

26 Broadway
New York

76
December 13, 1920.

My dear Dr. Judson:

The question of salaries of the elected and appointed officers of the Rockefeller Foundation is usually considered at the December meeting of the Foundation and entered in the minutes of that meeting. The matter did not come to the formal attention of the Board while it was in session last week. It was, however, discussed and approved informally by a majority of the Board and proposed salaries for next year have been agreed upon as follows:

President and General Director of the China Medical Board	\$17,000 (no change from last year)
General Director of the International Health Board	14,000 (no change from last year)
General Director of the Division of Medical Education	12,000 (no change from last year)
Secretary	10,000 (increase of \$1,000)
Comptroller	8,000 (no change from last year)
Treasurer	10,000 (increase of \$1,000)
Assistant Treasurer	8,000 (" " ")
Assistant Comptroller	5,500 (increase of \$500)
Assistant Secretary	3,000 (new position)
Librarian	3,000 (no change from last year)

If you have no objection, I should like to have the report of this salary schedule entered as a part of the minutes of the December meeting.

Dr. Harry Pratt Judson,
University of Chicago,
Chicago, Illinois.

Very truly,

John D. Rockefeller Jr.
Chairman.

December 15, 1920

Dear Mr. Rockefeller:

Yours of the 13th instant relating

to the salary scale of the officers of the

Rockefeller Foundation is received. It seems

to me entirely proper that the scale as

recommended should be included in the Minutes

of the December meeting of the Board.

Very truly yours,

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

HPJ:JN

Secretary	12,000 (increase of \$1,000)
Treasurer	10,000 (increase of \$1,000)
Assistant Treasurer	8,000 (no change from last year)
Assistant Comptroller	5,500 (increase of \$500)
Assistant Secretary	5,000 (new position)
Librarian	3,000 (no change from last year)

If you have no objection, I should like to have the report of this salary schedule entered at a part of the minutes of the December meeting.

Dr. Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

John D. Rockefeller Jr.
Chairman

December 15, 1920

Dear Mr. Rockefeller:

Yours of the 13th instant relating
to the salary scale of the officers of the
Rockefeller Foundation is received. It seems
to me entirely proper that the scale as
recommended should be included in the Minutes
of the December meeting of the Board.

Very truly yours,

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

W-1, 71

7. July
1921

The Jeanes Fund, for the improvement of Negro Rural Schools, cooperated during the session ending June 30, 1921, with public school superintendents in 269 counties in 13 States.

The 272 Supervising Teachers, paid partly by the counties and partly through the Jeanes Fund, visited regularly in these counties 8,976 country schools, making in all 34,641 visits and raising for the purpose of school improvement \$394,737. The total amount of salary paid to the Supervising Teachers was \$214,033, of which the sum of \$119,746 was paid by the public school authorities and \$94,287 through the Jeanes Fund.

The business of these traveling teachers, working under the direction of the county superintendents, is to help and encourage the rural teachers; to introduce into the small country schools simple home industries; to give talks and lessons on sanitation, cleanliness, etc.; to promote the improvement of school houses and school grounds; and to organize clubs for the betterment of the school and neighborhood.

1931

The James Fund, for the improvement of Negro Rural Schools, operated during the session ending June 30, 1931, with public school superintendents in 289 counties in 18 States.

The 278 Superintending Teachers, paid partly by the counties and partly through the James Fund, visited regularly in these counties 8,976 country schools, making in all 34,841 visits and raising for the purpose of school improvement \$3894,737. The total amount of salary paid to the Superintending Teachers was \$214,038, of which the sum of \$119,746 was paid by the public school authorities and \$94,287 through the James Fund.

The business of these traveling teachers, working under the direction of the county superintendents, is to help and encourage the rural teachers; to introduce into the small country schools simple home industries; to give talks and lessons on sanitation, cleanliness, etc.; to promote the improvement of school houses and school grounds; and to organize clubs for the betterment of the school and neighborhood.

John F. Slater Fund

142 County Training Schools

Beginning with the Session 1911-12, at the request of four County Superintendents, the Slater Fund aided in establishing County Training Schools in these four counties. The plan has met with general approval.

From the first the proposition of the Slater Board has been to appropriate \$500 a year for salaries of teachers on the following conditions:

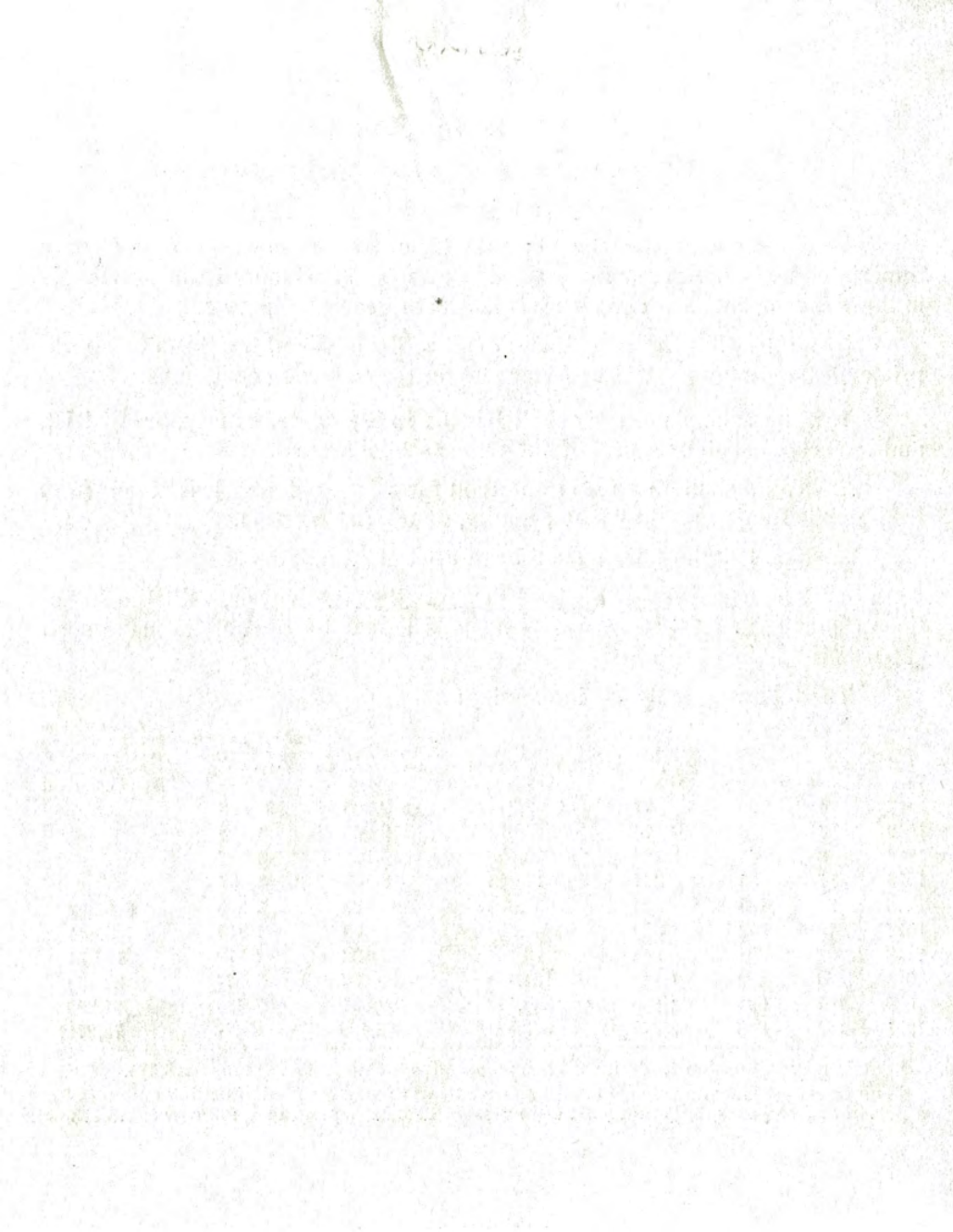
1. The school property shall belong to the state, county, or district, and the school shall be a part of the public school system.
2. There shall be an appropriation for salaries of not less than \$750 from public funds raised by state, county, or district taxation.
3. The length of term shall be at least eight months.
4. The teaching shall extend through the eighth year, with the intention of adding at least two years as soon as it shall be possible to make such extension.

The following facts are interesting:

Year	No. of Schools	No. of Teachers	Pupils in High School Grades	For Salaries from Public Tax Funds	For Salaries through Slater Board	Average Amt. for Salaries from Public Funds	Appropriation of General Education Board for Building and Equipment
1912	4	20	77	\$ 3,344	\$ 2,000	\$ 838	
1913	4	23	74	4,612	2,000	1,153	
1914	8	41	184	10,696	4,000	1,337	
1915	17	85	267	17,986	8,500	1,058	
1916	27	135	404	37,395	13,500	1,385	\$ 6,392
1917	42	252	630	55,020	21,000	1,310	9,864
1918	52	308	948	78,533	27,552	1,510	12,374
1919	70	402	1,130	131,158	39,037	1,874	20,460
1920	107	624	1,649	239,252	52,894	2,236	61,290
1921	142	848	2,247	340,821*	62,400	2,422	75,271†

*Total amount, session 1920-21, for all purposes from Public Tax Funds \$648,415.

†The General Education Board is also contributing to salaries in diminishing amounts for a period of five years, beginning with the session 1920-21, when the amount was \$75,113.



October 14, 1921.

My dear Mr. Buttrick:-

Mr. Charles L. Hutchinson was in my office yesterday with Mr. Sargent of the Arnold Arboretum, Boston. The Arboretum, as you know, is really a branch of Harvard University. Mr. Sargent is hoping to extend its usefulness and provide for its permanent value by securing an additional endowment. As it is an institution educational in character, and especially involving research on arboriculture, he is hoping to interest the General Education Board in it. I told him that I was sure you would be glad to see him and hear his story. Mr. Sargent, you know, is a man of somewhat advanced years, who has given largely of his own income to support the Arboretum. If you would care to drop him a line at the Arboretum he would come over to New York any day that might be convenient for you. Mr. Sargent's address is, Mr. C. S. Sargent, Arnold Arboretum, Harvard University, Jamaica Plain, Mass.

