

VI
113732

The University of Chicago

University College

OFFICE OF THE DEAN

Aug. 28, 1923.

President Ernest D. Burton,
University of Chicago,
Faculty Exchange.

My dear President Burton:

I am somewhat in doubt as to the proper designation for the activities proposed for the University in cooperation with the Institute of American Meat Packers. We find it necessary to prepare a special bulletin for use in connection with the University College courses for Packing House employees, and if possible we would prefer to use the designation which is to represent the more inclusive program contemplated for other departments of the University. Mr. Woods and Mr. Hotchkiss of the Institute have proposed the following:

The Institute of Meat Packing

- - - - -

The University of Chicago

and the

Institute of American Meat Packers

in co-operation

They are not all sure that this is the most appropriate form but in our conference of yesterday, we were unable to find a more satisfactory designation for use in connection with the proposed bulletin. In our University College bulletin which is just now coming from the press, the proposed courses were referred to under the following heading: "Courses Offered in Co-operation with the Institute of American Meat Packers." This heading does not reflect the larger program proposed for the University.

I shall very much appreciate any suggestion relative to the appropriate general heading for the activities proposed in co-operation with the Institute of American Meat Packers.

Very sincerely yours,

Ernest T. Hilberg

Dean.

ETF/C

Harold H. Swift
Union Stock Yards
Chicago

August 30,
1923

112741

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

Dear President Burton:

I cannot see that the Institute of American Meat Packers has any claim on you to speak at their Convention. If you were in the vicinity or were desirous of rest at Atlantic City or if any circumstances of that sort were present, I think it would be an uncommonly nice thing to do, but as for making a special trip during September at a time that you should be loafing and when there will be troubles enough preparing for the new year,- I can't see it.

If Mr. Spencer's personal arrangements permit, I see no harm in his services being proffered, although it would be embarrassing for him to do it. On that account, I recommend a letter to Mr. Woods saying that your plans do not permit you to accept his offer but (provided you establish it to be a fact) that if they want Mr. Spencer, you will try to arrange it. Such an arrangement I am sure would be valuable to the alliance as I think the greatest problem is to have the man in charge conversant with the problems of the American Meat Packers Institute. This he certainly should get by attendance at their Convention.

I return the memorandum herewith.

Yours cordially,

Harold H. Swift

PRESIDENT
CHAS. E. HERRICK
CHICAGO

3
TREASURER
JOHN T. AGAR
CHICAGO

INSTITUTE OF AMERICAN MEAT PACKERS

509 SOUTH WABASH AVENUE

CHICAGO

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October 1, 1923.

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Professor Leon C. Marshall, Dean,
The School of Commerce and Administration,
The University of Chicago,
Chicago, Illinois.

Attention of Professor W. H. Spencer,
Acting Dean.

My dear Dean Spencer:

With reference to our conversation this
morning:

Mr. Arthur Lowenstein, Vice President of
Wilson and Company, and Chairman of the Committee on Scien-
tific Research, Institute Plan Commission, has volunteered
to donate to that committee a maximum of \$2,500 a year for
three years for a fellowship on some scientific problem
having application to the meat packing industry. Mr.
Lowenstein left the subject, placement and designation of
the fellowship to the committee.

After full discussion and after ratifi-
cation by the annual meeting of the Institute of American
Meat Packers, the committee has directed me to submit the
following fellowship for acceptance by the Institute of
Meat Packing and the University of Chicago:

"The Arthur Lowenstein Research Fellowship

"Through the generosity of Mr. Arthur
Lowenstein, a sum not to exceed \$2,500 a year will be
available for three years for a fellowship in the Institute

CABLE ADDRESS-INSAMPAC

CABLE ADDRESS-INSAMPAC

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Meat Packing and the University of Chicago:

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Wilson and Company, and Chairman of the Committee on Scien-

Mr. Arthur Lowenstein, Vice President of

morning:

With reference to our conversation this

My dear Dean Spencer:

Attention of Professor W. H. Spencer,
Acting Dean.

