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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

OFFICE OF . . .
SECRETARY AND REGISTRAR

CHICAGO, Jan. 11 1902



Dear Dr. Harper:

I have inserted one additional "Whereas"
I cannot quite see the need of a \$150,000.
building. In Haskins which cost \$100,000, you
now have recitation & assembly rooms for the
Div. School. Deans rooms. Presidents
rooms. & Museum rooms. If you
defoted to the Div. School alone, the
School would rattle round it & could not
occupy it all. The School would be
like a boy in a man's suit of clothes.

Since the raising of the money
will be the hardest work we have ever under-
taken, let us not attempt more than
is really necessary. It may be possible
to raise \$50,000. I should feel hopeful
about \$75,000.

I do not like a conditional subscrip-
tion from Mr. R. or in fact from any-
one. I would prefer to go to the people
for the \$100,000, & when we get \$50,000,
then let Mr. R. come in with the balance.

We would then ask for subscriptions
on the basis of \$100,000.00 instead of \$30,000,
& in many cases get twice as much.

While I approve the policy of
appointing an agent & think Stephenson
a good man, we must consider
where we shall get the funds to pay
his salary & expenses, say \$2,500.

He cannot get this outside of
his building subscriptions & if you
have a conditional subscription from
which no funds will be available for at
least one year, & perhaps not at all, we
must find this extra \$2500. in some other way.

Shall this subscription be taken in
the name of the Theol. Union or the Univer-
sity, or both?

Yours truly
T. W. Woodford

1901

Doc

Suggestions of Expenditure necessary for
rounding out the work of the University upon a satisfactory
basis prepared at request of Mr. John D. Rockefeller, Jr.

Remark. This statement includes only those things for which additional
funds are required; i.e. the fees of students are to be counted
in addition.

needs

1. Capitalization of deficit,	\$ 8,000,000.

2. New Land	
1) Land now being negotiated,	210,000.
2) Remaining land on North side,	800,000.
3) Land on south side of Plaisance,	1,500,000.

3. Museum Endowment and Collections,	1,500,000.

4. General Buildings.	
1) Libraries,	1,000,000.
2) Chapel,	400,000.
3) Woman's Quadrangle,	1,500,000.
4) Twin building for Cobb Lecture Hall,	200,000.
5) Administration building on Lek. Ave,	200,000.
6) New dormitories for men, on Ellis Ave,	400,000.
7) Athletic Gynasium,	250,000.
8) School of Education Bldgs.	500,000.
9) Stadium for Athletic Field,	250,000.

1901

Handwritten signature

Suggestions of expenditure necessary for
rounding out the work of the University upon a satisfactory
basis prepared at request of Mr. John D. Rockefeller, Jr.
This statement includes only those things for which additional
funds are required; i.e. the fees of students are to be counted
in addition.

Remark.
Handwritten note

1. Capitalization of deficit.	\$ 6,000,000.

2. New Land	
1) Land now being negotiated.	\$10,000.
2) Remaining land on North side.	800,000.
3) Land on south side of Plaisance.	1,500,000.

3. Museum Endowment and Collections.	1,500,000.

4. General Buildings.	
1) Libraries.	1,000,000.
2) Chapel.	400,000.
3) Woman's Quadrangle.	1,500,000.
4) Twin building for Cobb Lecture Hall.	200,000.
5) Administration building on Lex. Ave.	200,000.
6) New dormitories for men, on Ellis Ave.	400,000.
7) Athletic Gymnasium.	250,000.
8) School of Education Bldgs.	500,000.
9) Stadium for Athletic Field.	250,000.

10. University Press, \$ 500,000.

11. University Extension, 500,000.

12. Music and Art,

1) Endowment, 400,000.

2) Buildings, 400,000.

3) Equipment, 100,000.

13. Pension endowment funds, 1,000,000.

CLASSIFICATION.

1) Capitalization of Deficit, 6,000,000.

2) New Land, 2,310,000.

3) New Buildings, 7,600,000.

4) Equipment and Libraries, 1,275,000.

5) Endowment, 7,450,000.

6) Univ. Press & Extension, 1,000,000.

7) Pension Endowment fund, 1,000,000.

Total, \$ 26,635,000.

December 10th, 1901.

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10. University Press,	\$ 500,000.
11. University Extension,	500,000.
12. Music and Art,	
1) Endowment,	400,000.
2) Buildings,	400,000.
3) Equipment,	100,000.
13. Pension endowment funds,	1,000,000.

CLASSIFICATION.

1) Capitalization of Deficit,	6,000,000.
2) New Land,	8,310,000.
3) New Buildings,	7,800,000.
4) Equipment and Libraries,	1,275,000.
5) Endowment,	7,450,000.
6) Univ. Press & Extension,	1,000,000.
7) Pension Endowment fund,	1,000,000.
Total,	\$ 26,835,000.

5. Arts, Literature and Science,

- | | |
|---|---------------|
| 1) New Endowment, | \$ 1,000,000. |
| 2) Buildings for History, Ancient Languages,
Modern Languages, Geology, each | |
| 150,000, | 300,000. |
| 3) New permanent Equipment, | 150,000. |
-

6. Divinity School,

- | | |
|-------------------|----------|
| 1) New Endowment, | 250,000. |
| 2) Building, | 150,000. |
| 3) New Equipment, | 25,000. |
-

7. Law School.

- | | |
|-------------------------------|----------|
| 1) Endowment, | 300,000. |
| 2) Building, | 150,000. |
| 3) Initial purchase of books, | 50,000. |
-

8. Technology,

- | | |
|---------------|-------------|
| 1) Endowment, | 1, 000,000. |
| 2) Building, | 500,000. |
| 3) Equipment, | 500,000. |
-

9. Medicine.

- | | |
|------------------------|-------------|
| 1) Endowment, | 2, 000,000. |
| 2) Buildings, | 400,000. |
| 3) Equipment, | 150,000. |
| 4) Hospital buildings, | 700,000. |
| 5) Hospital equipment, | 300,000. |
| 6) Hospital Endowment, | 1, 000,000. |
-

5. Arts, Literature and Science,
 1) New Endowment, \$ 1,000,000.
 2) Buildings for History, Ancient Languages,
 Modern Languages, Geology, each
 150,000.
 3) New permanent equipment, 150,000.
 500,000.