With cordial greetings, I am

Very truly yours,

Mr. Wallace Buttrick,
General Education Board,
61 Broadway, N.Y.

H. P. Judson

October 14, 1921.

My dear Mr. Buttrick:-

Mr. Charles L. Hutchinson was in my office yesterday with Mr. Sargent of the Arnold Arboretum, Boston. The Arboretum, as you know, is really a branch of Harvard University. Mr. Sargent is hoping to extend its usefulness and provide for its permanent value by securing an additional endowment. As it is an institution educational in character, and especially involving research on arboriculture, he is hoping to interest the General Education Board in it. I told him that I was sure you would be glad to see him and hear his story. Mr. Sargent, you know, is a man of somewhat advanced years, who has given largely of his own income to support the Arboretum. If you would care to drop him a line at the Arboretum he would come over to New York any day that might be convenient for you. Mr. Sargent's address is, Mr. C. S. Sargent, Arnold Arboretum, Harvard University, Jamaica Plain, Mass.

With cordial greetings, I am

Very truly yours,

H. P. Judson

Mr. Wallace Buttrick,
General Education Board,
61 Broadway, N.Y.

Officers of the Board

Wallace Buttrick
President

Abraham Flexner
Trevor Arnett
Secretaries

E. C. Sage
Assistant Secretary

L. G. Myers
Treasurer

L. M. Dashiell
Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

October 17, 1921

Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett

Dear Dr. Judson:

Your letter of October 14 is at hand.

I do not know that the members of our Board would feel disposed to make a contribution to the Arboretum. We make contributions to medical departments of universities because Mr. Rockefeller has made a special contribution for that purpose; but, as you know, we do not think it wise to take up particular departments of institutions but rather to make contributions to general endowment.

I am leaving tomorrow for a long journey and shall not be back until just in time to get ready for our November Board Meeting. After that I will drop a line to Mr. Sargent, as you suggest.

With all good wishes, I am

Cordially yours,

Wallace Buttrick

Dr. Harry Pratt Judson
The University of Chicago
Chicago, Illinois

WB/LFA

Dear Dr. Johnson:

I do not know that the members of our board would

We make contributions to medical departments of

special contribution for that purpose; but, as you

Department of Inscriptions and Monuments and the

I am leaving tomorrow for a long journey.

for our November Board Meeting. After that I will

With all good wishes, I am

Chicago, Illinois
The University of Chicago
Dr. Harry Pratt Judson

November 17, 1921.

My dear Mr. Buttrick:-

In reference to paragraph 19, page of the docket I wish to make one comment. I am not criticising the appropriation, which, of course, I approve. I am bound to say, however, that I am not in accord with the organization which has been effected to carry out this matter. The study in my mind is one of the most important which the Board could undertake or aid in undertaking. Public finance as related to education is a very confused matter. No doubt in some parts of the country funds for education are entirely adequate. But in many parts of the country provision has been made in a most lavish way for education all along the line. At the same time there are constant demands for increasing these costs. I don't observe anywhere suggestions for redistribution of existing costs in the interests of economy. I don't observe anywhere the desire to study the purposes for which these funds are used in view of judging relative values. The time will come in the not distant future in which tax payers will rebel against the increasing load.

November 17, 1931.

My dear Mr. Buttrick:-

In reference to paragraph 19, page
of the booklet I wish to make one comment. I am
not criticizing the appropriation, which, of course,
I approve. I am bound to say, however, that I am
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the interests of economy. I don't observe anywhere
the desire to study the purposes for which these funds
are used in view of judging relative values. The
time will come in the not distant future in which
tax payers will rebel against the increasing load.

It seems to me that the study which is made out to be thoroughly scientific has not been based on the predisposed attitude of any particular group in the community. At present, as I understand it, under the Council of Education there is a Commission of nine persons; seven are pedagogues, and two are laymen. If the matter were reversed I should not object. I am convinced that in this commission of nine, five ought to represent the community at large, for supporting education, and the other four perhaps the educational people for doing the work.

Furthermore I understand there is to be an advisory committee sooner or later. Provision should be carefully made so that this shall have no sort of bearing or influence on the report. I do not know what sort of people will consent to hold positions of that kind. In short, apparently the report to date represents the tax eaters and not the tax payers.

I do not know if this will, or can, have any bearing on what can be done in the investigation, but at least, I have this off my mind.

Very truly yours,

Mr. Wallace Buttrick,
61 Broadway, New York City.

H. P. Judson

HPJ:CB

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Very truly yours,

H. P. Judson

Mr. Wallace Butterick,
61 Broadway, New York City.

Officers of the Board

Wallace Buttrick
President

Abraham Flexner
Trevor Arnett
Secretaries

E. C. Sage
Assistant Secretary

L. G. Myers
Treasurer

L. M. Dashiell
Assistant Treasurer

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Charles P. Howland
Trevor Arnett

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

November 19, 1921

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

Dear President Judson:

Dr. Buttrick has been kind enough to let me read your letter of the 17th regarding the study of the cost of public education. I have had a good many interviews with the men who are doing the job and you will be glad to hear that they undertake it firmly convinced of the importance of the points you make; namely, that the program upon which the country is theoretically engaged is one which no country is rich enough to finance, and that, therefore, the important thing is to find out what is feasible in education with due respect to other community needs. As a matter of fact, Mr. Morawetz is in constant touch with the men who are giving their entire time to the investigation and is exerting a profound influence over their procedure. The Advisory Committee will have not power but influence, for it is obvious that the conclusions presented to the public will carry no weight

General Education Board

November 19, 1931

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

Dear President Judson:

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your letter of the 17th regarding the study of the cost
of public education. I have had a good many interviews
with the men who are doing the job and you will be glad
to hear that they undertake it firmly convinced of the
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over their procedure. The Advisory Committee will have
not power but influence, for it is obvious that the
conclusions reached by the public will carry no weight

President H P J

p2

unless they come with the combined authority of both committees.

While I think the Committee as constituted is alive to the importance of the considerations which you advance, these considerations are in themselves so important that I have asked Dr. Buttrick if he will not permit me to transmit your letter, with or without your name as you may prefer, to Dr. Strayer and his associates. It is, of course, quite true that professional men, whether they be teachers or doctors or engineers or pure scientists, are too easily captivated by the possibilities in their own respective fields and, therefore, too little likely to take into consideration other needs. Hence, a clean cut reminder such as your letter contains is always timely and helpful. I hope, therefore, that you may not object to our using your letter the way I suggest.

With fond regards, I am

Very sincerely yours,

*Abraham Flexner*₃

AF/MSD

unless they come with the authority of a committee.
Sincerely,
Miss.

While I think the Committee is entitled to
live to the importance of the work which it is doing
and, these considerations are in themselves so im-
portant that I have written Dr. Strayer if he will not
permit me to transmit your letter, with or without your
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It is, of course, quite true that professional men, whether
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are too easily captivated by the possibilities in their own
respective fields and, therefore, too little likely to take
into consideration other needs. Hence, a clean cut remis-
sion such as your letter contains is always timely and help-
ful. I hope, therefore, that you will not object to my
using your letter, thereby I suggest.
With kind regards, I am

Very sincerely yours,

November 23, 1921.

My dear Mr. Flexner:-

Your favor of the 19th instant is received. Of course you understand that I was not criticizing any individual member of the Commission but was looking at it from the point of view of what I regard as important general principles. I have not the slightest objection to your transmitting my letter to Dr. Strayer if you wish. Of course transmit it with the signature.

Very truly yours,

Mr. Abraham Flexner,
61 Broadway,
New York City.

HPJ:CB

November 23, 1921.

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Your favor of the 19th instant is

received. Of course you understand that I

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principles. I have not the slightest objection

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signature.

Very truly yours,

Mr. Abraham Flexner,
61 Broadway,
New York City.

HPJ:CB

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President

Abraham Flexner
Trevor Arnett
Secretaries

E. C. Sage
Assistant Secretary

L. G. Myers
Treasurer

L. M. Dashiell
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Charles P. Howland
Trevor Arnett

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

January 23, 1922

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear Sir:

Following is a copy of a letter from Mr. A. L. Boulware
regarding the By-Laws of the General Education Board:

"I enclose you herewith a suggested resolution for a change in the By-Laws to meet the question which I raised some time ago, to the effect that members of the Executive and Finance Committees had no right to vote at meetings thereof by proxy. It is a general rule of law that members of a board of directors cannot vote by proxy inasmuch as directors are elected for the purpose of meeting and interchanging their views. However, there is some authority to the effect that the usual rule can be altered by the adoption of by-laws to cover the question, and in view of the charter provisions of the General Education Board to the effect that its members or trustees may vote by proxy, I believe we will be safe in adopting the suggested resolution which in effect provides that the members may vote by proxy, whether acting in their capacity as members of the Executive Committee, Finance Committee, or members of the Board. We will at least be in better shape than we are now, proceeding by proxy without any by-law."

In accordance with the suggestion made by Mr. Boulware,

January 23, 1933

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear Sir:

Following is a copy of a letter from Mr. A. L. Boulware

regarding the By-Laws of the General Education Board:

"I enclose you herewith a suggested resolution for a change in the By-Laws to meet the question which I raised some time ago, to the effect that members of the Executive and Finance Committees had no right to vote at meetings thereof by proxy. It is a general rule of law that members of a board of directors cannot vote by proxy inasmuch as directors are elected for the purpose of meeting and interchanging their views. However, there is some authority to the effect that the usual rule can be altered by the adoption of by-laws to cover the question, and in view of the charter provisions of the General Education Board to the effect that its members or trustees may vote by proxy, I believe we will be safe in adopting the suggested resolution which in effect provides that the members may vote by proxy, whether acting in their capacity as members of the Executive Committee, Finance Committee, or members of the Board. We will at least be in better shape than we are now, proceeding by proxy without any by-law."