Chicago, Illinois.
The University of Chicago,
The School of Commerce and Administration,
Professor Leon G. Marshall, Dean.

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EASTERN OFFICE
25 CEDAR ST., NEW YORK
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CHICAGO

October 1, 1923.

WASHINGTON OFFICE
MUNSEY BLDG., WASHINGTON, D. C.
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REPRESENTATIVE IN CHARGE

TREASURER
JOHN T. AGAR
CHICAGO

INSTITUTE OF AMERICAN MEAT PACKERS

502 SOUTH WABASH AVENUE

of Meat Packing. The title of the fellowship will be 'The Arthur Lowenstein Research Fellowship.' The problem with respect to which the research is to be prosecuted is 'Prevention of Meat Spoilage.' The fellow will be chosen by the Chairman of the Department of Bacteriology of the University of Chicago, under whom the research will be carried on. The fellowship will be noticed in appropriate publications of the Institute of Meat Packing, of the University of Chicago, and of the Institute of American Meat Packers.

"If acceptable to the University, a visiting committee will be appointed by the Committee on Scientific Research of the Institute of American Meat Packers for the purpose of giving to the fellow helpful counsel and co-operation. It is understood, however, that the fellow will be completely under the control of the University of Chicago.

"The fellowship will be subject to such regulations and precedents as the policy of the University of Chicago may require. Selection of the fellow will be made and research will be begun at the earliest consistent date."

The foregoing proposal is satisfactory to the Institute of American Meat Packers and to its representatives on the Joint Advisory Committee. We understand from informal conferences between Dr. C. Robert Moulton, Director of the Bureau of Scientific Research of the Institute of American Meat Packers, and Professor E. O. Jordan, Chairman of the Department of Bacteriology, University of Chicago, that it is satisfactory to Professor Jordan and, in principle, to the President of the University.

of Meat Packing. The title of the fellowship will be "The Arthur Lowenstein Research Fellowship." The problem with respect to which the research is to be prosecuted is "Prevention of Meat Spoilage." The fellow will be chosen by the Chairman of the Department of Bacteriology of the University of Chicago, under whom the research will be carried on. The fellowship will be notified in appropriate publications of the Institute of Meat Packing, of the University of Chicago, and of the Institute of American Meat Packers.

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"The fellowship will be subject to such regulations and precedents as the policy of the University of Chicago may require. Selection of the fellow will be made and research will be begun at the earliest convenient date."

The foregoing proposal is satisfactory to the Institute of American Meat Packers and to its representatives on the Joint Advisory Committee. We understand from informal conferences between Dr. G. Robert Moulton, Director of the Bureau of Scientific Research of the Institute of American Meat Packers, and Professor E. C. Jordan, Chairman of the Department of Bacteriology, University of Chicago, that it is satisfactory to Professor Jordan and, in principle, to the President of the University.

Will you please confirm the acceptance by the Institute of Meat Packing and by the University of this fellowship as outlined above, and advise us at your leisure in what way you wish the funds made available?

Very truly yours,

DEPARTMENT OF EDUCATION AND RESEARCH

W. W. Woods

Vice President in Charge.

WWW*EE

Will you please confirm the acceptance by the
Institute of Meat Packing and by the University of this
fellowship as outlined above, and advise us of your leisure
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Very truly yours,

DEPARTMENT OF EDUCATION AND RESEARCH

W. W. Woods

Vice President in Charge.

WW*EE

The University of Chicago

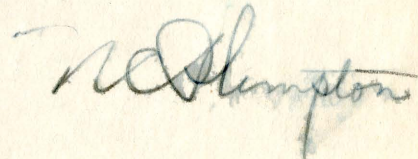
Office of the Auditor

October 23, 1923.

