and nothing more. I think for eleven months as president of this association I have periodically listened to requests from our members for an educational meeting, and very much as my friend Ellerd has tried to inject, I have turned away the demand on the ground that probably college professors and educators and doctors did not have a sufficient grasp of industrial relations to come down here and talk about it. I am very glad to say that the interest of this meeting, the sustained interest and the discussion in some of the left wing questions and answers, we have had tonight, indicate I have had a wrong slant on my membership, that there has been a decided interest on behalf of the educational movement in industry.

I am sorry tonight we could not have with us Mr. Hawkins, who is a member of this association and who, incidentally, is developing an industrial educational plan among hotels. I believe they call themselves the United Hotel Men's Association of America, and they are developing a very comprehensive educational plan among employes of hotels, and it is more than likely at our next meeting Mr. Hawkins will be with us.

I want at the same time tothank these gentlemen for their very fine remarks, to apologize to the membership for not having given them this treat before.

It is now nine o'clock, and we will adjourn.

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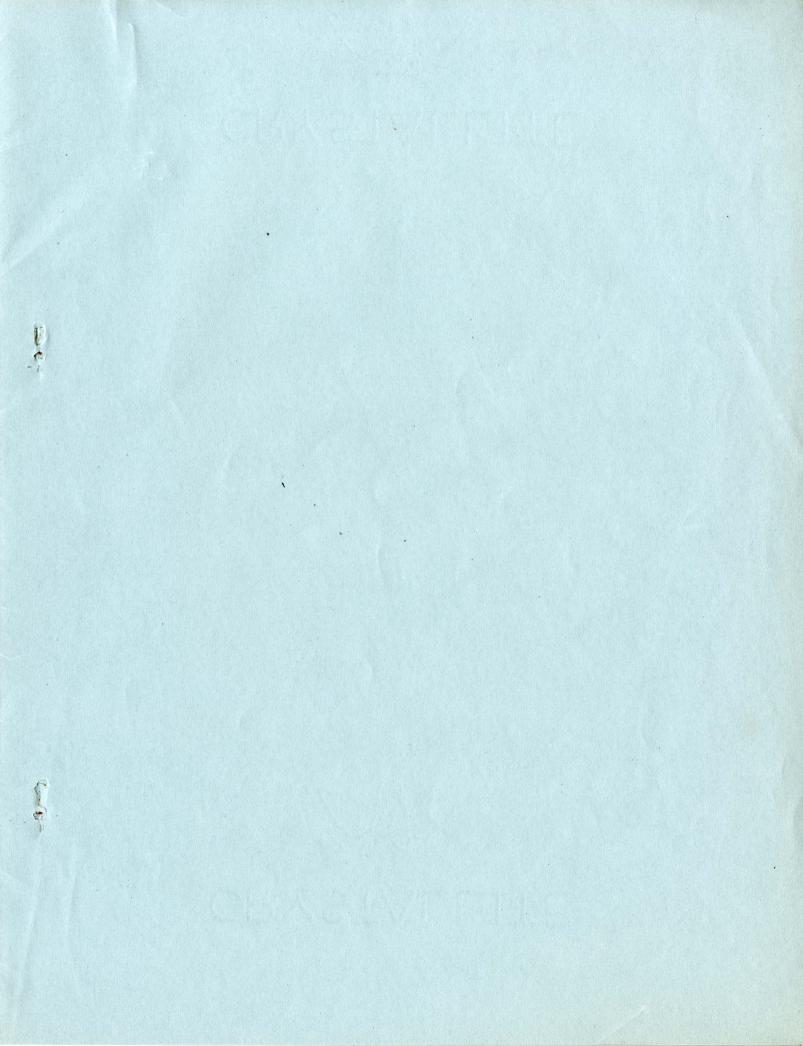
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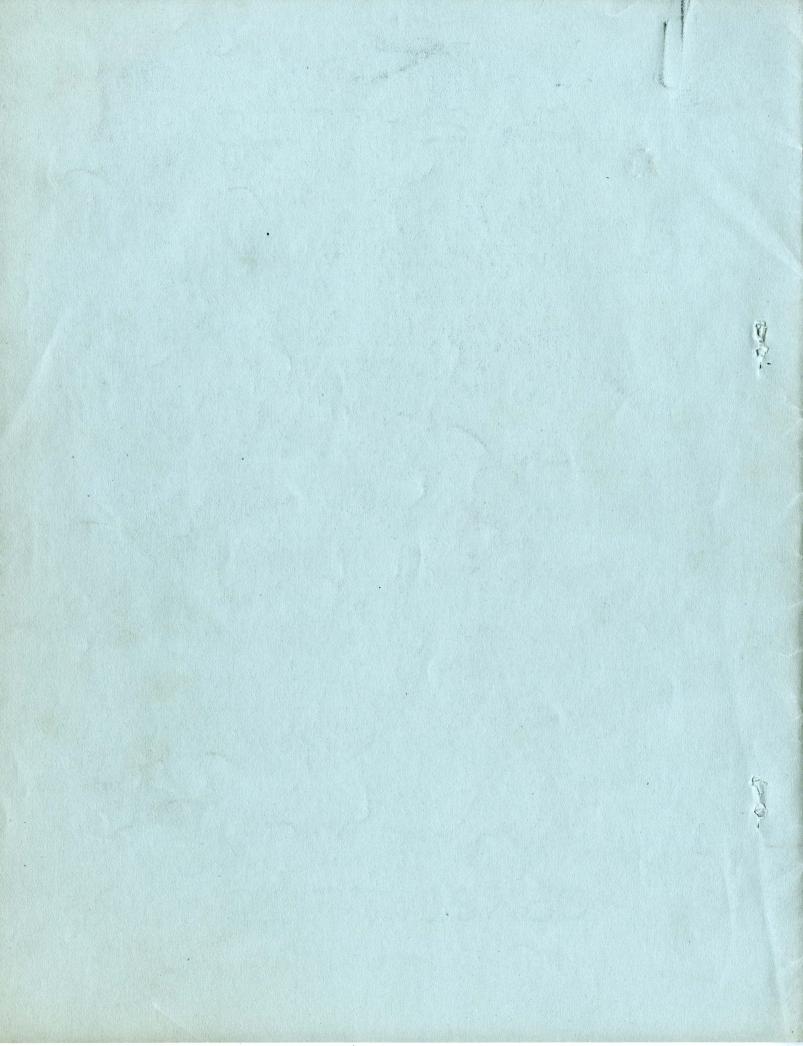
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It is now nine o'clock, and we will adjourn.