In accordance with the suggestion made by Mr. Boulware,

notice is hereby given that at the regular meeting of the Board, to be held on Thursday, February 23, 1922, the following amendments to the By-Laws will be proposed:

Amend Article VII by omitting the last sentence which reads as follows:

Any member of the Board may by writing or telegram appoint any other member of the Board to act as his proxy at any one or more specified meetings of the Board.

so that the article as amended shall read as follows:

ARTICLE VII
Meetings of the Board

The President, or any three members of the Board, may call a special meeting of the Board by not less than five days' written notice given by the President, a Secretary, or the Assistant Secretary, or the members calling such meeting.

A stated meeting of the Board shall be held on the fourth Thursday of February and May and the Thursday before Thanksgiving in each year, of which the November meeting shall be the annual meeting. All meetings shall be held at such time and place in the City of Washington, District of Columbia, or elsewhere, as the Board shall, from time to time, order or direct. In the absence of such direction, the meeting shall be held at the office of the Board in New York City.

If any member of the Board shall be absent from three consecutive stated meetings, such absence, unexcused, shall ipso facto be deemed a resignation of membership of the Board, and the vacancy so caused shall be filled as herein provided.

notice is hereby given that at the regular meeting of the Board, to be held on Thursday, February 28, 1932, the following amendments to the By-Laws will be proposed:

Amend Article VII by omitting the last sentence which reads

as follows:

any member of the Board may by writing or telegram appoint any other member of the Board to act as his proxy at any one or more special meetings of the Board.

so that the article as amended shall read as follows:

ARTICLE VII Meetings of the Board

The President, or any three members of the Board, may call a special meeting of the Board by not less than five days' written notice given by the President, a Secretary, or the Assistant Secretary, or the members calling such meeting.

A stated meeting of the Board shall be held on the fourth Thursday of February and May and the Thursday before Thanksgiving in each year, of which the November meeting shall be the annual meeting. All meetings shall be held at such time and place in the City of Washington, District of Columbia, or elsewhere, as the Board shall, from time to time, order or direct. In the absence of such direction, the meeting shall be held at the office of the Board in New York City.

If any member of the Board shall be absent from three consecutive stated meetings, such absence, unexcused, shall ipso facto be deemed a resignation of membership of the Board, and the vacancy so caused shall be filled as herein provided.

Dr. H.P.J.---3

Add a new article to be known as Article XIII to
read as follows:

ARTICLE XIII
Proxies

Any member of the Board may by writing or telegram appoint any other member of the Board to act and vote as his proxy at any one or more of the meetings of the Board; and likewise any member of the Executive or Finance Committees of the Board may by writing or telegram appoint any other member of the respective committee to act and vote as his proxy at any of the meetings of such committees.

Renumber Article XIII and make it Article XIV, the
amended article to read as follows:

ARTICLE XIV
Amendments

These By-Laws may be altered or amended at any duly called meeting of the Board by a majority vote of the members present provided not less than seven members shall vote in the affirmative; and provided further that written notice has been sent to every member of the Board at least thirty days in advance of the meeting stating specifically the proposed amendment.

Very truly yours,

E. C. Sage

and a new article to be known as Article XIII to

read as follows:

ARTICLE XIII
Proxies

Any member of the Board may by writing or telegram appoint any other member of the Board to act and vote as his proxy at any one or more of the meetings of the Board; and likewise any member of the Executive or Finance Committee of the Board may by writing or telegram appoint any other member of the respective committee to act and vote as his proxy at any of the meetings of such committee.

Renumber Article XIII and make it Article XIV, the

amended article to read as follows:

ARTICLE XIV
Amendments

These by-laws may be altered or amended at any duly called meeting of the Board by a majority vote of the members present provided not less than seven members shall vote in the affirmative; and provided further that written notice has been sent to every member of the Board at least thirty days in advance of the meeting stating specifically the proposed amendment.

Very truly yours,

January 25, 1923.

My dear Mr. Sage:-

Your favor of the 23rd instant
relating to the amendments to the By-Laws
of the General Education Board is received.

Very truly yours,

Mr. H. C. Sage,
General Education Board,
61 Broadway,
New York City.

HPJ:CB

January 25, 1921.

My dear Mr. Sage:-
Your favor of the 23rd instant
relating to the amendments to the By-Laws
of the General Education Board is received.
Very truly yours,

Mr. H. C. Sage,
General Education Board,
41 Broadway,
New York City.

H21:CB

Officers of the Board

Wallace Buttrick
President

Abraham Flexner
Trevor Arnett
Secretaries

E. C. Sage
Assistant Secretary

L. G. Myers
Treasurer

L. M. Dashiell
Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

7
Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett

February 9, 1922

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear Sir:

A regular meeting of the General Education Board will be held at the office of the Board No. 61 Broadway, New York City, on Thursday, February 23, 1922, at 10:30 A.M.

The By-Laws provide that at this meeting the election of members to the Board shall take place. At the November meeting of the Board, the following recommendations of the Nominating Committee were approved:

For membership in the Board for the term of three years,
ending December 31, 1924:

Mr. Harry Pratt Judson
Mr. Wickliffe Rose
Mr. Anson Phelps Stokes
Mr. Abraham Flexner
Mr. Trevor Arnett

For membership in the Board for the term of two years,
ending December 31, 1923:

Mr. Raymond B. Fosdick

For membership in the Board for the term of one year,
ending December 31, 1922:

Mr. James R. Angell

WWB-IEG

E. C. Sage
Assistant Secretary

Mr. Harry Pratt Judson
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.

General Education Board

1922-1923

Mr. Harry Pratt Judson
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.
Mr. William H. H. H.

February 2, 1923

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear Sir:

A regular meeting of the General Education Board will be held at the office of the Board No. 61 Broadway, New York City, on Thursday, February 22, 1923, at 10:30 A.M.

The by-laws provide that at this meeting the election of members to the Board shall take place. At the November meeting of the Board, the following recommendations of the Nominating Committee were approved:

For membership in the Board for the term of three years, ending December 31, 1924:

- Mr. Harry Pratt Judson
- Mr. William H. H. H.
- Mr. Anson Phelps Stokes
- Mr. Abraham Flexner
- Mr. Trevor Arnett

For membership in the Board for the term of two years, ending December 31, 1923:

- Mr. Raymond B. Toulmin

For membership in the Board for the term of one year, ending December 31, 1922:

- Mr. James H. Angell

Assistant Secretary

WHP-120

Officers of the Board

Wallace Buttrick
President

Abraham Flexner
Trevor Arnett
Secretaries

E. C. Sage
W. W. Bristley
Assistant Secretaries

L. G. Myers
Treasurer

L. M. Dashiell
Assistant Treasurer

Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

February 21, 1923

443

Dr. Ernest D. Burton
The University of Chicago
Chicago, Illinois

My dear Dr. Burton:

I am sending you herewith an address by
Dean Charles S. Slichter of the University of Wisconsin
before the Phi Beta Kappa Society on "The New Philoso-
phy." His conclusion regarding the way in which the
new philosophy will really develop, I am sure will be
very interesting to you now that you are taking up
your duties as President of the University.

Very truly yours,

Trevor Arnett

TA/LFA

~~no enclosure
received
HVC~~

Returned
to the
President
With
Comment
1/19

Dr. Ernest B. Watson
The University of Chicago
Chicago, Illinois

Ernest B. Watson

January 21, 1932

Dr. Ernest B. Watson
The University of Chicago
Chicago, Illinois

Dear Sir:

I am sending you herewith an address by
Dr. Charles S. Glicker of the University of Wisconsin
before the Phi Kappa Kappa Society on the New Philo-
sophy. His contribution regarding the new philosophy is
new philosophy will really develop. I am sure it is
very interesting to you now that you are taking
your duties as President of the University.

Very truly yours,

TA/UA

March 12, 1923.

My dear Mr. Arnett:-

The address of Dr. Charles S. Slichter which you were so kind as to send me rather surprises me. I met him at Baltimore and he did not strike me as an idealist at all. But the suggestions of his address are certainly idealistic and stimulating. His suggestion that the Social Sciences have not developed their Technique is interesting, and I rather think it is true. In Chemistry we have controlled and a thousand times repeated experiment. In human genetics these conditions are impossible. What will take the place of them?

His assertion that the next steps of progress will not come from the Universities is a challenge to us that ought to stimulate us to action.

Cordially yours,

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

EDB:CB

March 12, 1933.

My dear Mr. Arnett:-

The address of Dr. Charles S. Slichter

which you were so kind as to send me rather surprised me. I met him at Baltimore and he did not

strike me as an idealist at all. But the sug-

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repeated experiment. In human genetics these con-

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progress will not come from the Universities is a

challenge to us that ought to stimulate us to action.

Cordially yours,

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

ADB:CB

Officers

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
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Secretaries
E. C. Sage
W. W. Brierley
Assistant Secretaries
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

166

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

March 19, 1923.

Members

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Foedick

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

My dear Dr. Burton:

As you know the General Education Board is furnishing assistance upon request to colleges and universities in reorganizing their accounting and administrative systems. Very good progress is being made in this endeavor, but there has been an urgent request on the part of college financial officers for instruction in the principles of the subject, and our Board has about decided to meet these requests by offering a course in college and university finance to a selected group of college officers sometime during next summer, probably beginning the middle of August and extending for three weeks. In considering an appropriate place for holding the class the University of Chicago naturally presented itself to my mind, first, because it has taken the lead in college and university accounting and would furnish an object lesson to the students; second, Chicago is centrally located with respect to the rest of the country. The plan so far as matured is as follows: First, to select fifteen or twenty representative financial officers of colleges and universities in different parts of the country and invite them to become members of this class; second, the General Education Board to share in the expense, probably paying the hotel and boarding expenses of the members while in Chicago; third, to offer the course tuition free.

March 19, 1933.