My dear President Burton:

I am returning herewith Mr. Filbey's letter of October 17 with respect to a proposed budget for courses given in connection with the Institute of Meat Packers. As I recall the arrangement, the Institute was to undertake to relieve the University of any financial burden in connection with the giving of these specialized courses, consequently we could reasonably expect them to meet the prospective deficit. Since the University College will probably have a rather large surplus, I wonder if it would be desirable to offer to share the expense of these specialized courses with the Institute of Meat Packers.

Yours very truly,



President E. D. Burton,
Harper Library.

October 23, 1953

My dear President Burton:

I am returning herewith Mr. Wilbey's letter of October 17 with respect to a proposed budget for courses given in connection with the Institute of Heat Packers. As I recall the arrangement, the Institute was to undertake to relieve the University of any financial burden in connection with the giving of these specialized courses, consequently we could reasonably expect them to meet the prospective deficit. Since the University College will probably have a rather large surplus, I wonder if it would be desirable to offer to share the expense of these specialized courses with the Institute of Heat Packers.

Yours very truly,

President H. D. Burton,

Harper Library.

The University of Chicago

University College

OFFICE OF THE DEAN

335265

October 17, 1923

President Ernest D. Burton,
University of Chicago.

My dear President Burton:

Attached is a statement indicating receipts and expenditures for evening courses offered in co-operation with the Institute of American Meat Packers. The conditions under which these evening courses are being administered necessitate certain expenditures not ordinarily connected with instruction in University College. It has not only been difficult to secure the right kind of instruction for the downtown groups, but extremely difficult to retain the material for later correspondence study courses. The items which appear under the headings "Research Service" and "Stenographic Reports" have been introduced in order that all possible instructional materials may be brought together for later research and correspondence study.

This budget has been drawn up in conference with Mr. Woods and Mr. Hotchkiss who represent the Institute of American Meat Packers, and I am quite sure that their organization will approve all items suggested.

Very sincerely yours,

Emory Filbey

Dean

EF/H

The University of Chicago

University College

OFFICE OF THE DEAN

334565

October 19, 1933

President Ernest D. Burton,
University of Chicago.

My dear President Burton:

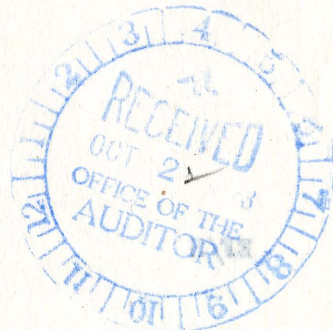
Attached is a statement indicating re-
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This budget has been drawn up in con-
ference with Mr. Woods and Mr. Hotchkiss who repre-
sent the Institute of American West Pacifiers, and I
am quite sure that their organization will approve
all items suggested.

Very sincerely yours,

W. D. Wood

Dean



PROPOSED BUDGET

INSTITUTE OF MEAT PACKING

EVENING COURSES

UNIVERSITY COLLEGE

INSTRUCTION

ECONOMICS 0Y	\$275.00 per minor	\$550.00
MARKETING 80Y	275.00 " "	275.00
SUPERINTENDENCY 138Y	250.00 " "	500.00
Special lectures	19 @ \$25.00	475.00
FINANCE 37Y	275.00 per minor	275.00
ACCOUNTING 100Y	200.00 " "	600.00
Special lectures	8 @ \$25.00	200.00
Research service		200.00
SCIENCE 1Y	250.00 per minor	250.00
Special lectures	10 @ \$25.00	250.00
Research service		100.00
MEAT OPERATIONS A 120Y	250.00 per minor	250.00
Special lectures	9 @ \$25.00	225.00
MEAT OPERATIONS B 120Y	250.00 per minor	250.00
Special lectures	9 @ \$25.00	225.00

\$4625.00

STENOGRAPHIC REPORTS FOR USE IN PREPARING CORRESPONDENCE STUDY MATERIALS

110 Meetings @ \$10.00	1100.00
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RENTAL

4 evenings each week for 9 months	450.00
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PRINTING