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#### PRESIDENT ERMEST DEVICE BURTON

June 6, 1923

Subject: Proposed Cooperation with the Institute of American Meat Rockers

- 1. I have received a communication from the Institute of American Heat Packers asking whether the University of Chicago would find it possible to cooperate with the Institute in the development of the so-called Institute plan which provides ultimately for a Trade Association, an Industrial Ruseum, a Research Institute and an Educational Institution. The cooperation of the University is sought on certain aspects of that plan.
- 2. Since the document submitted is quite lengthy I give below the essence of the proposition as it effects the University of Chicago.
- 3. They propose that we cooperate with them on the following matters:
  - a. The establishment of evening work of collegiate extension grade beginning with the autumn quarter of 1923.
  - b. The establishment of correspondence study work beginning at approximately the same date or a little later.
  - c. The establishment of day collegiate work beginning somewhat later still.
  - d. The establishment of cooperative research, presumably working gradually into that matter at an early date.
- 4. While the adjustment of details is left open for conference, it is obvious that the general conditions of cooperation which are in their minds are as follows:
  - a. A plan of joint management. They do not contemplate simply turning this matter over to us to run it.
  - b. A plan by which the University would handle all routine administrative details such as registrations, collection of fees, etc.
  - c. The Institute would expect to cover the added cost of the enterprise and would expect to make donations for cooperative research.
  - d. They contemplate joint certification with respect to the completion of courses and of certain groups of courses.
  - e. They contemplate having the matter handled so as to not draw men away from their university work unduly.
- 5. The following issues quite obviously stand out:
  - a. Is it desirable for the University to enter into formal cooperation with such an agency? The fact of this cooperation would appear in our publications. They would desire that the cooperative work be treated as something of an entity.
  - b. Is it wise for us to engage in evening work as a means of opening up the possibilities of cooperative research which are involved?
  - c. Is it wise for us to expand our work by correspondence?
  - d. Under what auspices should the evening work be given? The obvious answer is University College, but the matter is not quite as simple as that.

Subject: Proposed Couperation with the Institute of American Mest Pacific

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    - o. Is it wise for us to expand our work by correspondence?
- d. Under what suspines should the avening work be given The obvious amount in University College, but the matter is not quite as single as that.