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

My dear Dr. Burton:

As you know the General Education Board is furnishing assistance upon request to colleges and universities in reorganizing their accounting and administrative systems. Very good progress is being made in this endeavor but there has been an urgent request on the part of college financial officers for instruction in the principles of the subject, and our Board has decided to meet these requests by offering a course in college and university finance to a selected group of college officers sometime during next summer, probably beginning the middle of August and extending for three weeks. In considering an appropriate place for holding the class the University of Chicago naturally presented itself to my mind, first, because it has taken the lead in college and university accounting and would furnish an object lesson to the students; second, Chicago is centrally located with respect to the rest of the country. The plan so far as matured is as follows: First, to select fifteen or twenty representative financial officers of colleges and universities in different parts of the country and invite them to become members of this class; second, the General Education Board to share in the expense, probably paying the hotel and boarding expenses of the members while in Chicago; third, to offer the course tuition free.

Last Fall Dr. Judd wrote to me asking if I would give a course in college administration to a selected group of college presidents during the second term of the summer quarter. I wrote regretfully declining the request because I did not think I could take so much time, and because I felt that probably that was not the place to begin the work. The work which we are planning to offer falls much more naturally under the Department of Commerce and Administration, and I am writing to you to inquire (1) whether it would be possible to make arrangements with the University of Chicago to give the course at the University, and (2) would it be necessary to have those taking the work registered as students in the University. Any advice or suggestion which you can give me on this matter will be greatly appreciated by me personally and by our Board.

I might add that Dean Russell of Teachers College has been anxious for a course in college administration to be given at Teachers College, but I think the plan of approach which I have suggested is better.

I trust that you are very well and that Mrs. Burton has entirely recovered from her attack of influenza.

With cordial regards to you and Mrs. Burton, in which Bertha joins, I am

Most cordially yours,

TA AM

Trevor Arnett

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I might add that Dean Russell of Teachers College has been anxious for a course in college administration to be given at Teachers College, but I think the plan of approach which I have suggested is better. I trust that you are very well and that Mrs. Burton has entirely

recovered from her attack of influenza.
With cordial regards to you and Mrs. Burton, in which I believe

Yours, I am

Most cordially yours,

TA AM

James Burton

March 27, 1923.

My dear Mr. Arnett:

I have read with much interest your letter of March 19. We shall be most happy to have you give such a course as you propose at the University. I have conferred with Mr. Marshall, and find him agreeing with me that we should be glad to list the course in the School of Commerce and Administration, but that we should wish you to follow your preference in that matter. If you prefer it can be given at the University, but not as a University course. Just let us know which way you prefer, and whether you want us to do any advertising, or wish personally to select the persons to whom it shall be open.

I am glad to say that Mrs. Burton is much better, and that I am flourishing. I hope that you and Mrs. Arnett are well.

Very cordially yours,

Mr. Trevor Arnett

61 Broadway

New York City, N. Y.

March 27, 1923.

My dear Mr. Arnett:

I have read with much interest your letter of March 19. We shall be most happy to have you give such a course as you propose at the University. I have conferred with Mr. Marshall, and find him agreeing with me that we should be glad to list the course in the School of Commerce and Administration, but that we should wish you to follow your preference in that matter. If you prefer it can be given at the University, but not as a University course. Just let us know which way you prefer, and whether you want us to do any advertising, or wish personally to select the persons to whom it shall be open.

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Very cordially yours,

Mr. Trevor Arnett

61 Broadway

New York City, N. Y.

Officer

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
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Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Foedick

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

June 19, 1923

01096

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Dear Dr. Burton:

Thank you for your letter written on the subway.

I will carry out your instructions. I feel that the matter might well be brought to the attention of your trustees without prejudice. We would not stand in the way. I told you frankly how I feel about it, but the man is entitled to the privilege of considering it himself without prejudice, and the same is true of your trustees.

It was a great joy to see you. I meant to have talked to you about Atlantic City. You did a great and notable piece of work with the utmost wisdom, based on that candor which always characterizes your relations and negotiations with your fellowmen. I am once more convinced that "truthing it" is the only way.

I meant to have asked you about Mrs. Burton and Margaret, but we were quite too busy with business and the time

June 19, 1953

President Ernest L. Burton
University of Chicago
Chicago, Illinois

Dear Dr. Burrows:

of your trustees.

It was a great joy to see you. I meant to have called to you about Atlantic City. You did a great and notable piece of work with the utmost wisdom, based on that cancer which always characterizes your relations and negotiations with your fellowmen. I am once more convinced that "nothing is" is the only way.

I want to have asked you about Mrs. Burton and

Pres. E.D.B.--2

was short. Do give my love to Mrs. Burton and believe me
that I love you and am proud of you,

Yours always,

Mallan Buttrick

WB/KEO

Pres. E.D.H. 3

was short. To give my love to Mrs. Burton and believe me

that I love you and am proud of you,

Yours always,

W.D.H.

June 22, 1923.

My dear Dr. Buttrick:

Almost simultaneously with your kind letter of June 19th I had written you, but the letter had not yet been mailed when I received yours. I greatly appreciate your generous attitude in this whole matter. I probably ought to have postponed my departure from New York in order to have finished our conversation about Mr. Arnett which was interrupted and then not resumed because of the arrival of my train time.

Taking the matter up where we left it, and also on the basis of your letter, may I ask whether you would be willing to write to Dr. Rose stating the matter as presented by me and as it lies in your mind? I fully appreciate that this is not strictly necessary because you, of course, speak for the Board; but I am solicitous that ^{we} I shall not act in this matter without the full knowledge of both of you. I should be glad, therefore, if you felt like writing to Dr. Rose and letting me know the result.

Am I right in thinking that Dr. Rose is to remain in California some time and will not return East until late in the summer?

June 22, 1923.

My dear Dr. Butterick:

Almost simultaneously with your kind letter of June 18th I had written you, but the letter had not yet been mailed when I received yours. I greatly appreciate your generous attitude in this whole matter. I probably ought to have postponed my departure from New York in order to have finished our conversation about Mr. Arnett which was interrupted and then not resumed because of the arrival of my train time.

Taking the matter up where we left it, and also on the basis of your letter, may I ask whether you would be willing to write to Dr. Rose stating the matter as presented by me and as it lies in your mind? I fully appreciate that this is not strictly necessary because you, of course, speak for the Board; but I am solicited that I shall not act in this matter without the full knowledge of both of you. I should be glad, therefore, if you felt like writing to Dr. Rose and letting me know the result.

Am I right in thinking that Dr. Rose is to remain in California some time and will not return East until late in the summer?

I rather expect to be in New York next week, either the 25th or the 28th, and possibly from the 25th to the 28th, but I am not quite sure on which date, I shall be there, or whether I shall go at all.

Responding to your inquiries about Mrs. Burton and Margaret I am very glad to report that they are both quite well. Mrs. Burton has stood the strain of her new duties better than either of us expected. Margaret has been with us for a few days and is now on her way to the National Education Association Conference in San Francisco.

With cordial best wishes, I am

Sincerely yours,

Dr. Wallace Buttrick,
61 Broadway,
New York City.

EDB:CB

I rather expect to be in New York next week, either the 25th or the 26th, and possibly from the 25th to the 28th, but I am not quite sure on which date, I shall be there, or whether I shall go at all.

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With cordial best wishes, I am

Sincerely yours,

Dr. Wallace Butterick,
61 Broadway,
New York City.

EDB:CB

Principals College *Fa 7*
The University of Chicago

Office of the Dean of Faculties

January 3, 1924

Memo. to the President:

With reference to the plan submitted by Dean Wilkins, I should say that the strongest argument in its favor is that Mr. Wilkins has succeeded so remarkably in his initiative and leadership thus far. If he were to stay with the plan and put as much of himself into it as he has put into the work this autumn it would be pretty sure to be well done and would achieve certainly a large degree of success.

On the other hand there is one general point and certain details which lead me to question whether it is yet ready for presentation to the General Education Board.

The general point is this. Would it not be out of scale to ask \$50,000 or more for an experiment in college administration as the only item which we at the moment are prepared to offer for consideration? Would it not possibly indicate that this was the principal project on which we could agree, whereas I think we should make it clear that there are very strong departments of graduate work which we should like to develop still further, even if we omit from consideration the particular departments in which there seem to be differences of opinion as to personnel. I think that Gale and Laing feel rather strongly on the ~~matter~~ of expending so large a sum on undergraduate administration unless we can use something like proportionate funds for the development of graduate work.

Details which I think should be made clearer before we present the plan are:

1. As to just the functions of the advisor. Is it intended that he shall develop a third distinct type of relationship differing from that of both dean and instructor? If so, how can we define his functions so as not to make them too much that of a dean? ~~Is it~~ possible to get a type here that shall have the advantages of the English college tutor? The tutor's relationship rests so much upon social and residence conditions that I suppose we cannot hope to duplicate this, but I am not quite clear about the extent to which the advisor would act as a dean. The number of deans for the Junior College is I judge to be reduced; hence presumably the advisor would take over their functions in large part. I am not clear whether this is advisable or not. At any rate I think we should have clearly in our own minds what is needed.

2. It is doubtful, as you suggest, whether we should find thirty competent people who would be willing to undertake this.

3. I think I should prefer to try the scheme with part and gradually develop a technique.

4. The matter of a bureau of vocational guidance should probably be considered with representatives of C. and A. and the School of Education. Marshall had very positive views.

5. To advise in case of mental trouble would probably be regarded as the function of a psychiatrist rather than a psychologist. Ideally a person who is both psychiatrist and psychologist is desirable. A psychiatrist in fact ought to be first of all a psychologist, but the converse is not true, and a psychologist would probably consider it not his function to prescribe for mental trouble, just as a physiologist would not wish to prescribe for bodily disturbances.

6. If a director of women's activities were to be added, we should certainly need to have conference with the Dean of Women who has hitherto had a considerable oversight of such matters.

Hence I think we need further conferences before presenting the matter in New York.

T.S

Inftr

En 7a

January 21, 1924

My dear Mr. Swift:

I have had a couple of hours with Mr. Arnett, Mr. Flexner and Mr. Thorkelson on our proposal to the General Education Board for a grant toward current expenses next year. They will take it up together and give us some answer at an early day.