5000 bulletins, number 1	190.00
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TOTAL PROPOSED EXPENDITURES	\$6365.00
PROSPECTIVE INCOME	3000.00
PROSPECTIVE DEFICIT	3365.00

UNIVERSITY COLLEGE MARKING COLLEGE
INSTITUTE OF MEAT PACKING
PROPOSED BUDGET

INSTRUCTION		
ECONOMICS 3Y	\$275.00 per minor	\$275.00
MARKETING 3Y	" "	275.00
SUBSISTENCE 120Y	250.00 " "	500.00
Special lectures	19 @ \$25.00	475.00
FINANCE 3Y	275.00 per minor	275.00
ACCOUNTING 100Y	200.00 " "	600.00
Special lectures	8 @ \$25.00	200.00
Research service		200.00
SCIENCE 1Y	250.00 per minor	250.00
Special lectures	10 @ \$25.00	250.00
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MEAT OPERATIONS A 120Y	250.00 per minor	250.00
Special lectures	9 @ \$25.00	225.00
MEAT OPERATIONS B 120Y	250.00 per minor	250.00
Special lectures	9 @ \$25.00	225.00
		<u>\$4635.00</u>

STENOGRAPHIC REPORTS FOR USE IN PREPARING CORRESPONDENCE STUDY MATERIALS
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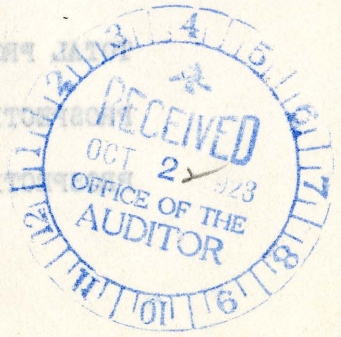
PRINTING
 2000 bulletins, number 1 190.00
 4 evenings each week for 9 months 450.00

\$6365.00
 3000.00
 3365.00

TOTAL PROPOSED EXPENDITURES

DEDUCTIVE INCOME

DEDUCTIVE DEFICIT



INSTITUTE OF AMERICAN MEAT PACKERS

509 SOUTH WABASH AVENUE

CHICAGO

EASTERN OFFICE
46 CEDAR ST., NEW YORK
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October 24, 1923.

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ST. PAUL

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

My dear Sir:

At the suggestion of Professor
W. H. Spencer, Assistant Dean of The School of Commerce
and Administration of The University of Chicago, I am
writing this letter to confirm the fact that the ap-
pointment of Professor Emery Thomas Filbey as Director
of the Institute of Meat Packing for this year, is en-
tirely agreeable to our representatives on the Joint
Administrative Committee, on the assumption that
Professor Filbey will be relieved of his teaching duties
during the period in which he is Director of the Insti-
tute of Meat Packing.

I am glad to record also, as a formal
commitment, the willingness and intention of the Institute
of American Meat Packers, to provide, from the funds of
the Institute Plan Commission, the sums required for the
compensation of Professor Filbey as Director of the Insti-
tute of Meat Packing.

With appreciation of the courtesies
of the University in this situation, we are

Very truly yours,
DEPARTMENT OF EDUCATION AND RESEARCH

W W Woods
Vice President in Charge.

CABLE ADDRESS—INSAMPAC

CHAS. E. HERRICK
CHICAGO

TREASURER
JOHN T. AGAR
CHICAGO

INSTITUTE OF AMERICAN MEAT PACKERS

509 SOUTH WABASH AVENUE

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October 24, 1923.

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ARKANSAS CITY

FRED GUGGENHEIM
CHICAGO

MYRON MCILLAN
ST. PAUL

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

My dear Sir:

At the suggestion of Professor

W. H. Spencer, Assistant Dean of The School of Commerce

and Administration of The University of Chicago, I am

writing this letter to confirm the fact that the ap-

pointment of Professor Emory Thomas Wilbey as Director

of the Institute of Meat Packing for this year, is en-

tirely agreeable to our representatives on the Joint

Administrative Committee, on the assumption that

Professor Wilbey will be relieved of his teaching duties

during the period in which he is Director of the Insti-

tute of Meat Packing.