6. Divinity School,
 1) New Endowment, 250,000.
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 1) Endowment, 300,000.
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 1) Endowment, 1,000,000.
 2) Building, 500,000.
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9. Medicine.
 1) Endowment, 2,000,000.
 2) Buildings, 400,000.
 3) Equipment, 150,000.
 4) Hospital buildings, 700,000.
 5) Hospital equipment, 300,000.
 6) Hospital Endowment, 1,000,000.

needs

A PLEA FOR THE ESTABLISHMENT AT THE UNIVERSITY OF
CHICAGO OF A RESEARCH FOUNDATION FOR THE INVESTIGATION
OF CLINICAL PROBLEMS IN THE DISEASES OF THE EAR, NOSE
AND THROAT.

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

In order to establish at the University of Chicago a research department in otology our first problem must be the training of men

A PLAN FOR THE ESTABLISHMENT AT THE UNIVERSITY OF
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The incomplete state of our knowledge of the clinical problems in otolaryngology renders the establishment of a research foundation devoted to the study of these problems highly desirable. The progress that exists in diseases of the nose and throat, particularly in the development of systemic infection such as pneumonia, syphilis, diphtheria and kidney trouble, from local infection existing in the upper respiratory passages is only just beginning to be generally appreciated. The handicap that results from defective hearing as the result of preventable conditions developing in childhood and from the more frequent serious defects in hearing that result from chronic progressive deafness coming on in early adult life is only fully appreciated by those who happen to come in contact with these conditions. These and many other clinical problems in this special field all stand as a challenge to the medical profession for a more thorough investigation. The sort of investigation that can be successfully prosecuted only in a research institution like the University of Chicago where the several fields of science are so well represented. Such an investigation requires cooperation with other departments such as anatomy, physiology and internal medicine. No such institution has as yet been developed in this country. What we want is the development of a research foundation analogous to those departments of biology that have been developed particularly in the United States. In order to establish at the University of Chicago a research department in otology our first problem must be the training of men

for this work. Such men will eventually become our clinical staff whose work will consist of:

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

With this object in view, the University desires as early as possible to secure funds for fellowships and to appoint fellows for study at home and abroad. We desire funds at this time for three fellowships, each running for a period of three years with salaries ranging from \$2000, \$2500 and \$3000 respectively for the three years. The first two years of these fellowships can be spend perhaps most profitably in work that has already been developed in our own institution where they will receive fundamental training in this specialty and assist in carrying on investigative work. The third year might consist of a travelling fellowship, providing the work during the first two years warrants assistance during a third year. This time would be spent abroad or in some instances in other centers of our own country, the work being always under our own supervision.

The University requires for the carrying out of this program a budget eventually calling for \$25,000 annually. We are submitting here a tentative budget:

a. Chairman of department, salary.....	\$ 10,000
b. Assistant in department, salary.....	5,000
c. Three fellows, salaries -- \$2,000, \$2,500, \$3,000..	7,500
d. Funds for carrying on research.....	<u>2,500</u>

Total 25,000

For this work, such men will eventually become our clinical staff

whose work will consist of:

- a. Studying the post-operative service for patients suffering from eye, nose and throat troubles.
- b. Carrying on at such institution in this special field as medical students need.
- c. Promotion of investigation and the training of medical students. (Under this latter is our primary aim, both "a" and "b" are, of course, prerequisites for such work).

With this object in view, the University desires as early as possible to secure funds for fellowships and to appoint fellows for study at home and abroad. We desire funds at this time for three fellowships, each running for a period of three years with salaries ranging from \$8000, \$8500 and \$9000 respectively for the three years. The first two years of these fellowships can be spent perhaps more profitably in work that has already been developed in our own institution where they will receive fundamental training in this specialty and assist in carrying on investigative work. The third year might consist of a traveling fellowship providing the work during the first two years warrants assistance during a third year. This time would be spent abroad or in some institution in other centers of our own country, the work being always under our own supervision.

The University desires for the carrying out of this program a budget eventually adding for \$25,000 annually. We are submitting now a tentative budget:

a.	Salaries of department, salary.....	\$ 10,000
b.	Salaries in department, salary.....	7,500
c.	Three fellows, salaries -- \$8,000, \$8,500, \$9,000.....	25,000
d.	Funds for carrying on research.....	2,500
	Total.....	\$45,000

Nov. 1923

M12

REPORT OF THE SUBCOMMITTEE ON
MEDICAL NEEDS. OTOLGY.

(Carbon Copy).



REPORT OF THE SUBCOMMITTEE ON
MEDICAL NEEDS. OTOLOGY.

Introduction.

There is no place in Chicago where a man may study the individual variations of the nasal sinuses.

Further detail on the function and pathology of the ear can only be acquired where large numbers of ears are examined in serial section after their function had been ascertained during life. The condition of the middle ear must be known, the function of the cochlea and of the static apparatus should be tested. This work will lead to investigation of the brain and nerve-stems on the one hand and the naso-pharynx and nose on the other.

Supposing we set out to get statistics of five hundred heads. The anthropological measures are taken. The relation of long-heads, and round-heads ~~to~~ the size and arrangement of the nasal cavities and paranasal sinuses, the condition of the ears with mastoid cells, (x-ray pictures) of each are to be studied.

1. Historic background, to show main line of development in this locality in the field in question. In Chicago

Dr. Shambaugh has done very good work on anatomy and

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I. Historic background, to show main line of development in this locality in the field in question. In Chicago

Dr. Shambaugh has done very good work on anatomy and

embryology of these parts, mainly on animals. No systematic investigation has been undertaken on the human ear.