Meantime I should like your consideration upon a suggestion made by Mr. Flexner this morning. We were discussing our proposal in respect to colleges, in which as you know Mr. Flexner as well as Mr. Arnett and others in this office here are very much interested. Mr. Flexner intimated that our plans for increasing the number of deans would carry further the methods introduced under Mr. Wilkins, and went only part way toward the solution of the whole problem, which, of course, I knew. Suggested that it would be very desirable that Mr. Arnett should go to England especially to study educational conditions and needs at Oxford and Cambridge before beginning his work at Chicago. He pointed out that if Trevor once gets into the midst of our task at Chicago it would be very difficult for him to release himself for such a visit. If it be suggested that he should use his summer vacation for that purpose, the answer of course is that there is nothing doing at either Oxford or Cambridge during the summer and that that is therefore not the time for such a visit.

In conversation with Trevor I have learned that he is strongly drawn to the suggestion and feels that May and June would be a much better time for him to take a vacation - especially to take it in this way - than July and August.

My first reflection was that we could hardly wait until July for Trevor to begin his work, but on further thought I am disposed to feel that we ought to give serious consideration to Mr. Flemer's suggestion. I am confident from my experience twenty years ago, when I spent a month at Oxford and a week or so at Cambridge and afterwards went to the Scotch universities, that there is a great deal to be learned from a study even as brief as this of the British universities. Trevor will of course bring a keen eyesight and insight, and would gather up a great deal that would be of use to us. Moreover, we shall actually lose no time - we simply have his time two months later - but his vacation, instead of being really a vacation, will be in effect taken with the greatest advantage to the University.

Mr. Flemer called my attention to a fact which I did not know: that the University of London has developed a School of Economics which is far and away the best thing in the world in that line. This also ought to come in for study.

The whole University of London, moreover, with its work scattered over the whole metropolitan area, is worthy of our examination especially from the point of view of the development of a university college in the heart of a city.

In this connection I am reminded of a suggestion which Mr. Tufts made to me the other day. It seems that Samuel Harper was recently talking in Washington with the representative of Mr. Charles R. Crane. I gathered that Mr. Crane keeps a man in Washington all the time to keep him informed as to what happens there. Samuel was discussing with him the possibility

of getting the ablest men to lecture on the Harris Foundation. This led in turn to the suggestion that the University of Chicago should establish a real School of Politics. Some years ago, in connection with the School of Commerce and Administration, it was proposed that we should organize a course for diplomats and consuls. The present thought is something quite different from that, however. It would propose that we set before our students as a possible career a life of service to the state and that we should undertake to provide them with organized instruction looking to such a career. As now we train men for the ministry and the legal profession and the practice of medicine and for teaching, we definitely organize our work with this in view, so it is proposed that we should create a school for the training of men who should make service to the state - politics in the interest of public good - their career. Just what these men would do would be determined by their special aptitudes. Probably just as in a school of medical research ninety-five per cent would become simple practitioners and only the five per cent become distinguished men of research, so here probably ninety-five per cent would occupy rather minor positions as consuls or private secretaries to Congressmen and the like, but we might hope that five per cent would become mayors of cities or governors of states or ambassadors to foreign countries.

At Oxford, you know, they say: "We make here the men that honor the Empire," and I suppose it is true. Why should there not

be one place in America where we make the men who are competent to fill important governmental positions - the politicians, in the good sense, if not also the statesmen?

To do this does not mean the building of a building and the addition of a whole new faculty. It means simply that we organize on paper a school with courses in history, economics, geography, political science, which would prepare men for such a career as I have been describing. We should then know how many of these courses we are now offering, and fill them into the blanks. My guess is that we should find that we have seventy-five percent of what is needed. We should then proceed, man by man, to fill the vacant places until we had a full rounded staff.

It was intimated - though of course without any authority except imagination - that it might be possible to interest Mr. Crane in this sort of a proposition. You of course know his friendly attitude toward the University and his willingness in previous years to make contributions toward enterprises of this general character.

I mention this in this letter partly because of its intrinsic interest, but also because I think it has a bearing on the question of Trevor's going to Europe. The London School of Economics would bear studying if we have any such thing as this in mind, and though, of course, a School of Politics is not the same as a School of Economics, they are sufficiently related so that a study of one would be valuable with reference to the other.

In connection with Mr. Flexner's suggestion it at once

occurred to me that it might be well to send Mr. Wilkins over with Mr. Arnett if we should decide that it is wise to have him go. I am not sure how much time Mr. Wilkins has spent in England or how much he knows about Oxford, but I am sure that a study of Oxford would be about the best possible thing for anyone who is going to carry on what Mr. Wilkins has begun. Of course sending him depends somewhat upon whether he does mean to continue in this work beyond the present year. I am not sure about that.

I had seriously thought of going to Europe myself this summer, partly for the purpose of getting quite away from University business and being able to see things from a distance; partly also for the sake of fresh contact with British education, though summer is not a good time for this; partly, but least, on the chance that it would give me an opportunity to visit our New York friend in one of his European palaces. The reasons for Trevor's going are not exactly the same as the reasons for my going, but the fact that I have been thinking of it for myself perhaps makes the reasons for his going appeal to me the more.

I was very glad to get the telegram sent through Swift and Company with reference to Mrs. Burton's improvement in health. I thank you very much for your thoughtful attention to the matter.

Very sincerely yours,

ERNEST D. BURTON

Mr. Harold Swift
Union Stockyards
Chicago, Illinois

FDB/LFA

The University of Chicago

Office of the Dean of Faculties

February 8, 1924

Copy Fu 70

Mr. Trevor Arnett,
General Education Board,
61 Broadway Avenue,
New York City.

My dear Mr. Arnett:

In our conversation two weeks ago I suggested the following problems which had presented themselves to me as in need of study and clarification. The first is primarily a problem of organization and administration. The others are problems which are both educational and administrative.

I. Relation between Planning and Operating

In the army there is a division between the work of the staff and the work of the line: the staff plans, the line puts plans into execution. I understand that in many business organizations a similar division of functions is maintained. In our University we have to some extent distinguished these two functions. Faculties are supposed to deal mainly with policies whereas boards are supposed to deal with individual cases of students. In the educational administration, Deans necessarily exercise both functions since they administer the actions of boards and faculties. But since they are members of faculties they naturally have problems brought to their attention which require the formulation of policies. A large part of the measures adopted by faculties originate with Deans.

The President combines both functions. On the planning side he has had the cooperation and advice of the Deans of

Dear Mr. [Name]:

I am writing to you regarding the [topic] that you mentioned in your letter of [date]. The [topic] is a matter of [importance] to the University and we are taking it very seriously.

After a thorough review of the situation, we have decided to [action]. This decision was reached after careful consideration of all the facts and after consulting with the appropriate faculty and administrative personnel.

We believe that this action is in the best interests of the University and its students. We are confident that you will understand the need for this decision and will cooperate fully in its implementation.

If you have any questions or concerns, please do not hesitate to contact me or the appropriate department. We are committed to open communication and to resolving any issues that may arise.

Thank you for your understanding and cooperation. We appreciate your contribution to the University and look forward to continuing our work together.

Sincerely,
[Signature]

the professional schools, but not to any considerable extent, as a rule, of the Deans of Arts, Literature and Science. I understand, further, that consultation with the Deans of professional schools has been with each individual Dean as to the plans for his particular school. There has been, so far as I am aware, no planning group which has considered the needs and work of the University as a whole. The President has also been charged with ultimate responsibilities for the administration of the University. This involves not only such major matters as the promotion or appointment or retirement of members of the faculties but a mass of minor detail. The Trustees by their recent action in appointing a Dean of Faculties and two Vice Presidents have aimed to provide the basis for better organization. Moreover, the President has instituted the policy of seeking the advice of Deans of the graduate schools and of the colleges with reference to matters of University policy, but thus far we have not taken up in principle or detail the study of the most effective relationship between planning and operating. Two questions that naturally would need consideration would be the following. In the work of planning there are evidently three or four possibilities.

(1) In a small institution it might conceivably be performed by the faculty and President as a group. The University of Chicago Law School acts essentially in this way in dealing with its problems.

(2) In a large institution the President might do it practically by himself; or

(3) With the advice of some such general faculty body as the Senate acting either as a whole or through special committees, or

(4) With the cooperation of a smaller group made up either

(a) Of Deans, or

(b) Of certain Deans together with certain other faculty members selected either by appointment or by election.

The important thing is to make available for planning the best wisdom of the educational forces of the University and at the same time secure the continuity and efficiency which are usually maintained better in a relatively small group. To put the matter in other words, should there be a planning group and who should compose it?

On the other hand, can the work of administration be assigned or distributed in such a way as to relieve the President of unnecessary detail and free him for the other tasks which cannot be well delegated, such as the work of planning the development of the University, representing the University in public, conferring with Trustees of the University, with the alumni and other friends, and in general contributing to the progress of education through his study and utterances upon broad educational policies? The task of consultation with individual students would seem to be fairly well arranged but numerous kinds of administrative duties do not seem to be so well distributed as may be desirable.

1. The purpose of this report is to provide a summary of the findings of the study conducted by the research team.

2. The study was conducted in order to determine the effectiveness of the proposed intervention in improving the health of the target population.

3. The results of the study indicate that the intervention was effective in achieving the desired outcomes.

4. The findings of the study suggest that the intervention should be implemented on a larger scale.

5. The study was limited by several factors, including the small sample size and the lack of a control group.

3.1. Objectives of the Study

(a) The primary objective of the study was to evaluate the impact of the intervention on the health of the target population.

(b) The secondary objectives of the study were to determine the feasibility of the intervention and to identify any barriers to its implementation.

(c) The study also aimed to explore the views of the target population on the intervention and to identify any factors that may influence their participation.

(d) The study was designed to be a randomized controlled trial, with the intervention group and the control group being randomly assigned to the intervention and the control groups, respectively.

(e) The study was conducted in a community setting, with the intervention being delivered by a team of health workers who were trained in the use of the intervention.

(f) The study was funded by the Department of Health and Social Care, and the results of the study will be used to inform the development of future health services.

(g) The study was approved by the local research ethics committee, and all participants gave their informed consent before taking part in the study.

(h) The study was conducted in accordance with the principles of good clinical practice, and the results of the study will be made available to the public.

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(u) The study was conducted in accordance with the principles of good clinical practice, and the results of the study will be made available to the public.