I am glad to record also, as a formal

commitment, the willingness and intention of the Institute

of American Meat Packers, to provide, from the funds of

the Institute Plan Commission, the sums required for the

compensation of Professor Wilbey as Director of the Insti-

tute of Meat Packing.

With appreciation of the courtesies

of the University in this situation, we are

Very truly yours,

DEPARTMENT OF EDUCATION AND RESEARCH

W. W. WOODS
Vice President in Charge.

CABLE ADDRESS--INSAMPAC

My Brother

The University of Chicago

The School of Education

OFFICE OF THE DIRECTOR

335352

OCTOBER
24 th
1923

File last 1/23
the last 1/23
the last 1/23

Dr. E. D. Burton,
Faculty Exchange.

My dear Dr. Burton:

Professor Filbey and Dean Spencer have raised with me the question of whether Professor Filbey can be released from his other work to act as director of the arrangement between the University and the Institute of American Meat Packers.

I understand from Mr. Filbey that he does not want to undertake this work permanently, but is willing to do whatever may be necessary this year.

I arranged with him quite definitely to go ahead with the work up to the first of January, and during the remainder of the year if that seems desirable. In other words, we are very glad to make such readjustments as will release Professor Filbey if such readjustments seem advisable in connection with the carrying forward of this work.

Very truly yours,

Charles H. Judd
CHARLES H. JUDD

CHJ-GS

335353

The University of Chicago
The School of Education

OFFICE OF THE DIRECTOR

OCTOBER
24th
1923

Handwritten notes:
Mr. H. D. Burton
Faculty Exchange
My dear Dr. Burton:

Dr. H. D. Burton,
Faculty Exchange.

My dear Dr. Burton:

Professor Wilbey and Dean Spencer have raised with me the question of whether Professor Wilbey can be released from his other work to act as director of the exchange work between the University and the Institute of American Meat Packers.

I understand from Mr. Wilbey that he does not want to undertake this work permanently, but is willing to do whatever may be necessary this year.

I arranged with him quite definitely to go ahead with the work up to the first of January, and during the remainder of the year if that seems desirable. In other words, we are very glad to make such readjustments as will release Professor Wilbey if such readjustments seem advisable in connection with the carrying forward of this work.

Very truly yours,

Charles H. Judd
CHARLES H. JUDD

CH-62

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

October 26,
1923

3
Meat Packers

File

W. B. B.

President Ernest D. Burton,
University of Chicago.

My dear Mr. President:

I am returning to you herewith two letters,
one from Mr. Spencer and one from Mr. Jordan which you
permitted me to take at the meeting of the Committee on
Instruction and Equipment.

Oct. 22, 1923

Oct. 19, 1923
Hygiene

Very truly yours,

J. D. Ransom
Secretary.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

October 26,
1923

OFFICE OF THE SECRETARY
1100 SOUTH STATE STREET
CHICAGO, ILL.

President Ernest B. Horton,
University of Chicago.

My dear Mr. President:

I am returning to you herewith two letters,
one from Mr. Spencer and one from Mr. Jordan which you
permitted me to take at the meeting of the Committee on
Instruction and Equipment.