- e. Under whose auspices should the correspondence study work be given? This issue is raised merely to indicate that the appropriate answer seems to be quite clearly our Correspondence Study Division.
- 6. Perhaps it should be added that this is one of the projects which I have watched in the process of ripening for several months, and was one of the matters in mind in making budgetary recommendations that looked toward the building up of a strong research staff. This project was also in mind when Mr. Daines was added to our staff. He has had considerable successful experience in dealing with evening work in an administrative way.
- 7. I quite appreciate the fact that there is little point in discussing the details of this matter until the committee on instruction has passed upon the proposal of the school which is now before it. But it seemed best to present the facts and to give added copies of this memorandum for use with other interested persons. It ought to be said that the time remaining before October 1 is a very short period in which to get this work going properly in case we enter upon the work.

Yours very sincerely,

I Marshall

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Yours very sincerely,

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Nov. 16, 1923

#### Dean Filboy:

I am pleased to quote as follows mimsegraphing on Smooth Book Paper and binding with Frees Board cover title printed on cover, material to be copied to be straight typewriting with not more than one page in ten a page of tabulation, single space, 50 lines to page (about 500 words)

300 300	Page	book	100 100	copies	bound,	\$1.20 2.40,	eer b more	bewea oog	pro	rata
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Figures and drawings will be duplicated by stencils if not too intricate for tracing on to stencil at no extra cost if not more than one page in ten.

For figures which we must photograph and print by photo-offset process each sheet will cost as follows:

100 copies at rate 4s per sheet 200 " " " 24s " "

For photographing copy must be printed already or traced in black ink. Reductions to 1/4 size and enlargements to 4 times no extra cost as long as reduced copy is 8 x 11 or less. 200 copies reduction from 22x28 to 11x14 Photo-offset process will cost 6¢ per sheet -\$3.00 for 50 sheets.

300 copies of above 5g per sheet - \$2.50 for 50 sheets.

Edwards Bros. J.W. Edwards Hov. 16, 1923

Dean Filbey:

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For photographing dopy must be printed already or traced in black ink. Reductions to 1/A case and estargements to 5 times no extra cost as long at reduced copy is 8% x 11 or less. 200 cepies reduction from 22x28 to 11x14 Photo-offset process will cost 6% per sheet #63.00 for 50 chaste.

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## INSTITUTE OF MEAT PACKING

## Estimated Budget for Year Ending September 30, 1924

## No. II.

#### 1. For evening courses

# Expenditures

Instruction		\$5,000	
Rent		450	
Stenegraphic	reports	1,100	
Bulletin No.	1	190	
Total	Expenditures		\$6,740

## Receipts

Tuition	3,500
50% Matriculation fees	750
Total Receipts	4,250

Total Deficit for evening instruction \$2,490

## 2. For correspondence study courses

# Expenditures

Research, writing lesson sheets			
and reading papers for first year	2,000		
Economics	500		
Superintendency and operating	2,000		
Science	500		
Marketing	500		
Finance	500		
Stenographic and clerical	1,000		
Editorial service	1,000		
Bulletin No. 2	200	STREET, STREET,	
Total Expenditures		\$3,200	
eceipta			
Tuition	1,500		
50% Matriculation fees	500	2,000	
Total Deficit for correspondence	•		
study instruction	distribution of the	\$6,200	)

#### IMSTITUTE OF MEAT PAGEING

Matinated Sadget for Year Ending September 30, 1924

No. IX.

For evening courses

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96,000 Instruction 450 Rent 1,100 Stenographic reports 180 Bulletin No. 1 \$6,740 eerutkhaegsii LetoT

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3,500 mo kakuT 750 50% Matriculation fees 4,250 Total Receipts

\$2,490 Total Deficit for evening instruction

For correspondence study courses

#### Magandatures

Accesrat, writing lesson sheets 000,8 and resding papers for first year Accountainy 008 Meenomics 000.8 Superintendency and operating oda Salance 500 Markoting 500 Finance 1,000 Stepographic and clerical 1,000 sciving istrotth 900 Bulletin No. 2 Total Expenditures

005,88

adatases 1,500 notstuT 000,3 500 50% Matriculation fees

> Total Deficit for correspondence study instruction

008,80

3. For research and service in the preparation of instructional materials

(Distributed under "1" and "2"