I should be glad therefore to have your advice as to both aspects of this first problem, namely, how to secure the best organization for planning, and secondly, how to arrange for the best distribution of administrative duties.

II. Standards for the Work of Departments and Members of the Staff.

This problem arises in various connections; so far as it relates to members of the staff it arises in connection with the question of new appointment, or promotion, or increase of salary and of retirement at the age of sixty-five, at which time the University may exercise an option.

Elements which should enter into this standard have been considered by the President and myself, and a blank has been prepared although not printed which will provide for data covering

- (1) Age and academic preparation.
- (2) Experience.
- (3) Qualities as an investigator.
- (4) Qualities as a teacher.
- (5) Qualities as an administrator (if this is involved).

It is contemplated that this record should be kept up to date. by annual entries.

A more difficult problem presents itself in connection with the standards for departments. Our University organization is not rigidly determined as to the relations between

Exhibit 10111

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- (a) Departments
- (b) Faculties
- (c) Central executive.

Certain departments with us are very large and have a corresponding treatment in the budget. Others are very small. What factors should enter into the distribution of University funds as between the various schools or divisions of the University and in turn as between the several departments within such a large division as that of Arts, Literature and Science?

One factor is obviously the demand for instruction as indicated by registration of students. It is, however, evident that this ought not to be the sole factor. If a department believed that its best means of recognition was through an increased registration of students it might be tempted to increase its registration in various ways not conducive to the best interests of the University as a whole. In the graduate school it might advise its students to elect all or nearly all of their graduate work from within the department instead of encouraging them to seek work in various allied departments that might in particular cases be more advantageous for the student.

A second factor would be the number of higher degrees conferred within a given department. Obviously the same considerations would obtain here to some extent as in the preceeding.

A third consideration is the estimate placed upon the importance of a given field of study and instruction both in

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itself and in relation to other departments of the University. The University might wish to encourage Comparative Philology as an indispensable ally to Greek and Latin or to encourage the Department of Art for its cultural influence upon students.

A fourth factor is the availability of strong instructors or the presence upon the University staff of men of exceptional ability. If we have strong men or can obtain them we ought to encourage them by giving them the facilities for their best work.

If in your study of the matter of standards you are able to make suggestions not only as to the general question of formulating standards but as to the strength or weakness of various departments of our work as measured by what seem to be appropriate standards we should welcome such suggestions.

III. Relations between Graduate and Undergraduate Work.

Owing to the condition under which graduate work has usually developed in this country the line of division between graduate work and undergraduate work has not usually been sharply defined. This is true as regards

- (1) Appointments to the staff,
- (2) Nature and Content of courses offered,
- (3) The financial accounting.

(1) In this University and quite commonly in American Universities appointments have been made by departments irrespective of the question whether the appointee was to give instruction chiefly in the graduate school or in undergraduate work. It is believed by some that this does not always lead to due regard for the somewhat different qualities that may be desirable for graduate and for undergraduate work. In the graduate schools ability to engage in research and publication and to direct the work of advanced students is of primary importance; in undergraduate work personal qualities and the enthusiasm, sympathy with the undergraduate student's peculiar needs and difficulties, the ability to enlist the beginner's interest and train him in methods are of fundamental importance. These considerations in the opinion of some would point toward the designation of appointees to be members of the graduate or college faculties respectively. On the other hand, it may be urged that most men will do better work if they can vary somewhat their contacts and do a part of their work with advanced students and a part with elementary students. It is an inspiration to young students to have occasional contacts with a great master in the field of investigation. There is, further, an important element of mutual inspiration which comes from departmental unity. If the distinctions between graduate and undergraduate are made sharply there is likely to be implied a certain superiority or inferiority of status which is not conducive to the best results.

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(2) As to the nature and content of work there is no doubt as to the distinction between the extremes of advanced work on the one hand and the work of the first two years of college on the other, but there is a "twilight zone" in this University of courses open to both senior college and graduate students. Statistics recently collected by the Library Commission show that graduate students take a considerable percentage of their work in this type of courses. Senior college students take a lesser percentage in this uncertain class. Speaking broadly, those engaged in graduate work in any subject are expecting to use that subject professionally, either as teachers, investigators, or in some other vocational way. The undergraduate may be on his way to a similar goal and if so he is no doubt pursuing the subject with essentially the same spirit. Nevertheless, under present conditions of American life the college course must serve a large number who are not as yet sure of their ultimate vocation, who are exploring the world in order to find out in what field they are most likely to be successful and useful and who therefore must approach subjects in a somewhat different attitude. If we are to have the single-mindedness and esprit du corps which are desirable for the most successful prosecution of our advanced work is it not desirable to make a greater separation in our courses, our classrooms, our libraries, our laboratories, than was perhaps necessary when we were a very small institution? Some believe that this separation can be best made at the end of the first two years of college work. Purely intellectual

considerations would perhaps make this the logical place of division. On the other hand, the American people at present and probably for a considerable time in the future regard a college course as a natural unit and a bachelor's degree as marking a certain type of cultivation which is widely desirable in many fields of life. So long as this is the case there are certain considerations of a social and moral type which should have weight in deciding upon certain aspects at least of policies in the University in which attempts to serve to some extent both the professional and the cultural needs of American life.

(3) The financial question is a correlate. Is it feasible in our budget to separate the income and expense of the graduate and undergraduate work? I understand that this is relatively easy in connection with the income, in fact, that it is already being done. In the case of expense it is somewhat more difficult, especially if we attempt to estimate the proportion of overhead expense that should be charged to graduate and undergraduate work. Some members of the faculty would like to abolish entirely our undergraduate work. Others hold that our undergraduate work is really carrying a considerable portion of the expense of the graduate work and suggest that in most cases the staff of departments would not be materially decreased if we were doing only graduate work. It might be that ^{if} we could have such an estimate, even if only approximate, of the distribution of expenses we should be in a position to deal more intelligently

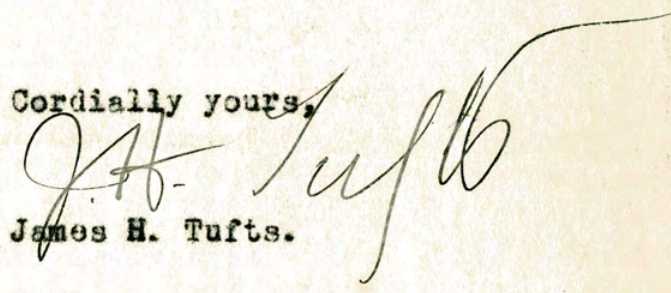
with certain of the problems of future development.

The three problems considered above are, I think, those which we discussed in conversation. There are various other departments or divisions of the University of which a study undoubtedly would be helpful not merely to this University but to others, for example, the commons, the board of recommendations, the correspondence study division. Several of these do not come so immediately within my own range of contacts.

I understand that you have a copy of the President's letter of February 5 in which he writes:

"Personally I should be glad to have the examination deal not only with standards but our conformity or non-conformity to the standards, and to cover all divisions of the University."

Cordially yours,


James H. Tufts.

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Fu 7a

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

February 14, 1924.

My dear President Burton:

I regret that the pressure of various matters has prevented me from giving the necessary time to a study of the endowment items as requested in your letter. Between matters for the Board and the care for a student who insists that she wants to commit suicide, and various other matters of the sort with which you are familiar, I have only time at this moment to say that I am enclosing the original data from Laing and Gale on which we made up the estimate of \$438,000 last October. I am enclosing also my own recommendations at that time concerning increase in salaries, fellowships and publications.

I shall try to give attention to the matter as far as I can get time. I understand that you are to meet Mr. Jones in New York the 20th. I do not think that at this moment that you need to be at all anxious about precise amounts. Mr. Jones, if I get his psychology, is not a man who deals with exact figures. He said in Mr. Swift's house that he did not care at all about exact amounts at the present moment. He wanted to get "the picture". It is, of course, necessary for us to study amounts, but I do not think it is necessary for the immediate purpose of Mr. Jones's survey.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

The figures last October were on the basis of immediate needs. I suspect that if we ask what we really need for the departments during the coming five years we should want to provide for more endowment than we considered necessary when we were thinking merely of this coming year.

Another point to be kept in mind is that our recommendation to the General Education Board, which you took to New York three weeks ago, contemplated additions to certain strong departments amounting to about \$150,000. We obligated ourselves in a sense to provide endowment for the continuance of this income, but in most cases what we directly had in mind in the way of strengthening these strong departments was an addition to the staff. I am convinced that in those same strong departments we shall have to face the need of increased salaries and of increased equipment in some cases in order to hold the department together. The Swann case is in point, although in that case it is not primarily a matter of salary.

Then, besides the \$150,000 for strong departments, we certainly cannot ignore certain of the weak departments to which Mr. Laing calls attention in his report.

Very truly yours,

J. H. Tufts
C.B.

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

Enclosures.

Dean Tufts' letter of January 15, 1924. *Fu 1*

Dean Tufts' material of October 24, 1923. *Fu 5a*

Tentative List of Additions to the Budget. *Fu 7*
New ~~W~~ork, October 24, 1923--School of Education *Fu 7*
Arts, Literature & Science

Fellowships *S1*
Publications *P41*
Salary Scale *F4*

Dean Gale's Report (figures attached) *Fu 5a*

Dean Laing's Report. *Fu 5*

Enclosures.

Dean Tutts, letter of January 15, 1924. Fm 1

Dean Tutts, material of October 24, 1923. Fm 2a

Tentative List of Additions to the Budget. Fm 1
New York, October 24, 1923--School of Education
Arts, Literature & Science Fm 1

Fellowships
Publications
Salary Scale
Fm 4
Fm 1
Fm 2

Dean Gale's Report (figures attached) Fm 2a

Dean Lasing's Report. Fm 2

Harold H. Swift
Union Stock Yards
Chicago

February 16, 1924.

Dear Mr. Burton:

Dr. McLean is just back from his trip East and reports a very satisfactory conference with Flexner, who makes the following suggestions:

That the two Boards designate as applicable to building the 2 million dollars which they have jointly paid to the University; and that we then start out on a new program to raise 5 million dollars, of which the two Boards shall supply 3 million, leaving us 2 million additional to raise.