Very truly yours,

Secretary

H. E. D. B.

The University of Chicago
The School of Commerce and Administration

335322

OFFICE OF THE DEAN

October 22, 1923

ms. [unclear]

9

President Ernest Dewitt Burton
University of Chicago

My dear Mr. Burton:

As I told you Friday afternoon, the situation in connection with the cooperative undertaking between the University and the Institute of American Meat Packers is such at the present time that practically the full time of some man is needed in its management. I have talked with Mr. Woods of the Institute of American Meat Packers and Dean Marshall, and they concur in recommending that Mr. Filbey be appointed as Director of the project for this year, provided Mr. Judd can in some way take care of Mr. Filbey's work in the School of Education. I am asking Mr. Judd to write you his recommendations with respect to the matter. Mr. Filbey is willing to assume the work for the year, pending the selection of a permanent director. Mr. Woods informs me that the representatives of the Institute of American Meat Packers are not only willing, but anxious that the arrangement be made. I have asked Mr. Woods to prepare and send you a formal statement of their recommendation that Mr. Filbey be appointed and their willingness to provide the funds with which to pay Mr. Filbey for his services.

Yours very sincerely,

W. H. Spencer
Assistant Dean

WHS:EL

The University of Chicago

The School of Commerce and Administration

335882

October 22, 1923

OFFICE OF THE DEAN

President Ernest Bennett Burton
University of Chicago

My dear Mr. Burton:

As I told you Friday afternoon, the situation in connection with the cooperative undertaking between the University and the Institute of American Meat Packers is such at the present time that practically the full time of some man is needed in its management. I have talked with Mr. Woods of the Institute of American Meat Packers and Dean Marshall, and they concur in recommending that Mr. Ripley be appointed as Director of the project for this year, provided Mr. Tard can in some way take care of Mr. Ripley's work in the School of Education. I am asking Mr. Tard to write you his recommendations with respect to the matter. Mr. Ripley is willing to assume the work for the year, pending the selection of a permanent director. Mr. Woods informs me that the representatives of the Institute of American Meat Packers are not only willing, but anxious that the arrangement be made. I have asked Mr. Woods to prepare and send you a formal statement of their recommendation that Mr. Ripley be appointed and their willingness to provide the funds with which to pay Mr. Ripley for his services.

Yours very sincerely,

Assistant Dean

WHS:M

PRESIDENT
CHAS. E. HERRICK
CHICAGO

TREASURER
JOHN T. AGAR
CHICAGO

INSTITUTE OF AMERICAN MEAT PACKERS

509 SOUTH WABASH AVENUE

CHICAGO

335401

EASTERN OFFICE
46 CEDAR ST., NEW YORK
PENDLETON DUDLEY, DIRECTOR

October 31, 1923.

WASHINGTON OFFICE
MUNSEY BLDG., WASHINGTON, D. C.
NORMAN DRAPER
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ST. PAUL

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

My dear President Burton:

We are glad to know that arrangements for releasing Professor Filbey from teaching have been effected, and that the Committee on Instruction and Equipment approve of the provision recommended with respect to the directorship of the Institute of Meat Packing.

We thank you for your recent letter giving us this information.

Very truly yours,

DEPARTMENT OF EDUCATION AND RESEARCH

W. W. Woods

Vice President in Charge.

WWW*EE

CABLE ADDRESS—INSAMPAC

PRESIDENT
CHAS. E. HERRICK
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INSTITUTE OF AMERICAN MEAT PACKERS
509 SOUTH WABASH AVENUE
CHICAGO

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October 31, 1933.

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FRED GUGGENHEIM
CHICAGO

MYRON McMILLAN
ST. PAUL

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The University of Chicago,
Chicago, Illinois.

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have been effected, and that the Committee on In-
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DEPARTMENT OF EDUCATION AND RESEARCH

W. W. Woods

Vice President in Charge.

WWW:EE

Nov. Bd. 1923

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The President reports that Mr. Arthur Lowenstein, Vice President of Wilson & Company has offered to the Committee on Scientific Research of the Institute Plan Commission on the Institute of American Meat Packers, a sum of \$2500 a year for three years for a research fellowship on some scientific problem having application to the meat packing industry, and that the above committee has voted to offer the fellowship to the University of Chicago for use in connection with the recently established Institute of Meat Packing. It is stipulated that the title of the Fellowship shall be "The Arthur Lowenstein Research Fellowship"; that the problem with respect to which research is to be prosecuted is "Prevention of Meat Spoilage"; that the fellow shall be chosen by the Chairman of the Department of Bacteriology of the University of Chicago under whom the research will be carried on, and that the Fellowship shall be noticed in appropriate publications of the Institute of Meat Packing and of the Institute of American Meat Packers.