2. The present condition.

Each medical college has a clinic where the students are shown only what they absolutely need for graduation. In the post-graduate schools teaching is the exclusive feature. For systematic investigation of individual work there are no provisions, no localities, no men who can afford to prepare themselves for the work, no inducements for the men who are willing to make this a life's work.

3. Outstanding needs from medical, social, educational, in vestigative points of view.

(a) Medical: The practitioner is absolutely helpless in the relief of the higher degrees of hardness of hearing. Equally inefficient are the attempts at prevention, as the physiology and therefore also the diagnosis and pathology of the different parts of the ear are still under discussion. The suppurations are better known but even there the diagnosis of the progress of a suppuration to the labyrinth or to the meninges, or the recognition of a brain abscess are so uncertain that many lives are lost that might be saved,

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as occasional lucky results of operation show. Similar conditions exist in the nose. The frequently unexplained fatal terminations after minor operations are at present investigated. The great individual variations in the arrangement and size of the nasal cavities and the paranasal sinuses lead to many complications in the nose and its vicinity. In Chicago the students of these subjects have to depend entirely on books and atlases, that is on two dimensions and reproductions, where three dimensions and the original specimen are all important. A large collection, a museum of specimens showing these parts will be of scientific, anthropological and educational importance.

(b) Social: Many lives can be and must be saved by giving the men who operate in ear, nose and throat larger and better opportunities for study. The excuse of insufficient opportunities for education must be removed.

(c) Educational: In addition to the educational needs just pointed out there are the large educational opportunities in the systematic examination of thousands of ears and noses and their hearing and other functional tests which are necessary in order to

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just pointed out there are the large educational opportunities in the systematic examination of thousands of ears and noses and their hearing and other functional tests which are necessary in order to

get the five hundred post-mortems mentioned. Finally a large clinic with a competent head and proper organization cannot fail to be of educational value.

(d) Outstanding needs from an investigative point of view:

No museum like the one suggested exists in Chicago, containing a large number of heads showing the divergences of the different races and in connection therewith the different extensions and arrangement of the sinuses of the nose. The same is true of the mastoid cells. Nevertheless it is clear that if any law or rule exists concerning the relation of shape of skull and development of the sinuses and cells of the mastoid it can only become evident in a collection of this kind. Furthermore the pathology of the ear is known in its outlines only. The filling in of detail is all left to future investigation. The pathology of deaf-mutism is only known by general types. Of pathology of the static labyrinth, vestibulum and semicircular canals all that is known are the changes produced by suppuration of the labyrinth originating from the interior of the skull or from perforations from the middle-ear, and some of the congenital deformities. Progress can only be expected from post-

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from the middle-ear, and some of the congenital de-

formities. Progress can only be expected from post-

mortem investigation of organs that have been found deficient and were observed for some time during life.

4. How specific needs may be supplied and improvement secured.

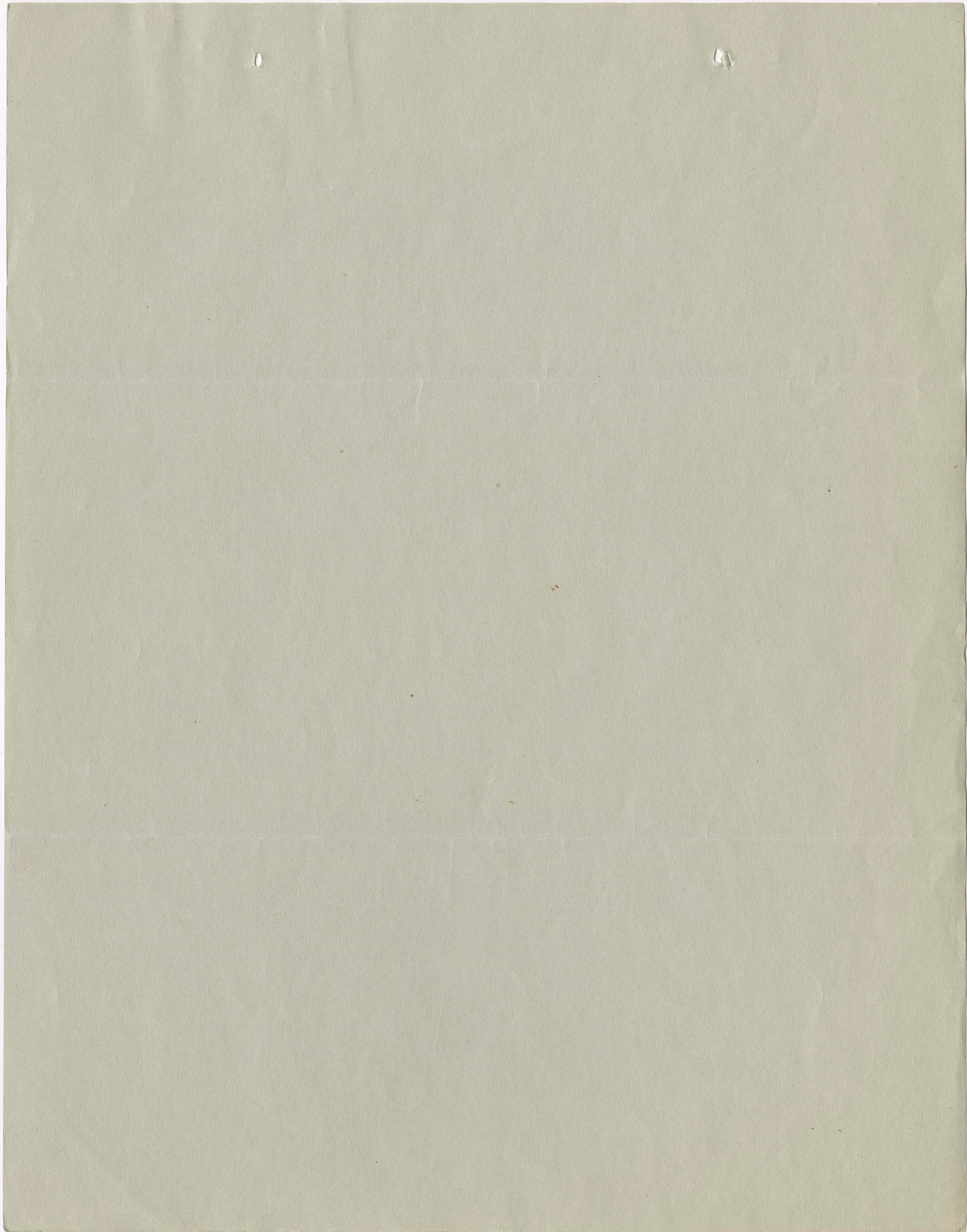
A program like the one proposed, consisting of the establishment of a museum of skulls, furthermore the preparation of five hundred faultless series of cuts of labyrinths which have been tested during life, can only be carried out in connection with a large clinic. In order to obtain the five hundred labyrinths we will have to test probably ten times as many living ears, that is five thousand or two thousand five hundred patients. Each test will take about one hour. In the beginning more, later on less. The preparation of the labyrinth after death requires daily handling for from three to five weeks for each specimen. These figures give a basis for an estimation of the scope of the institution: At the head there is one man who gives his full time with the exception of maybe one hour of the day for private practice. Two or three assistants who have to sign a contract to remain for at least four years, as it will take all of two years before a man is of much value for advanced work. An indefinite number of voluntary assistants or externes