McLean saw Arnett in New York and talked to him in general about the project but no figures were mentioned. He then went to Atlantic City to see Flexner, who suggested the above, so that McLean doesn't know whether or not Arnett and Flexner are agreed upon it.

The above sounds well to me and if you can get Flexner and Arnett committed to it, it might be well to do so. On the side, you might discuss with Arnett whether the additional 5 million total will do the thing that we now all are agreed is necessary, pointing out that you want Trevor's full support in figuring out the amount of money necessary so that we shall not again get into a program where the finances involved won't do the job. I talked to him in general along this line when he was here and found him in a receptive mood. If it is agreed that 5 million will do the job, well and good; otherwise, Arnett may agree to champion the idea of their giving 4 million out of 6 rather than 3 out of 5.

McLean said that Flexner was pleased with the present conception of the hospital which includes housing of Physiology,

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money

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Harold W. Smith
University of Chicago
Chicago

February 16, 1934.

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Physiological Chemistry, Pharmacology, etc.; that while there might be some changes of plans, yet in general the conception is satisfactory.

Since McLean seems to have accomplished so much of the above, perhaps this will change their attitude of bringing something from us before their February meeting, and they might now prefer to bring up the medical proposition at this time so as to have that cleared away and not have it bobbing up at their May meeting with other matters in connection with our financial campaign. You will know how much to push this matter.

Also, while I would not tell them so, and while it looks only a possibility and not a probability to me, yet I think we might get some more money from the Billings and Ruddock families, so that instead of specifically stating that the 2 million already given "shall be for building," the phraseology should be "may be used for building if the University so desires."

Yours cordially,

HAROLD H. SWIFT

HHS*GB

Original to Commodore Hotel, N.Y.
Copy to Southern Pines - Special Delivery

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Yours cordially,

HAROLD H. SWIFT

HHS:GB

Original to Commodore Hotel, N.Y.
Copy to Southern Pines - Special Delivery

Harold H. Swift
Union Stock Yards
Chicago

February 20, 1924.

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

Dear Mr. Burton:

Answering yours of February 17, which we have
discussed:

Subject to Trevor's approval, it looks entirely
right to me to ask the General Education Board to cooperate
in the expenses abroad of Dr. McLean, and also I should
include Dr. Phemister and his trip. I believe we can as
well put the situation of two of them before the Board as
of one and in fact it is better to do it that way as a part
of a definite plan than by piecemeal.

If a certain basis was agreed upon in the case
of Dr. Luckhardt, I think the same proportions might be
suggested, unless indeed we have learned from that that a
better plan can be suggested. At the same time, your sug-
gestion of \$5,000 seems to me as good as any other.

Yours cordially,

Harold H. Swift

Fu 7a

February 26, 1924.

Mr. Trevor Arnett,
Hotel Holley,
36 Washington Square,
New York, N.Y.

Dear Trevor:

I have been thinking a good deal about the proposed trip to Europe this summer and would like to think out loud a moment and to get your views on a particular matter with an idea of crystallizing further my own.

As I reviewed with you when you were here last, it seems to me almost imperative that we should know this spring what our general objectives are for our fall campaign for funds, i.e. for what purposes we are going to try to raise money and how much each of them will cost. I feel strongly that we should be first in the field in the fall, which means starting our campaign the last of September or first of October, and if this is to occur we ought to have the summer to do what we can on big donors. Also, it seems to me crucially important to know before starting out on our campaign and even before talking to big individual donors, what we may expect from our Eastern friends, meaning largely the General Education Board. Since as I understand it, the Board's first fall meeting is in November, which would be too late, that brings the question of action on their part forward to the May meeting.

It seems to me that you can be of immeasurable benefit and assistance to Mr. Burton in working up all aspects of this matter, both in defining the objectives of our campaign, in working out ways and means of approaching individual donors, and in working out our presentation to the General Education Board. On that account, it seems to me desirable that you do not leave the country until - say June 1st, being away June and July.

As you know, there are innumerable things to do so that I have no hesitancy in saying we can keep you busy from the minute the Board can release you after Mr. Rose's return, and I think any time you can give us during that period would be tremendously valuable both in helping to plan our campaign, etc. as reviewed above, and also in some matters in relation to the Business Office which, if you could get time enough to study and to indicate a policy, could then be moving forward along those lines even though you are not here.

Does this sort of line-up look logical to you? Also, would you be good enough to indicate how the matter of expense shapes up in your mind as divided between possible work for the Board, your vacation, and work for the University. Such an indication on your part need be only an approximation. I am sure, of course, that it will work out in an entirely fair fashion

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when the time comes, but I would appreciate knowing how it sizes up in your mind so that I may appear a little more intelligent and thorough on it in talking to members of the Board.

Shall appreciate hearing from you at your early convenience. I am leaving on Saturday for a few weeks in California with Louise and Wilber Post and Lindy and Bert Sherer. We hope to take a casual look at the medical line-up of Berkeley and Stanford and then to spend a good deal of time loafing hard. If your reply conveniently can reach me by Saturday, I shall be glad, but if not, it will be readily forwarded.

Hope things are fine with you both, and with affectionate regards to both, I am

Yours faithfully,

HAROLD H. SWIFT

HHS*GB

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HAROLD H. SWIFT

HHS*GB

Officers

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
Secretaries
E. C. Sage
W. W. Brienley
Assistant Secretaries
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY

1 copy HHS 3-4-24 NEW YORK

2 copies Heckman 3-4-24

1 Copy McLean 3-4-24

February 29, 1924

Members

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

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

Dear President Burton:

At a meeting of the General Education Board held
February 28th the officers reviewed with the members of the Board
the contract between the General Education Board, the Rockefeller
Foundation, and the University of Chicago, dated September 17, 1917.

The following action was taken:

RESOLVED, That, subject to the concurrence of the
Rockefeller Foundation and the University of Chicago, the
Executive Committee of the General Education Board be, and
it hereby is, authorized to substitute for the contract with
the University of Chicago, dated the 17th day of September,
1917, a new agreement or agreements which shall enable the
University, subject to the approval of the Executive Committee
of the General Education Board, to use such part of the present
medical fund amounting to Five million three hundred thousand
Dollars (\$5,300,000) as in the judgment of the University and
the Executive Committee of the General Education Board shall
be deemed wise and necessary for the construction and equipment
of laboratories and clinics for the Medical Department of the
University on the University campus; and be it further

RESOLVED, That subject to the concurrence of the Rockefeller
Foundation and the University of Chicago, the Executive Committee
of the General Education Board be empowered to incorporate in the
new agreement or agreements a section dealing with clinical or-

February 12, 1934

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

Dear President Burton:

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the Executive Committee of the General Education Board shall
be deemed wise and necessary for the operation and equipment
of laboratories and clinics for the Medical Department of the
University on the University campus; and be it further

RESOLVED, That subject to the concurrence of the Rockefeller
Foundation and the University of Chicago, the Executive Committee
of the General Education Board be authorized to incorporate in the
new agreement or agreements a section dealing with clinical or-

ganization in general conformance with the manner in which it is described in the letter of Dr. William H. Welch, dated October 21, 1913, to the General Education Board; and be it further

RESOLVED, That in the proposed new agreement to be entered into by the General Education Board the other essential provisions of the present contract be incorporated.

The officers will be happy to confer with you at your convenience regarding the execution of a new contract.

Very sincerely yours,

Abraham Thorne

AF*BB

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General in general accordance with the manner in which
it is described in the letter of Mr. William H. Welch, dated
October 21, 1913, to the General Education Board; and he it
further

RESOLVED, That in the proposed agreement to be
entered into by the General Education Board the other essen-
tial provisions of the present contract be incorporated.

The officers will be happy to confer with you at your con-

venience regarding the execution of a new contract.

Very sincerely yours,

W.H.W.

Harold H. Swift
Union Stock Yards
Chicago

March 1, 1924.

General Education Board

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

Dear Mr. Burton:

It seems to me crucially important to get Trevor actively working on two things while he is here in March.:

1. As to what should be included in our financial campaign program. I believe you, Mr. Tufts, and Trevor are an ideal committee to shape this thing around. The Committee would not be complete missing any one of you as each has so definite a function to perform. I hope very much Trevor will put so much time and energy into it that it will be a vital part of him.

2. That he see the necessity of putting forward the program for assistance to the General Education Board at their May meeting. I hope they are going to help us generously in the project quite in addition to medicine and think it is critically necessary that their appropriations be made at the May meeting. It will give us the advantage of the whole summer in going after large subscribers and without it, it would seem to me almost to ruin our campaign, i.e. their next meeting in November is so late as almost to nullify the whole plan.

I enclose an extra copy of this in case you care to pass it on to Mr. Tufts.

Yours cordially,

Harold H. Swift

CONFIDENTIAL
U.S. GOVERNMENT
OFFICE OF THE DIRECTOR
OF THE BUREAU OF INVESTIGATION
WASHINGTON, D.C.

MEMORANDUM FOR THE DIRECTOR
SUBJECT: [Illegible]

DATE: [Illegible]

TO: THE DIRECTOR, FBI

1. [Illegible text block containing several lines of text, likely the first paragraph of the memorandum.]

2. [Illegible text block containing several lines of text, likely the second paragraph of the memorandum.]

3. [Illegible text block containing several lines of text, likely the third paragraph of the memorandum.]

4. [Illegible text block containing several lines of text, likely the fourth paragraph of the memorandum.]

5. [Illegible text block containing several lines of text, likely the fifth paragraph of the memorandum.]

6. [Illegible text block containing several lines of text, likely the sixth paragraph of the memorandum.]

7. [Illegible text block containing several lines of text, likely the seventh paragraph of the memorandum.]

8. [Illegible text block containing several lines of text, likely the eighth paragraph of the memorandum.]

9. [Illegible text block containing several lines of text, likely the ninth paragraph of the memorandum.]

10. [Illegible text block containing several lines of text, likely the tenth paragraph of the memorandum.]

11. [Illegible text block containing several lines of text, likely the eleventh paragraph of the memorandum.]