In the letter of W. W. Woods, Vice President of the Institute of American Meat Packers, in charge of the educational research, he adds:

"If acceptable to the University, a visiting committee will be appointed by the Committee on Scientific Research of the Institute of American Meat Packers for the purpose of giving to the fellow helpful counsel and cooperation. It is understood, however, that the fellow will be completely under the control of the University of Chicago. .

The fellowship will be subject to such regulations and precedents as the policy of the University of Chicago may require. Selection of the fellow will be made and research will be begun at the earliest consistent date."

The President recommends that the gift be accepted in accordance with the terms proposed and the Chairman of the Department of Bacteriology authorized to nominate to the President for appointment to the Arthur Lowenstein Research Fellowship a person competent to undertake the research, and that the thanks of the Board of Trustees be communicated to Mr. Lowenstein through Mr. Woods.

Meat Packing

INDUSTRIAL RELATIONS ASSOCIATION OF AMERICA

CHICAGO COUNCIL

MEETING

FRIDAY, NOVEMBER 9, 1923.

At City Club.
Chicago, Ill.

- o -

THE INSTITUTE OF MEAT PACKING

- o -

Speakers -

W. E. Hotchkiss
(p. 2, 12, 15, 18)

Dean E. T. Filbey
(p. 8, 11, 12)

H. G. Ellerd
(p. 9, 11, 14, 15)

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(P. S. 12, 13, 14)

Dean E. T. Ralston
(P. S. 11, 12)

H. G. Ellard
(P. S. 11, 12, 13)

CHICAGO COUNCIL, INDUSTRIAL RELATIONS ASSOCIATION OF AMERICA

Meeting, Friday, November 9,
1923, at City Club,
Chicago, Illinois.

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THE CHAIRMAN (MR. FRED A. KRAFFT):

Before we proceed with the program of the evening, I wish to read a letter which I have received from Mr. Lee, Secretary of the Committee on Americanization of the Chicago Association of Commerce. I think that the membership will and should be interested in this communication.

"Just what can your organization do here in Chicago for the advancement of classes in English and Civics in industrial plants?

"I do not know the firms that your members represent, but if there is some way you could find out through them what per cent of the employes they meet every day are non-citizens or do not speak English, it seems to me we might with the co-operation of your organization interest these firms in getting this matter before them for attention.

"Will you let me know what you think the prospects are?

Very truly yours,

R.D. Lee, Secretary,

Committee on Americanization."

From my own experience with this organization, and with Mr. Lee, I know a great deal of good can come from this contact. Even in a restricted atmosphere such as you find in the clothing industry, we have found Americanization classes have gone a long way toward developing a morale and feeling of understanding toward the movement on the part of our employes, and, very much in the order of the steam roller, I am going to assume that our membership is interested in this proposition, and I will appoint a committee to draft a questionnaire, which will be sent to the membership. I will thank all of the members if you will reply to that questionnaire, so we may return to Mr. Lee our resume or report of the questionnaire, so he and his organization may function with you and yours in the development of Americanization classes in your plants.

