rating scale based thereupon; visits and correspondence to secure data; rating; criticism of method attempted.

Project 3. Cont'd.

In the field of child welfare, this might be accomplished through use of students in the course this fall, and continuation thereof in seminar next spring, perhaps under supervision of graduate student.

Project 4. PRESENT METHODS AND SUPPORT OF CERTAIN
 GROUPS OF SOCIAL AGENCIES IN CHICAGO.

A statistical study based upon data already in the hands of the Wieboldt Foundation and Chicago Council of Social Agencies, checked up where necessary by visits or other inquiry, and including an attempt to develop an independent valuation of activities and methods, and a rating scale for purposes of comparison between agencies or years.

Project 5. THE RATING OF COMMUNITY NEEDS IN URBAN
 AREAS.

An attempt to find a method by which communities of any given composition and constitution could be measured as to their fulfilled and unfulfilled needs for certain philanthropic services, under existing economic conditions.

Project 6. STANDARDIZATION OF TERMINOLOGY IN A
 SPECIFIED FIELD OF SOCIAL WORK

A project being worked out at present by the American Association of Social Workers through its Research Committee, of which Professor Eliot is a member, and through various groups and committees. The results, if secured in co-operation with this committee, might be of great service in standardizing the practice and personnel of philanthropic efforts.

Project 7. STANDARDS OF PROFESSIONAL PERSONNEL IN
 CHARITABLE AGENCIES.

A study of actual conditions among the personnel of some selected group of Chicago social agencies, with the purpose of ascertaining what standards of training and experience can be insisted upon for certain types of positions.

Project 8. SOURCES AND BULK OF FUNDS SPENT BY
 UNRECOGNIZED CHARITIES.

An attempt to locate and classify a number of the charities refused endorsement by The Chicago Council of Social Agencies or Association of Commerce, analyze the reasons for their rejection, ascertain the sources of their support, and form some estimate of the gross amount secured by them from the community.

Project 9. THE ATTITUDES OF CLIENTS TOWARD CHARITIES.

An attempt, analogous to the experiments of Thomas Mott Osborne and Nils Anderson, to find out "from the inside", what the feelings of beneficiaries are, and the effects of various types of treatment upon their morale.

Project 10. PREVENTION vs. REHABILITATION: A PROBLEM
IN COMPARATIVE COSTS.

An attempt to find a method of direct (or estimated) comparison of what it costs per capita to bring a certain group of beneficiaries back to normal adjustment in society, with what it costs to keep a similar group normal by preventive measures.

Project 11. THE VALUE OF RECORDS AND STATISTICS IN
THE ECONOMY AND EFFICIENCY OF CHARITIES.

An attempt to test the value of keeping accurately, analyzing and interpreting, records of the cases served by some recognized agency, by comparing the cost of this work with savings to contributors and services to clients demonstrably traceable thereto.

Project 12. THE RESULTS OF CHARITABLE TREATMENT.

An attempt to follow up and ascertain the present status of the 1913 clients of some agency, as a means of evaluating the work of similar agencies.

Project 13. THE SOCIAL WELFARE WORK OF INDUSTRIAL
 PLANTS AND BUSINESS HOUSES IN THE
 CHICAGO AREA.

Collection and analysis of reports;
observation of the activities; atti-
tudes toward benefits conferred and
received; charity policy of firms.

Project 14. FUNERAL AND CEMETERY COSTS IN RELATION
 TO INSURANCE AND CHARITY.

Funeral costs as they appear on record;
funeral benefit arrangements; records
of cemetery administration where availa-
ble; records of insurance companies,
lodges, charities and families.

Project 15. THE COOPERATION OF CHURCHES WITH ORGANIZED
 CHARITIES.

Evidences of such co-operation in the
records of the charities; the study of
the actual practices of churches in
support and personal or organized ser-
vices to the charities.

Project 16. THE ORGANIZED CENTRAL BENEVOLENT WORK
 OF THE PRINCIPAL LODGES IN CHICAGO.

Their principles, methods, and activities;
their co-operation with the charities, in
support or service.