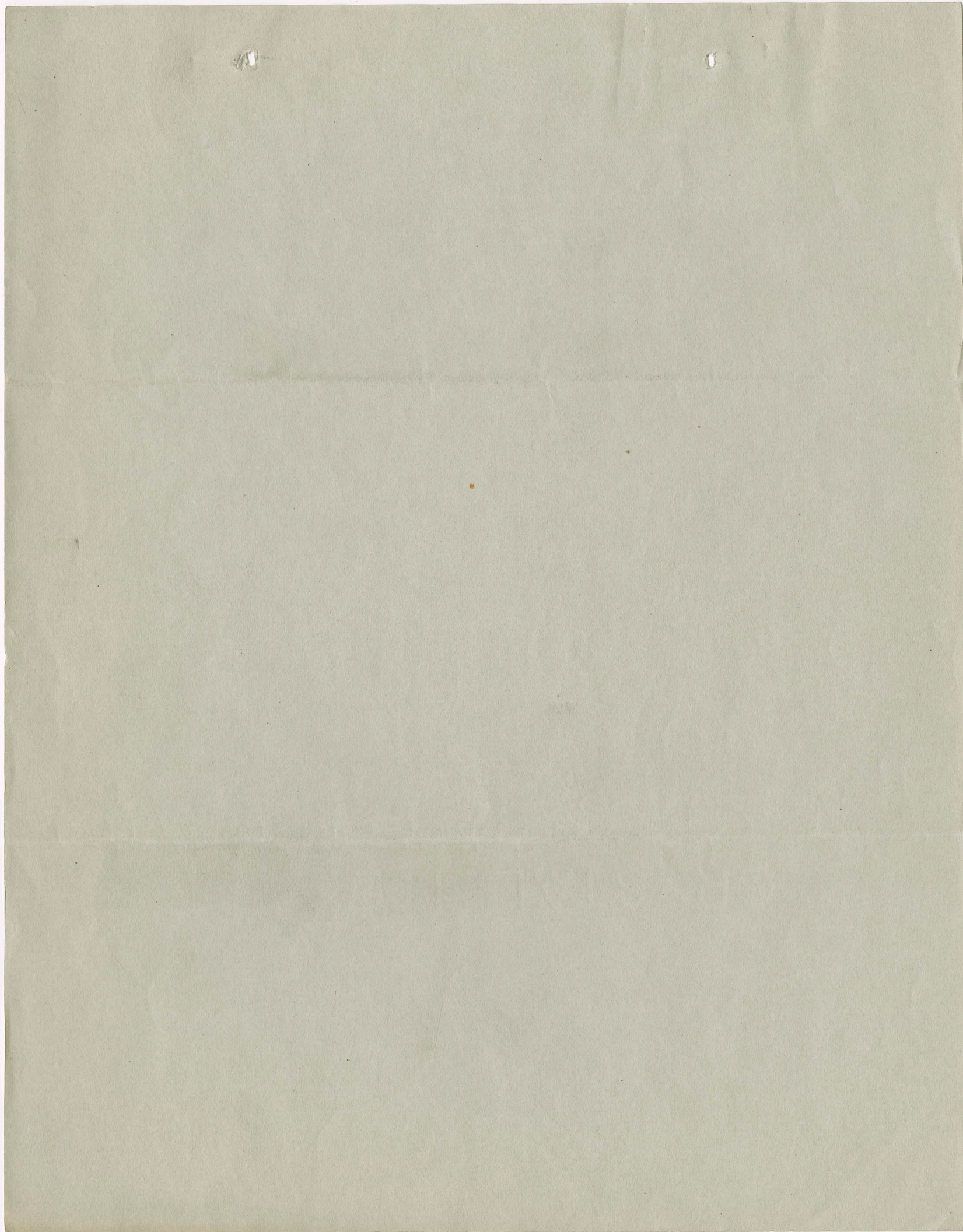
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will constitute the medical staff. A sufficient nursing staff and laboratory attendants complete the personnel. The qualifications of the head of the institution must be high and his remuneration must be according. The assistants, too, must be salaried sufficiently so that they will remain long enough to be of benefit to the institution. Chief and assistants are directly responsible to a board of directors composed of the heads of the departments for ear, nose and throat of the main medical schools. Above them is a larger board of trustees which may be, at least, partly composed of lay-men. The chief directs the running of the indoor and outdoor departments of the clinic, and laboratories. He organizes the examination of patients outside of the clinic and establishes connections with deaf-mute societies in order to get material for pathologic investigation.