4. For the publication of instructional material

Expenditures

300 copies of each of 120 titles with approximately 150 pages each - \$3,600

Receipts

Sales during year

700

Gredit (to 1924-25)

\$2,900

5. For organization and administration

Expenditures

Stenographic service Office supplies Miscellaneous expenses Salary of Director 1,500

1,000

Total for direct administration

9,000

Total deficit for year ending September 30 \$20,590

3. For research and service in the preparation of instructional materials

(Bistributed under "1" and "2"

initiation of instructional material

Expenditures
300 copies of each of is titles
with approximately 150 pages cach - \$3,600

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Sales during year

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Credit (to 1924-25)

5. For organization and administration

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Stenographic service
Office supplies
Wiscellaneous expenses
Salary of Director

9,000

Roll for directicaministration

Total deflots for year ending September 30 \$20,590

## The University of Chicago

University College

OFFICE OF THE DEAN

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December 7, 1923

Dean James H. Tufts, Faculty Exchange.

My dear Dean Tufts:

Attached is a copy of the budget which I am proposing for the Institute of Meat Packing for the current year ending September 30, 1924. It is understood that the Institute of American Meat Packers is to reimburse the University for the full amount of the deficit.

It was recommended that for the initial three-year period 50 per cent of the matriculation fees paid by evening and correspondence study students be accredited to the Institute to offset budget expenditures. This is especially urged because of the fact that many of the students desire only or a few minor courses. In such cases the matriculation fee appears to represent an excessive fraction of the total charge for general administration. This arrangement should be looked upon as a tentative one for the three-year period.

The correspondence study budget items have been computed on the basis of cost for the preparation of instructional materials, plus the cost of reading papers necessary to return to the Institute the indicated income. Additional students would necessitate corresponding increase in expenditure, but the deficit would not be increased.

Item 4 provides for the publication in mimeographed form of supplementary materials necessary for correspondence study. The proposed expenditure is for service at the rate indicated on the attached sheet. The amount carried forward as deficit for the current year is in effect a credit transfer to 1924-25.

## The University of Chicago

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December 7, 1923

Dean James H. Turbe.

My dear Dean Tufes:

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correspondence study. The proposed expenditure is for
service at the rate indicated on the atlacked cheet
The amount carried forward as delicit for the current
year is in effect a credit transfer to 194-25.

In my estimation the budget proposed represents the minimum expenditure for the amount of service expected by the Institute conducted on a quality basis which would be acceptable to the University.

A more generous budget which would make possible closer coordination of correspondence study instruction and proposed day courses for 1924-25, is proposed under "II" which is also attached.

While this program is very desirable, the minimum proposed will be effective. Final decision in this matter should in my opinion rest with the representatives of the Institute of American Meat Packers, since they carry responsibility for meeting the prospective deficit.

Respectfully submitted,

Conf)

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Respectfully substited,

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## INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending September 30, 1924

No. II.

## 1. For evening courses

## Expenditures

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Instruction		\$5,000	
Rent		450	
Stenographic	reports	1,100	
Bulletin No.		190	
Total	Expenditures		\$6,740

## Receipts

Tuition	3,500
50% Matriculation fees	750
Total Receipts	4,250

Total Deficit for evening instruction \$2,490

# 2. For correspondence study courses

## Expenditures

Research, writing lesson sheets		
and reading papers for first year	2,000	
Accountancy	2,000	
Economics	500	
Superintendency and operating	2,000	
Science	500	
Marketing	500	
Finance	500	
Stenographic and clerical	1,000	
Editorial service	1,000	
Bulletin No. 2	200	
Total Expenditures		\$8,200
Receipts		
Tuition	1,500	
50% Matriculation fees	<b>50</b> 0	2,000
Total Deficit for correspondence	_	
study instruction		\$6,200

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Bulletin He. 1

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3. The correspondence study courses

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2,000

Total Balloit for correspondence -

3. For research and service in the preparation of instructional materials

(Distributed under "1" and "2"

4. For the publication of instructional material

Expenditures

300 copies of each of 12 titles with approximately 150 pages each - \$3,600

Receipts

Sales during year

700

Credit (to 1924-25)

\$2,900

5. For organization and administration

Expenditures

Stenographic service1,500Office supplies500Miscellaneous expenses1,000Salary of Director6,000

Total for direct administration

9,000

Total deficit for year ending September 30 \$20,590

Total deficit for year suding September 30 \$20,590

## INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending September 30, 1924

I.