Project 17. A STUDY OF "THE GOODWILL INDUSTRIES"
 IN CHICAGO.

Collection and comparison of reports of other such agencies elsewhere; observation and analysis of the actual conduct of such agencies in Chicago.

There might well be associated with this some study of the second-hand goods business as a comparison of methods and principles.

Co-operation is also suggested with the new Bureau of Homeless Men, established under the municipal department of Public Welfare.

Project 18. COMPARATIVE EFFICIENCY OF RELIGIOUS
 AND SECULAR ADMINISTRATION OF CHARITIES
 OF CERTAIN TYPES.

This study would presuppose the acceptance of a set of standards and rating scale, and should eliminate other variables so far as possible.

-6-
A STUDY OF "THE GOODWILL INDUSTRIES"

Project 17.

IN CHICAGO.

Collection and comparison of reports of other such agencies elsewhere; observation and analysis of the actual conduct of such agencies in Chicago.

There might well be associated with this some study of the second-hand goods business as a comparison of methods and principles.

Co-operation is also suggested with the New Bureau of Homeless Men, established under the municipal department of Public Welfare.

COMPARATIVE EFFICIENCY OF RELIGIOUS

Project 18.

AND REGULAR ADMINISTRATION OF CHARITIES

OF CERTAIN TYPES.

This study would presuppose the acceptance of a set of standards and rating scale, and should eliminate other variables so far as possible.

WIEBOLDT FOUNDATION
3166 Lincoln Avenue
Chicago

October 13th, 1923

L. C. Marshall, Dean,
School of Social Service Administration
University of Chicago
Chicago, Illinois.

My dear Dean Marshall:

This is to inform you that the Board of Directors of the Wieboldt Foundation has appropriated the sum of \$1,000.00 for scholarships in the University of Chicago, "believing such scholarships to be productive of useful information to the Foundation."

Should the administration of these scholarships be acceptable to the School of Social Service Administration, I should be pleased to confer with anyone you may designate with regard to the details, such as size of individual scholarships, time of payment, subjects of study, etc.

Owing to your absence from the city, I have already informally talked of the plan with Drs. Breckinridge and Abbott. I presume that they would have a part in the final working out of a plan.

Very truly yours,

(Signed) Ferris F. Laune
Sec'y Philanthropic Department
Wieboldt Foundation

FFL:MW

WIEBOLDT FOUNDATION

3166 LINCOLN AVENUE

CHICAGO

335423

November 3rd, 1923.

Dr. Ernest DeWitt Burton, President,
University of Chicago,
59th & Ellis Avenue,
Chicago, Illinois.

My dear Dr. Burton:

At our conference last week we spoke of the organization of a School of Social Service in connection with the University of Chicago.

In accordance with your request for an outline of my ideas as to how such a school should be organized and carried on, I am sending the enclosed "Scheme for a School of Social Service for Chicago". As most of the details of such a scheme depend much upon the personnel selected to carry out the project, the cooperation secured and other variable factors, these details were not discussed.

Should you wish further suggestions on this project, I shall be very glad to give them. If I can be of service to you in any other way, I shall be only too happy to accommodate.

Very truly yours,

Ernest F. Laune

Sec'y Philanthropic Department

FEL:MW
Encl.

335453

WIEBOLDT FOUNDATION

3155 LINCOLN AVENUE

CHICAGO

November 3rd, 1933

Dr. Ernest DeWitt Burton, President,
University of Chicago,
507th & Ellis Avenue,
Chicago, Illinois.

My dear Dr. Burton:

At our conference last week we spoke
of the organization of a School of Social Service in con-
nection with the University of Chicago.

In accordance with your request for an
outline of my ideas as to how such a school should be
organized and carried on, I am sending the enclosed
"Scheme for a School of Social Service for Chicago".
As most of the details of such a scheme depend much upon
the personnel selected to carry out the project, the
cooperation secured and other variable factors, these
details were not discussed.

Should you wish further suggestions on
this project, I shall be very glad to give them. If I
can be of service to you in any other way, I shall be only
too happy to accommodate.