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November 19, 1923.

2. Would it be practicable to ask the Alumni for new
endowment for the increasing salaries, and at once--or as
My dear Mr. Swift:

When Mr. Bester comes to us--to form plans for raising
Before I leave for New York on Thursday I should

an Alumni Fund for this purpose? This is the kind of thing
like to have a word with you on these matters:

that ought to appeal to Alumni, most of whom cannot give a
1. The Theological Group. I am coming to feel that not
building but ~~could give \$100 to \$100,000~~ for this purpose,
only or chiefly in the interest of the Divinity School, but in
Vassar College has just finished raising \$3,000,000 for this
that of the University at large, in order to make visibly
purpose, most of which was given by Alumnae in amounts aver-
evident to the Faculty and the city that we are moving for-
ward, and to help answer the question why we do not use some
Could we suggest this to Bester as his first task? I feel
of the money that we already have for building, it is very
this also would help us to get around the jam, though I should
desirable to build that building as soon as possible. Might
also hope that by the time we had these plans in shape we
we consider taking the necessary amount from the Rockefeller
should also have answered the question committed to the Library
Fianl Gift, \$100,000 or less--I hope much less--for this pur-
Commission, and be ready to present a complete plan for the
pose? Would it be worth while to consider asking Mr. Rocke-
Development of the Library Group.
feller if he would like to have us do this and to name the

4. I am informed that Mr. Ayer is leaving for California
cloister the Spelman, or the Laura Rockefeller Spelman Cloister?
in ten days. Evidently we cannot approach him within that

2. I should like it much if at the same time we could
time. Perhaps that ought to affect my plans for the short
start the new Haskell Oriental Museum, both because that would
vacation that I ~~was to take in~~ February.
obviate any criticism to the effect that I was favoring the

Accept my hearty thanks for the privilege of using
Divinity School, and because, vacating Haskell by both Divinity
your home for my work on Monday. It ~~was a~~ a delightful
School and Museum would give us for immediate use a new building
haven of escape from outside calls, and enabled us to make
for Library purposes. But if we cannot do both I feel that it
excellent progress with my work.

Very cordially yours,

MS:CB

November 19, 1933.

My dear Mr. Swift:

Before I leave for New York on Thursday I should

like to have a word with you on these matters:

1. The Theological Group. I am coming to feel that not only or chiefly in the interest of the Divinity School, but in that of the University at large, in order to make visibly evident to the Faculty and the city that we are moving forward, and to help answer the question why we do not use some of the money that we already have for building, it is very desirable to build that building as soon as possible. Might we consider taking the necessary amount from the Rockefeller Plant Gift, \$100,000 or less--I hope much less--for this purpose? Would it be worth while to consider asking Mr. Rockefeller if he would like to have us do this and to name the cloister the Spelman, or the Laura Rockefeller Spelman Cloister? 2. I should like it much if at the same time we could start the new Haskell Oriental Museum, both because that would obviate any criticism to the effect that I was favoring the Divinity School, and because, vacating Haskell by both Divinity School and Museum would give us for immediate use a new building for library purposes. But if we cannot do both I feel that it

is important in any case to build the Theological Group.

3.

3. Would it be practicable to ask the Alumni for new endowment for the increasing salaries, and at once--or as soon as Mr. Bestor comes to us--to form plans for raising an Alumni Fund for this purpose? This is the kind of thing that ought to appeal to Alumni, most of whom cannot give a building but could give \$100 to \$100,000 for this purpose. Vassar College has just finished raising \$3,000,000 for this purpose, most of which was given by Alumnae in amounts averaging about \$200. Could we raise as much in two years? Could we suggest this to Bestor as his first task? I feel this also would help us to get around the jam, though I should also hope that by the time we had these plans in shape we should also have answered the question committed to the Library Commission, and be ready to present a complete plan for the Development of the Library Group.

4. I am informed that Mr. Ayer is leaving for California in ten days. Evidently we cannot approach him within that time. Perhaps that ought to affect my plans for the short vacation that I mean to take in January or February.

Accept my hearty thanks for the privilege of using your home for my work on Sunday. It furnished a delightful haven of escape from outside calls, and enabled me to make excellent progress with my work.

Very cordially yours,

EDB:CB

is important in any case to build the Theological Group.
3. Would it be practicable to ask the Alumni for new
endowment for the increasing salaries, and at once--or as
soon as Mr. Bester comes to us--to form plans for raising
an Alumni fund for this purpose? This is the kind of thing
that ought to appeal to Alumni, most of whom cannot give a
building but could give \$100 to \$100,000 for this purpose.
Vassar College has just finished raising \$3,000,000 for this
purpose, most of which was given by Alumni in amounts every-
thing about \$200. Could we raise as much in two years?
Could we suggest this to Bester as his first task? I feel
this also would help us to get around the jam, though I should
also hope that by the time we had these plans in shape we
should also have answered the question committed to the Library
Commission, and be ready to present a complete plan for the
Development of the Library Group.
4. I am informed that Mr. Ayer is leaving for California
in ten days. Evidently we cannot approach him within that
time. Perhaps that ought to affect my plans for the short
vacation that I mean to take in January or February.
Accept my hearty thanks for the privilege of using
your home for my work on Sunday. It furnished a delightful
haven of escape from outside calls, and enabled me to make
excellent progress with my work.