# 1. For evening courses

# Expenditures

Instruction	\$5,000
Rent	450
Stemographic Reports	1,100
Bulletin No. I	190
Total Expenditures	\$6,740

## Receipts

Tuition	3,500
50% Matriculation Fees	750
Total Receipts	\$4,250

Total Deficit for evening instruction

\$2,490

# 2. For correspondence-study courses

## Expenditures

Research, writing lesson sheet and reading papers for first y	s,	
Accountancy	\$1,100	
Economics	500	
Superintendency and Operat		
Science	250	
Marketing	250	
Finance	250	
Stenegraphic and clerical	1,000	
Editorial service	600	
Bulletin No. II	200	
Total Expenditures		\$5,250

## Receipts

Tuition	\$1,500
50% Matriculation Fees	500
Total Receipts	\$2,000

Total Deficit for correspondencestudy instruction.

\$3,250

#### INSTITUTE OF PERT PACKING

Setimated Budget for Year Ending September 30, 1924

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1. For evening courses

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1,100	Stanographic Reports
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2. For correspondence-study courses

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	Scountency \$1,100
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ona		Deel nothelpolydam Peep	36
000,88	*	Total Receipts	

Total Deficit for correspondencestudy instruction.

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3. For research and service in the preparation of instructional materials

(Distributed under "1" and "2")

4. For the publication of instructional material

Expenditures

300 cepies of each of 12 titles with approximately 150 pages each = \$3,600

Receipts

Sales during the year 700

Credit (to 1924-25) \$2,900

5. For organization and administration

Expenditures

Stenographic service1,500Office supplies500Miscellaneous expenses1,000Salary of Director6,000

Total for direct administration

\$9,000

\$9,000

Total deficit for year ending September 30 \$17,640

3. For research and service in the preparation of instructional ("S" bas "I" rebau bejudirjeid)

A. For the publication of instructional material

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5. For organization and administration

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Total for direct administration

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## The University of Chicago

Department of Hygiene and Bacteriology

December 10th, 1923

President E. D. Burton Faculty Exchange

My dear President Burton:

Referring to telephonic request by Mr. Butler. I wish to submit the following statement:

The work to be conducted under the Lowenstein Fellowship under the auspices of the Institute of American Meat Packers, and under the direction of Professor E. O. Jordan, comprises a general study of meat spoilage and its prevention. It is the intention to begin the work with a bacteriologic study of souring of hams in continuation of some work already begun on this subject at the Wilson and Company Bacteriological Laboratory.

The general subject of meat spoilage consists of a number of problems of which the following seem most important:

1. Prevention of joint souring

2. Study of slime bacteria and their prevention 3. Causes of moldy meat and its prevention

4. Sterilization of canned foods

5. Effect of sanitation on keeping qualities of meat products.

Respectfully.

Allan F. Reith

AFR:LA

The University of Chicago Benertaines of The state and Macteriology

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Meat factors, and under the direction of Professor M. O.

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5. Canses of moldy west and its prevention

Hespectfully.

The University of Chicago

University College

OFFICE OF THE DEAN

December 21, 1923

Mr. James H. Tufts, Faculty Exchange.

My dear Dean Tufts:

Attached is a proposal from Mr. Woods, VicePresident of the Institute of American Meat Packers,
presenting a program of research which in my estimation
deserves our consideration. The Institute has already
expended several thousand dollars on basic investigations,
the results of which make possible the proposed study.

In addition to furthering this particular piece of research our cooperation would indicate willingness to work with our neighbor institution. The secondary return to Chicago might in the end be almost as significant as the direct return to the Institute of American Meat Packers.

Personally I am very much in favor of this cooperative study. Will you be good enough to express your opinion as to the advisability of going forward with this enterprise?

Very sincerely yours,

Energy Jelley Dean

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## Che University of Chicago

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Secentral 1923

HABIT THY TO RUMBO

Mr. Jemes H. Tulbi.

My deer Dean Taite:

Attached is a proposed from Mr. Woode, Vicefrostdont of the institute of kmerican destination presenting a program of research which in my setimation deserves our concideration. The institute has already expended several thousand dollars on basic investigations the results of which make possible the proposed study.

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Ferenmily I am very much in favor of this cooperative study. Will you be good enough to express your epision as to the advisability of going furenth with this enterprise:

Vory minderedly yours,

DYTH