Very truly yours,

Ernest DeWitt Burton

Sec'y Ethnographic Department

WV:MW
Encl.

Ferris F. Laune,
Wieboldt Foundation
November 1st, 1923.

SCHEME FOR
A
SCHOOL OF SOCIAL SERVICE
FOR
CHICAGO.

- I - INTRODUCTION
- II - NEEDS FOR SUCH A SCHOOL
- III - LOCATION OF THE SCHOOL
- IV - ORGANIZATION
- V - PERSONNEL
- VI - CURRICULUM
- VII - STUDENTS
- VIII - COST

Ferris F. Danna,
Wiseboldt Foundation
November 1st, 1933.

SCHEMATIC FOR

A

SCHOOL OF SOCIAL SERVICE

FOR

CHICAGO.

- I - INTRODUCTION
- II - NEEDS FOR SUCH A SCHOOL
- III - LOCATION OF THE SCHOOL
- IV - ORGANIZATION
- V - PERSONNEL
- VI - CURRICULUM
- VII - STUDENTS
- VIII - COST

I - INTRODUCTION

The scheme for a school of Social Service presented here is necessarily brief. Discussion of the purely academic phases of such a school has intentionally been omitted. It is assumed that no one will consider that we are proposing this scheme, by itself, as providing sufficient education and training for those intending to enter the Social Work Profession. It is to be considered only in connection with other already existing educational agencies, especially the colleges and universities.

While the scheme is proposed in connection with the work of the University of Chicago, nevertheless it would probably be very successful as a department of the downtown Northwestern University, or as an independent school, cooperating closely with both Northwestern University and the University of Chicago.

II - NEEDS FOR SUCH A SCHOOL

The profession of social work is a growing one. Along with the spread of the social service ideas is a growing realization of the need for broadly trained workers in the field. In Chicago alone, there is spent approximately \$20,000,000 annually in social work activities, exclusive of public expenditures. That this money may produce results, the persons supervising this huge expenditure need to be trained.

III - LOCATION OF THE SCHOOL

A school of social work should be somewhat centrally located. It should be convenient to the headquarters of the various social

I - INTRODUCTION

The scheme for a school of Social Service presented here is necessarily brief. Discussion of the purely academic phases of such a school has intentionally been omitted. It is assumed that no one will consider that we are proposing this scheme, by itself, as providing sufficient education and training for those intending to enter the Social Work Profession. It is to be considered only in connection with other already existing educational agencies, especially the colleges and universities.

While the scheme is proposed in connection with the work of the University of Chicago, nevertheless it would probably be very successful as a department of the downtown Northwestern University, or as an independent school, cooperating closely with both Northwestern University and the University of Chicago.

II - NEEDS FOR SUCH A SCHOOL

The profession of social work is a growing one. Along with the spread of the social service ideas is a growing realization of the need for properly trained workers in the field. In Chicago alone, there is spent approximately \$20,000,000 annually in social work activities, exclusive of public expenditures. That this money may produce results, the persons supervising this large expenditure need to be trained.

III - LOCATION OF THE SCHOOL

A school of social work should be somewhat centrally located. It should be convenient to the headquarters of the various social

service agencies, in order that these agencies may be used as a laboratory, and in order that the staff of these agencies will not be too greatly inconvenienced in coming to the school to give instruction and lectures. This central location, in close contact with the social agencies of the community, establishes confidence between the school and the agencies, groups the student body together as a unit with common ideals and aims, and more clearly emphasizes the professional character of the school.

The ideal location of such a school would be in the same building with the social work agencies. Joint officing of the organizations in a building devoted to this type of agency, with a floor or two devoted to the school work, would simplify the problems of the school greatly.

IV - ORGANIZATION

The organization of such a school need not be elaborate. With the proper system of making use of resources already available, a staff of instructors and professors will not need to be maintained.

A director, with an assistant, and the necessary office help to handle registrations, records, correspondence, etc., will be able to carry on the work of the school quite successfully. Library facilities also need to be provided, though proximity to the Crerar Library and the Public Library lighten this burden considerably.