Very cordially yours,

WDB:CS

Fw 7-18

University of Chicago but to other institutions. The

The President reports that with the approval of the Committee on Instruction and Equipment, he called on the officers of the General Education Board in New York, accompanied by Dean Tufts and Mr. Plimpton, on November 1 and 2, and laid before the officers of the Board certain educational needs of the University calling for the expenditure in the next fiscal year of \$217,883⁴, and inquired whether the General Education Board would consider favorably a proposal to make to the University an appropriation covering these contemplated expenditures for a period of two years, with the understanding that the capital sum necessary to yield the income for the permanent meeting of these expenditures would be included in an effort which the University would make in the near future to secure additional endowments and gifts for buildings. After full and sympathetic discussion the officers of the General Education Board expressed the opinion that it would be contrary to the policy of the General Education Board to make to the University such a grant for its current expense^s, but indicated that serious consideration would be given to a proposal that the General Education Board should, for a limited time, meet the expense of education^{al} experiments which give promise of results valuable not only to the

7-1-17

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University of Chicago but to other institutions. The officers expressed especial interest in the plans already partly under way for a more individual dealing with students in the colleges, and cited this as an example of the kind of work in which they would be willing to cooperate with the University by a grant for annual expenses.

University of Chicago but to other institutions. The officers expressed especial interest in the plans already partly under way for a more individual dealing with students in the colleges, and cited this as an example of the kind of work in which they would be willing to cooperate with the University by a grant for annual expenses.

Harold H. Swift
Union Stock Yards
Chicago

February 5, 1924.

President Ernest D. Burton,
The Hollywood,
Southern Pines, North Carolina.

Dear Mr. Burton:

From copy which I sent you of letter that I wrote Mr. Tufts on January 25th you know on what he has been working to submit to the John Price Jones Corporation. He brought me last night a compilation of information and understand he sent copy to you in last night's mail.

I am not sure that it is feasible for you to do so, but if possible, ²⁻⁷⁻²⁴ upon receipt of his letter, I should appreciate your wiring me how you would summarize the information which we want to send to the John Price Jones people. Their query asks for the information as follows:

NEEDS:

- | | | |
|-----------|------------------|------------------------|
| <u>1.</u> | <u>Immediate</u> | <u>Amount of Money</u> |
| | A. Buildings | |
| | B. Endowment | |
| | C. Equipment | |
| | D. Special Funds | |
| <u>2.</u> | <u>Deferred</u> | <u>Amount of Money</u> |
| | A. Buildings | |
| | B. Endowment | |
| | C. Equipment | |
| | D. Special Funds | |

When dictating your wire I recommend that you keep the above form in mind and filling in blanks in reference to it where possible. I will have it before me when reading your telegram. In event you feel you cannot even estimate as to the costs of the different divisions as specified, satisfactory simply to advise "information later," but shall be glad to have all filled in that seems feasible.

Yours cordially,

Harold H. Swift

Handwritten notes at top right.

February 1, 1964

President Dwight D. Eisenhower
The White House
Washington, D.C.

Dear Mr. President:

From my office I sent you a letter last I wrote Mr.

and to the John Price Jones Corporation. He brought me last night
a copy of information and understood he sent copy to you in
last night's mail.

I am not sure what is the latitude for you to do so, but
if possible, upon receipt of his letter, I should appreciate your
advising me how you would summarize the information which we sent to
and to the John Price Jones people. Their query asks for the in-
formation as follows:

1. Immediate
Amount of money

- A. Building
- B. Equipment
- C. Personnel
- D. General funds

2. Deferred
Amount of money

- A. Building
- B. Equipment
- C. Personnel
- D. General funds

When checking your file I understood that you have the
above form in mind and filling in blanks in reference to above

principles. I will have to refer to your letter and believe
even you feel you cannot even estimate as to the value of the infor-
mation and division as specified. I am sure that the information
I am sure that the information is of value to you.

Yours cordially,

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 February 6, 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,
The Hollywood,
Southern Pines, N. C.

My dear Dr. Burton:

Upon my return to the office yesterday I found your letter of February 3 awaiting me.

After your conference with Dr. Flexner, Mr. Thorkelson, and myself I turned the University of Chicago material over to them for consideration. It so happens that the three of us are planning to see Dr. Buttrick at Hampton on Friday of this week, and my associates will bring up the question you ask for consideration at that time.

This morning I received your letter of January 31, in which you describe the situation in Mr. Payne's office, and also that in the office of the Board of Recommendations. Last week Mr. Thorkelson and I spent several days at the University making preliminary plans for the inquiry which the General Education Board has in mind. We interviewed Tufts, Wilkins, Payne, Stieglitz, Plimpton, Barrows, Fairweather, and several others. We were deeply impressed with the spirit of co-operation which everyone showed and the opinions they expressed of the desirability of an inquiry of the kind we had in mind. As soon as the accumulation of mail has been cared for, Mr. Thorkelson and I will draw up a plan covering the proposed inquiry. The plan as we now conceive it will be very general in outline, for we feel that as the work progress new ideas and

2 - E D B

developments will present themselves and will in a large measure determine the final plan itself. We are, however, thoroughly convinced that the inquiry should be very wide in scope and very careful and painstaking in character. It will probably take several people a considerable time to do all that we have in mind. We expect to cover all the administrative divisions of the University, including the two you mention. We also expect to examine carefully the work of every academic department, probably going back for a period of years. We also hope to take up the student activities, the relation of athletics to academic life, and in fact everything which has an influence on the successful organization, administration, and purposes of the institution.

At the latest meeting of the Board the question of a survey of this kind was discussed, and the Board expressed its opinion in favor of making such an inquiry. The action taken, however, was that the executive officers should think out a plan and present it to the executive committee for approval before undertaking the work itself. Therefore, we are now considering the details of a plan for presentation to the executive committee.

Mr. Thorkelson and I feel that the University of Chicago is the right place to begin and offers an opportunity for an intensive and far-reaching inquiry, which we hope will lead to beneficial results, not only to the University itself, but to other institutions of learning throughout the country.