In introducing the speaker of the evening tonight, I feel that I have a rather ticklish and tough job. To my own knowledge, he is the only ambidextrous industrial relations man in captivity -- if a man were equipped with

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three arms, I could almost make it tri-. Professor Hotchkiss is very versatile. He flits from clothing to packing and packing to clothing, and then flits to the coal fields, so he covers three different industries. The opportunity that he has had through an investigational administration in the packing industry to develop some viewpoints and ideas in industrial relations, I think will prove more than interesting to our group tonight. I have never questioned him very seriously or closely about his activities in the packing industry. Whenever we hear anything about the packers, they are written up in the newspapers, are on the carpet down at Washington, or the newspapers are complaining about the big profits and high prices they have to get out of the public in order to pay their executives good salaries. We now have a message before us of something broader than congressional investigation. The packers have started a program of industrial education, and Prof. Hotchkiss when not running around in the clothing industry and coal fields finds time to sit in with the various officials of the packing industry and the University of Chicago and evolve an educational program that I think is one of the best things being developed. I take great pleasure tonight in introducing my colleague in the clothing industry, Prof. Hotchkiss.

PROF. W. E. HOTCHKISS:

Thank you, Mr. Chairman, for your graceful introduction. I am rather pleased to be called ambidextreus, but I want to make quite sure that I am not advertised as a centipede. I have to confess to some flitting back and forth during the past months between food, fuel and clothing. Since I am surrounded here by my clothing and my packing colleagues, I shall not attempt any explanation of my "flitting" in those cases, but in reference to the coal industry I should like to explain that my connection there has been purely by way of public service. I see several gentlemen here who also have flitted into the coal fields and any disclaimer covers them too -- there are no centipedes among them.

There are two further explanations that need to be made before proceeding with the discussion; the first has to do with the nature of my connection with the packing industry and the second with the nature of the subject we are met to discuss.

To avoid embarrassment later, let me make it clear at the outset that my relationship to the packing industry is one of consultant; neither the industry nor anyone in the industry nor the Institute of American Meat Packers is in any way responsible for what I say tonight. With this preface I can speak without reserve.

The subject I am to talk about tonight, Mr. Chairman, is not industrial relations in the packing industry. If industrial relations were the subject, I should immediately call on my friend Ellerd here; he is the man to speak with authority on that subject. Our discussion tonight has to do with education. It is a subject closely related to industrial

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PROF. W. E. HOTCHKISS:

relations, but it is not the same subject and I do not wish in any way to assume the right to speak on industrial relations as concerns the packing industry.

So much for the setting; now for the main discussion.

Since about a generation ago university education has concerned itself with professional training for business. For almost as long, business concerns here and there have been trying to develop educational work within their plants. Plant education has not usually been of a university grade. Foreman training and other subjects concerned with production have been chiefly featured.

The Institute of American Meat Packers and the University of Chicago have recently founded an institution called the Institute of Meat Packing which they are to conduct jointly and the purpose of which is to give instruction of university grade in meat packing. The Institute of Meat Packing is significant first for the fact that it is not conducted by either the University or the packing industry alone but by the two together, and second because it is a joint program on a university level. A large university and a large industry are conducting an educational enterprise for which each is responsible.

The Institute of American Meat Packers is an organization that includes some three hundred meat packers of various sizes, located in various parts of the country. At its convention held in Chicago in the fall of 1922 there was adopted what is known as the "Institute Plan" and a committee known as the Institute Plan Commission was appointed to take steps toward putting that plan into operation. It was primarily an educational plan, although there were some features that were not directly educational. Mr. Thomas E. Wilson, at that time president of the Institute of American Meat Packers, was largely responsible for launching the plan, and he was made chairman of the Institute Plan Commission.

This commission is made up of various sub-committees. The Institute of American Meat Packers has an office in the Ohio Building with a permanent staff working along lines more or less related to the work of the Plan Commission. There are at Institute headquarters, among others, a Bureau of Nutrition, a Bureau of Home Economics, a Bureau of Scientific Research and a Bureau of Industrial Education.

I was put in touch with this developing enterprise through the good offices of a colleague at Northwestern University, and later became Director for the time being of the Bureau of Industrial Education. In that capacity I have been trying to help in the development of the educational plan. For the last four or five months we have been working out definite plans, first within the Institute of American Meat Packers and later with the University of Chicago, chiefly through Dean Filbey of University College who is with us tonight.

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