It is proposed that the actual instructional and lecture work be done by persons actively engaged in social work, rather than by university professors or instructors. The work of the director will be to take the necessary steps to secure this cooperation, co-ordinate the lectures, suggesting the topics to be treated, advise with the students, direct special studies, and in general, marshall all resources for the successful operation of the school.

V - PERSONNEL

The whole success of this scheme depends upon the careful selection of a director. This person must be an organizer and administrator, rather than a teacher. He must, however, be familiar with teaching and teaching problems. He must have a broad understanding of Sociology, Economics, Political Science and Social Service, in order to be able to build up the courses to be given in the school. He must have close contacts with the social service agencies and the governmental agencies, in order to make use of the educational resources in those fields. He should preferably be a young man - young, in order to be able to grasp and develop new ideas, a man in order to attract young men to a profession sadly in need of them. The Assistant Director, also an important element in this scheme, should be a woman. To her will be left many of the details of the working out of the scheme. She will make the more direct contact with the students, holding conferences with them in groups and indi-

It is proposed that the actual instructional and lecture work be done by persons actively engaged in social work, rather than by university professors or instructors. The work of the director will be to take the necessary steps to secure this cooperation, co-ordinate the lectures, suggesting the topics to be treated, advise with the students, direct special studies, and in general, marshal all resources for the successful operation of the school.

V - PERSONNEL

The whole success of this scheme depends upon the careful selection of a director. This person must be an organizer and administrator, rather than a teacher. He must, however, be familiar with teaching and teaching problems. He must have a broad understanding of sociology, economics, political science and social service, in order to be able to build up the courses to be given in the school. He must have close contacts with the social service agencies and the governmental agencies, in order to make use of the educational resources in those fields. He should preferably be a young man - young, in order to be able to grasp and develop new ideas, a man in order to attract young men to a profession early in need of them. The Assistant Director, also an important element in this scheme, should be a woman. To her will be left many of the details of the working out of the scheme. She will make the more direct contact with the students, holding conferences with them in groups and indi-

vidually, directing their work on the individual problems, arranging and supervising their field work, and other work of a more or less routine nature.

VI - CURRICULUM.

It is not proposed that a school of social service shall furnish of itself, a complete education or training for social work. Such a school might be compared with the internship for the medical profession. It presupposes certain preparation. All essentially text-book courses should have been completed prior to the students' entering this school. Emphasis here is to be put upon "field work" application of principles brought out by lecturers in the field. At least one half of the student's time should be devoted to actual work in the offices or in the field of the agencies. The student should remain with each agency, only long enough to become familiar with the type of problems involved and to get the general background of the work. In some one agency or type of agency, however, the student may remain for a longer time, if he is convinced that that is the particular work in which he wishes ultimately to remain. Independent research and investigation might be undertaken by those students especially qualified.

As for the lectures, they should be carefully planned in advance by the director and given by a specialist in the field presented. Reading lists should be furnished the students in order that gaps left by the lecturer might be filled, and in order that discussion by the students will be more intelligent.

vigorously, directing their work on the individual problems, arranging and supervising their field work, and other work of a more or less routine nature.

VI - CURRICULUM

It is not proposed that a school of social service shall furnish of itself, a complete education or training for social work. Such a school might be compared with the internship for the medical profession. It presupposes certain preparation. All essentially text-book courses should have been completed prior to the students' entering this school. Emphasis here is to be put upon "field work" application of principles brought out by lecturers in the field. At least one half of the student's time should be devoted to actual work in the offices or in the field of the agencies. The student should remain with each agency only long enough to become familiar with the type of problems involved and to get the general background of the work. In some one agency or type of agency, however, the student may remain for a longer time, if he is convinced that that is the particular work in which he wishes ultimately to remain. Independent research and investigation might be undertaken by those students especially qualified.

As for the lecturers, they should be carefully planned in advance by the director and given by a specialist in the field presented. Reading lists should be furnished the students in order that gaps left by the lecturer might be filled, and in order that discussion by the students will be more intelligent.