12. [Illegible text block containing several lines of text, likely the twelfth paragraph of the memorandum.]

13. [Illegible text block containing several lines of text, likely the thirteenth paragraph of the memorandum.]

14. [Illegible text block containing several lines of text, likely the fourteenth paragraph of the memorandum.]

15. [Illegible text block containing several lines of text, likely the fifteenth paragraph of the memorandum.]

16. [Illegible text block containing several lines of text, likely the sixteenth paragraph of the memorandum.]

17. [Illegible text block containing several lines of text, likely the seventeenth paragraph of the memorandum.]

18. [Illegible text block containing several lines of text, likely the eighteenth paragraph of the memorandum.]

19. [Illegible text block containing several lines of text, likely the nineteenth paragraph of the memorandum.]

20. [Illegible text block containing several lines of text, likely the twentieth paragraph of the memorandum.]

Very truly yours,
[Illegible Signature]

Officers

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
Secretaries
E. C. Sage
W. W. Brierley
Assistant Secretaries
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

May 23, 1924.

Members

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

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

My dear Dr. Burton:

I talked with Harold Swift last night over the telephone with respect to the action of the General Education Board on the application of the University of Chicago, and asked him to give you the details of our conversation, which I have no doubt he did promptly.

I also sent him a message with regard to the School of Civics and Philanthropy. I presume he has informed you of its contents.

The appropriation of the Board, as Harold has no doubt told you, was a conditional gift of \$2,000,000 toward \$6,000,000 for additional endowment, attributable to the increase in teachers salaries since 1919 up to and including the present fiscal year. In other words, the appropriation is to help the University capitalize the increases in salary which have been made in the period mentioned up to a total sum for that purpose not to exceed \$6,000,000.

Mr. Brierley, the Assistant Secretary of the Board, will very shortly send you the official notice and will ask for suggestions regarding the time and other conditions to be inserted in the agreement. In the meantime the information which I gave Harold should of course be treated in a confidential manner. Unless you know of some reason why the agreement should be executed before I return I would suggest that the matter be held until I

General Education Board

Office of the Secretary

Washington, D. C.

June 1, 1911

Dear Sir:

I have the honor to acknowledge the receipt of your letter of the 28th inst. in relation to the proposed amendment to the charter of the Board of Education of the District of Columbia. The Board has considered this matter and has decided to refer it to the Committee on the Charter of the Board of Education for their consideration. The Committee will report to the Board at its next meeting. I am, Sir, very respectfully,
Yours very truly,
The Secretary

2 - Dr.E.D.B.

do return since I think I may be helpful to the University when it considers the conditions to be inserted. I am quite sure so far as the General Education Board is concerned that it will be quite willing to await the convenience of the University in the execution of the agreement. In similar cases it has sometimes been as long as six months or more before the final agreement has been made.

As I said to Harold over the telephone, it was my understanding that the University had increased salaries more than \$300,000 in the period mentioned. Consequently more than the sum of \$6,000,000 would be needed to capitalize the increases, if my understanding was correct. The Board's pledge, however, is one-third of \$6,000,000.

I should think it would be advisable for Mr. Plimpton to make an exact statement of what increases had been made during the period mentioned, excluding the Divinity School, and hold it for my return.

I feel very much gratified over the action of the Board and am sure that you and your associates at the University will be equally happy over it.

I was busy yesterday at the Board meeting, and on Wednesday and today am cleaning up matters in the office prior to my departure. I am sorry that I haven't the time to write you a longer letter, but I am sure you appreciate the circumstances. When I return to Chicago I will tell you all the news which I do not find time at this moment to write. Bertha and I join in affectionate greetings to you and Mrs. Burton.

Very sincerely yours,

TA AM

Trevor Arnett

Harold H. Swift
Union Stock Yards
Chicago

May 23, 1924.

MEMO. - CONFIDENTIAL TO E.D.B. AND N.C.P.

H.H.S. had telegram from Trevor Arnett to call him on the phone in New York Thursday evening, May 22, which was done.

Trevor told H.H.S. unofficially and confidentially of the Board's action in reference to the University's request for funds, to the effect that the Board had enacted \$2,000,000. conditional upon our securing an additional..... 4,000,000. making a total of 6,000,000. to be secured for endowment to capitalize salaries to the amount of \$300,000. advanced since 1919.

He emphasized careful study of the phraseology, and that when the time came we must submit figures in accordance with it as the G.E.B. had appropriated funds eligible only to such category.

He said he was very sure that the amount we had advanced and properly within this designation was greatly in excess of \$300,000., and that he would be glad if the details of putting the matter to the G.E.B. might be delayed until his return in August, but that in the meantime Mr. Plimpton might be working on the proposition.

He said in reference to the other two items in our request that the Board had instructed the Executive Committee of the Board to meet with authorities from the University in September or early October to consider the other matters in our request.

He pointed out that our conversation was unofficial and therefore should be regarded entirely confidential to E.D.B., N.C.P., and H.H.S. until we received the official notification.

Harold H. Hurt
University of Chicago

May 23, 1924.

MEMO. - CONFIDENTIAL TO E.D.B. AND N.C.P.

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Harold H. Swift
Union Stock Yards
Chicago

The President

701
June 14, 1924.

Mr. N. C. Plimpton,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Plimpton:

Thank you for yours of June 10 with copy of letter to the President of even date and of yours to Mr. Thorkelson of June 6. You will remember that Mr. Arnett is his comment over the telephone, as outlined in my confidential memorandum to you of May 23, suggested --

-
- (a) The careful study of phraseology when submitting figures to the G.E.B., and
 - (b) That he would be glad if the detail of putting the matter to the G.E.B. be delayed until his return in August.

In view of Trever's concern in this matter, and since he probably has pretty definite ideas on the matter, I suggest you delay negotiations as much as possible. Perhaps your letter to Mr. Thorkelson was the result of a direct query on his part, asking for a prompt reply, so that it may have been unavoidable, but I suggest we go as slowly on it as consistent.

Yours cordially,

HAROLD H. SWIFT

HHS*GB

cc EDBurton ✓

101

June 14, 1924.

Harold H. Swift
University of Chicago
Chicago, Illinois

Mr. W. C. Plimpton,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Plimpton:

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Yours cordially,

HAROLD H. SWIFT

HHS:GB

cc EDBurton

Officers

Wallace Buttrick
Chairman of the Board
 Wickliffe Rose
President
 Abraham Flexner
Secretary
 E. C. Sage
 W. W. Brierley
Assistant Secretaries
 L. G. Myers
Treasurer
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 Ernest A. Buttrick
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Frederick T. Gates
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 Albert Shaw
 Wallace Buttrick
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 Harry Pratt Judson
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 Anson Phelps Stokes
 Abraham Flexner
 George E. Vincent
 James H. Dillard
 Charles P. Howland
 Trevor Arnett
 James R. Angell
 Raymond B. Fosdick

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
 NEW YORK

June 28, 1924.

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

Dear President Burton:

You will remember that your people were good enough
 to co-operate with us in giving an examination in French and
 German to the first year medical students. There were seventy-
 six papers, thirty-eight in French, thirty-six in German, and
 two in French and German. The results are as follows:

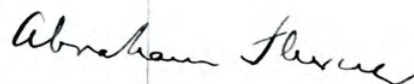
Passed in French	- - - - -	19	
Failed "	" - - - - -	19	
Total	- - - - -		38
Passed in German	- - - - -	9	
Failed in "	" - - - - -	27	
Total	- - - - -		36
Failed in both French and German	- - -	2	

The examiner of the papers was instructed not to mark on
 grammatical niceties, but simply to decide whether the student was
 able to get and reproduce the sense of the selections included in
 the examination.

Dr. McLean asked me for information as to the results
 and I am sending him a copy of this letter.

Very sincerely yours,

AF AM



1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research. It also provides a brief overview of the methodology used in the study.

2. The second part of the report is a detailed description of the data collected during the study. It includes a table of the data and a discussion of the results. The results show that there is a significant difference between the two groups of subjects.

3. The third part of the report is a discussion of the results of the study. It discusses the implications of the results and the limitations of the study. It also provides some suggestions for further research.

4. The fourth part of the report is a conclusion. It summarizes the findings of the study and provides a final statement on the importance of the study.

General Education Board

Report of the
General Education Board
for the year 1900

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Officers

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
Secretaries
E. C. Sage
W. W. Brierley
Assistant Secretaries
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY

NEW YORK April 11, 1924.

F5
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Members

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

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

My dear Dr. Burton:

I have received your letter of April 7, together with the enclosures from Mr. Tufts and Mr. Plimpton regarding the amount of money necessary for fourth quarter instruction. I do not think that there is any conflict between Mr. Tufts' suggestion and Mr. Plimpton's; I think both can be harmonized. From the point of view of the Auditor it is necessary to know what sum of money must be provided in the budget in excess of the regular three quarters work required by the statutes. Since the University operates on a four quarter basis, the summer quarter being considered a regular quarter and instructors being permitted under certain conditions to render service for any of three quarters of the year, the amount required to cover instruction in excess of the normal work may not necessarily be for work done in the summer quarter. Hence, the use of the expression "fourth quarter," indicative of the quarter after three regular quarters of work have been rendered.

From Mr. Tuft's point of view the summer quarter's extra instruction covers the case completely. This, however, is not quite the fact because of what I have explained above. If in making up the budget the

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fourth quarter instruction were financed as a separate item it would I think, meet both Mr. Plimpton's and Mr. Tufts views.

In connection with our proposed survey of the University. This point can be considered on its merits.

I tried to see Professor Wilkins when I was at the University last week, but found that he was in chapel. Failing to see him I wrote him a letter giving him what I thought a good reason for his staying at the University. I am delighted to get a letter from him this morning in which he says he has decided to remain. His decision pleases me very much.

Trusting that you are very well, and with affectionate regards,

I am

Yours very truly,

TA AM

Trevor Arnett

These figures were obtained from a survey of the
 1911-12 season and are not final.

The above figures are a rough estimate of the
 figures and are not final.

I have to see the Director of the
 1911-12 season and will be in the office

next week. I have to see the Director of the
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