You of course know that the John Price Jones Corporation is beginning the preliminary survey of the University and its needs this week.

Yesterday I was invited to luncheon by Mr. Rowland Rogers, an

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Mr. Thorndike and I feel that the University of Chicago is the right place to begin and offers an opportunity for an intensive and far-reaching inquiry, which we hope will lead to beneficial results, not only to the University itself, but to other institutions of learning throughout the country. You of course know that the John F. Jones Foundation is sponsoring the preliminary survey of the University and its needs this week. Yesterday I was invited to luncheon by Mr. Leonard Rogers, an

3 - E D B

alumnus of the University and a nephew of the late H. H. Rogers of the Standard Oil Company. He is engaged in the motion picture business and gives a course on motion picture production at Columbia University, in which I understand he is very successful. He showed me yesterday a letter from the Secretary of War and one from General Bullard commending very highly a film which he had prepared for the War Department on the makers of the flag. It occurred to me that a film showing the activities of the University of Chicago, its objectives, and its needs, might be a great aid in making known to its constituency the desirable features of the University. Rogers said he was quite sure of the importance of this type of presentation and would be very glad to offer his services without cost to the University in the preparation of such a film, and without profit on the venture, if the authorities thought it desirable to make one. I am just throwing this out as a suggestion. I think there are great possibilities in it.

Last Sunday I had a conference with Bond, Axelson, and Dickerson regarding the housing situation, and especially the report of the special commission. The consensus of opinion was that the time was now ripe for detailed plans and estimates of the cost of a co-operative building. Mr. Bond said he would undertake to get that information as soon as possible. I am quite sure that careful thought should be given to the working out of a plan for the relief of the faculty in the present serious housing conditions.

We hope that you and Mrs. Burton have thoroughly recovered from your severe colds, that you are getting a good rest, and that when you return to Chicago you will feel thoroughly fit.

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We hope that you and Mrs. Burton have thoroughly recovered from your severe cold, that you are getting a good rest, and that when you return to Chicago you will feel thoroughly fit.

4 - E D B

Bertha joins me in affectionate regards to you and Mrs. Burton.

I am

Yours very truly,

TA AM

Trevor Arnett

4 - E D B

Hartlin joins me in affectionate regards to you and Mrs. Hartlin.

I am

Yours very truly,

TA AM

Therese Smith

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 February 9, 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,
The Hollywood,
Southern Pines, N. C.

My dear Dr. Burton:

Dr. Flexner and Mr. Thorkelson brought up the statement of the needs of the University of Chicago at an informal conference of the officers yesterday at Hampton. It was the opinion of my associates, an opinion in which I concur, that this was not an opportune time to present a request from the University in view of the fact that the prospective survey, or inquiry, which we expect the Board to approve at the next meeting, will be promptly undertaken, and the Board would no doubt wish to postpone action on any request from the University until the inquiry was made. There are other features of the case which, in our judgment, make it advisable to defer action, about which I shall be glad to talk with you personally when I see you. Are you planning to return to Chicago via New York? If so, we could take that opportunity to discuss the matter. The conclusion that it was wise to defer action was taken not because of lack of interest in the University and its problems, but rather because of the deep interest which we all feel and share.

I hope that you and Mrs. Burton are having a delightful rest and are becoming thoroughly refreshed and strengthened.

Thank you very much for the copy of your letter to Mr. Tufts

Walter B. Smith
 Chairman of the Board
 William B. Smith
 President
 Abraham F. Smith
 Treasurer
 E. C. Smith
 W. W. Smith
 L. C. Smith
 L. M. Smith
 Ernest A. Smith
 Arthur

Mr. Barton
 Mr. Barton
 Mr. Barton

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

31 BROADWAY

NEW YORK February 2, 1934

Frederick T. Case
 J. D. Rockefeller Jr.
 Albert Shaw
 William B. Smith
 Charles A. Johnson
 Henry Ford
 William B. Smith
 James C. Smith
 Aaron F. Smith
 Abraham F. Smith
 George E. Smith
 James H. Smith
 George B. Smith
 Lewis A. Smith
 James R. Smith
 Raymond B. Smith

Dr. L. B. Barton
 The Holywood
 Southern Pine, N. C.

My dear Dr. Barton:

Dr. Flexner and Mr. Thorpe have brought up the statement of the
 needs of the University of Chicago at an informal conference of the officers
 yesterday at Hampton. It was the opinion of my associates, an opinion in
 which I concur, that this was not an opportune time to present a request
 from the University in view of the fact that the prospective survey, or
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 sity and its problems, but rather because of the deep interest which we all

I hope that you and Mrs. Barton are having a delightful rest and
 are becoming ever more refreshed and rejuvenated.
 Thank you very much for the copy of your letter to Mr. Barton.

2 - E D B

of February 5. Mr. Thorkelson and I reported our preliminary inquiries regarding the survey to our associates at Hampton yesterday. We are all enthusiastic and optimistic about its possibilities. We shall hope to undertake it promptly after the Board meeting if the Board, as we hope it will, makes an appropriation for the purpose.

I received a telegram from Harold Swift asking if anything could be done to expedite Dr. Jewett's inquiry regarding technology. I called Mr. Jewett on the wire on Thursday and learned that he was out of town but would be here today. I have just spoken with him over the telephone and inquired what progress he was making and learned that he has had difficulty getting the associates whom he has hoped to get. He feels, however, that he will be able to write you in a few days telling you of the men who are associated with him in the inquiry, and he also feels that he will be able to give us within the next six weeks at least a more or less complete report of the situation. I told him that there were other matters which were being held in abeyance pending the reception of his report and that we were quite anxious to have it at the earliest possible moment. He said he appreciated the fact fully and would take pains to expedite the matter.

Bertha joins me in affectionate regards to you and Mrs. Burton.