The services of the executives of Chicago social agencies should be freely at the disposal of the school (to a reasonable extent) as both the school and the social agencies are supported by the contributions of the public, and have a common ultimate goal. A tactful director, with a broad acquaintance with social workers, will find it easy to establish the necessary cooperation.

To supplement these "laboratory courses", the downtown university could furnish many of the special necessary courses for those students not sufficiently prepared. Students, for the most part, will have had all the "background courses" during their regular four years of college.

It would be wise to give some sort of special degree upon completion of the course. For this, a new degree would seem most satisfactory. "Master of Applied Sociology" or "Master of Social Engineering" or some such degree should be given to those students who have graduated from college, with the appropriate courses, and who satisfactorily complete the work of the School of Social Service.

VII - STUDENTS

The work of the school, presupposing a college course definitely aiming at the profession of social work, would be graduate in character. The students would, therefore, be mature college graduates who have had the necessary and fundamental courses in Biology, Psychology, Philosophy, History, Economics, Political Science and Sociology. Courses in these subjects should be in-

The services of the executives of Chicago Social agencies should be freely at the disposal of the school (to a reasonable extent) as both the school and the social agencies are supported by the contributions of the public, and have a common ultimate goal. A tactical director, with a broad acquaintance with social workers, will find it easy to establish the necessary cooperation. To supplement these "laboratory courses", the downtown university could furnish many of the special necessary courses for those students not sufficiently prepared. Students, for the most part, will have had all the "background courses" during their regular four years of college. It would be wise to give some sort of special degree upon completion of the course. For this, a new degree would seem most satisfactory. "Master of Applied Sociology" or "Master of Social Engineering" or some such degree should be given to those students who have graduated from college, with the appropriate courses, and who satisfactorily complete the work of the School of Social Service.

VII - STUDENTS

The work of the school, presupposing a college course definitely aiming at the profession of social work, would be graduate in character. The students would, therefore, be mature college graduates who have had the necessary and fundamental courses in Science and Sociology. Courses in these subjects should be in-

sisted upon as prerequisite, for there is grave danger that such a school as is outlined would lower, rather than raise the standards in social work. Exceptions to this requirement might be made in the cases of persons already in social work who, not having had the desired prerequisites, wish to take some special work in the school, but they should be encouraged to take first the more theoretical courses which they have not had.

VIII - COST.

It is impossible to arrive at an adequate estimate of the cost of operating a school such as has been outlined. So much depends upon the factors involved, such as rental of space, number of students, etc. The Director should receive not less than \$5,000.00 per year and \$7,500.00 may be required to secure the proper man for the position. The Assistant Director's salary should be at least \$3,000.00 per year. Funds should be provided for bringing to the school certain specialists from outside Chicago to lecture, when no persons from Chicago can adequately fill the need. This will occur in only a limited number of instances. Office help would be provided at the usual rate for that type of work. Other overhead cannot at this time be estimated. Aside from items of rent, heat, light, etc., \$25,000.00 to \$30,000.00 per year ought to carry out the work quite satisfactorily.

stated upon as prerequisite, for there is grave danger that such a school as is outlined would lower, rather than raise the standards in social work. Exceptions to this requirement might be made in the cases of persons already in social work who, not having had the desired prerequisites, wish to take some special work in the school, but they should be encouraged to take first the more theoretical courses which they have not had.

VIII - COST.

It is impossible to arrive at an adequate estimate of the cost of operating a school such as has been outlined. So much depends upon the factors involved, such as rental of space, number of students, etc. The Director should receive not less than \$5,000.00 per year and \$7,500.00 may be required to secure the proper man for the position. The Assistant Director's salary should be at least \$3,000.00 per year. Funds should be provided for bringing to the school certain specialists from outside Chicago to lecture, when no persons from Chicago can adequately fill the need. This will cover in only a limited number of instances. Office help would be provided at the usual rate for that type of work. Other overhead cannot at this time be estimated. Aside from items of rent, heat, light, etc., \$25,000.00 to \$30,000.00 per year ought to carry out the work quite satisfactorily.