I am

Yours very truly,

TA AM

Trevor Jewett

THE WESTERN UNION TELEGRAPH COMPANY

INCORPORATED

MANAGER'S OFFICE

\$2.84
Filed 7:58

Night letter

Southern Pines, N. C.,
February 7, 1924.

To Harold H. Swift
Union Stock Yards,
Chicago, Ill.

Reckoning according to needs disregarding possibility of securing funds and assuming that we want full figures to scale down if necessary, I count as follows: stop.

(Immediate needs - A. Buildings Medicine two and half millions. other buildings seven and half millions. B. Endowment - Fund for maintenance above buildings four and half millions. For instruction and research exclusive of Medicine and Theology five millions. For Medicine four millions. For Theology five hundred thousand. C. Equipment above buildings one million. D. Special Funds including Technology five millions. Total thirty millions. Stop.

Deferred needs - A. Buildings Medicine and related subjects three and half million, Colleges south of Midway eight millions, University College two millions, other buildings four and half millions, B. Endowment. Fund for maintenance of above buildings four millions. Instruction and Research exclusive of Medicine and Theology four millions. Medicine and related subjects four millions. Theology two hundred thousand. C. Equipment for above buildings one million eight hundred thousand. D. Special Funds one million and half. Total Thirty three and half millions. Grand total Sixty three and half millions.)

Detailed statement and comment by early mail.

ERNEST D. BURTON.

THE WESTERN UNION TELEGRAPH COMPANY

MANAGER'S OFFICE

Chicago, Ill.

To Harold R. Swift
Union Steel Yard,
Chicago, Ill.

February 7, 1934.

Reckoning according to needs of operating possibility of
securing funds and assuming that we want full rights to some
down if necessary, I count as follows: step.

(Immediate needs - A. Building Medicine two and half million.

Other buildings seven and half million. B. Equipment - Fund for

maintenance above buildings four and half million. For inspection

and research exclusive of Medicine and Technology five million.

For Medicine four million. For Technology five hundred thousand.

C. Equipment above buildings one million. D. Special Funds including

Technology five million. Total thirty million. Step.

Deferred needs - A. Building Medicine and related subjects

three and half million. B. Other needs of thirty and half million.

University of Chicago two million. Other buildings four and half

million. B. Equipment. Fund for maintenance of above buildings

four million. For research exclusive of Medicine and

Technology four million. Medicine and related subjects four million.

Technology two hundred thousand. C. Equipment for above buildings

one million eight hundred thousand. D. Special Funds one million

and half. Total thirty three and half million. Grand total

(Sixty three and half million.)

Detailed statement and account of work will

be sent to you.

En 718

The Hollywood,
Southern Pines, N. C.,
February 9, 1924.

My dear Mr. Swift:

Pursuant to my telegram of February 7th,
I enclose herewith certain schedules which will
amplify and explain what lies behind my telegram.

(2-9-24)
Swift

Sheet 1 is simply the substance of my
telegram in tabular form.

Sheet 2 is a restatement of Sheet 1
modified in three respects. First, it groups
Equipment and Maintenance of Buildings with the
cost of Buildings. Second, it includes under
"Immediate" the group of Medical Buildings marked Aa,
which in Sheet 1 is marked under "Deferred". Third,
it reduces the item for Maintenance of the first
group of buildings by \$300,000, on the theory that
Women's Halls ought to bear the cost of their own
maintenance.

The result of these changes is to raise
the total for "Immediate Needs" from \$30,000,000 of
the telegram to \$32,100,000.

Sheet 3 furnishes an itemized statement
showing how the \$17,600,000 of Sheet 2 is arrived at.
I have endeavored to place the twelve Non-Medical
Buildings somewhat in the order of their relative
urgency. I recognize, however, that we shall have
to take the money for these buildings in the order
in which we can get it.

I have included the Central Unit of the
New College Buildings in this list for reasons which
appeal to me very strongly. I have indeed been rather
reluctant to put it at the end of the list. By the
Central Unit, I mean a building on the South Side of
the Midway which should eventually be used in common
by all the students of all the Colleges which, I hope,
will be built east and west of it, and which in the
meantime would serve as the rallying point and unify-
ing center for all Undergraduate life. I would have

shall

The Hollywood
Southern Trust, N. C.,
February 9, 1934.

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by all the students of all the Colleges which, I hope,
will be built east and west of it, and which in the
meantime would serve as the rallying point and really
the center for all undergraduate life. I would have

in it an Undergraduate Library where students would secure and use the books assigned for study in their courses; classrooms, at least for the Social Sciences and Modern Languages, thus making it unnecessary to provide undergraduate classrooms in the buildings east and west of Harper; offices of the undergraduate deans - the staff that Mr. Wilkins is building up; rooms for all organizations composed of undergraduate men and women, such as The Maroon, Undergraduate Council, Honor Commission, Dramatic Club and so forth; unassigned committee rooms which could be used by organizations requiring no permanent quarters but needing a place for occasional meetings; space not labeled for the meeting of men and women, but actually available for this purpose; if possible, a Theater or assembly room for gatherings of undergraduates.

Woman

The building should be so constructed that additional classrooms could be added if and when it became desirable to have all undergraduate classes held here and also laboratories if and when it became evident that the laboratories on the main quadrangle should be restricted to graduate students.

SKH - In my judgment such a building is an indispensable means of bringing about that unity of undergraduate life as distinguished from the life of the graduates which is desirable and which is entirely consistent with that measure of undergraduate participation in the life of the whole University which is itself also highly desirable. I hope very strongly therefore that this item can be retained in the preferential list, and as I have said, I would almost wish to see it higher up in the list.

I have set down \$600,000 for Women's Halls in the thought that at the earliest possible time we must relieve the situation which now exists through the shortage of proper place of residence for women, but I should really like to see this money expended in building or at least beginning one of the Colleges for women on the south side of the Midway, and adjoining the block on which Item 12, the Central Unit, will some day be built.

Under Item 14, I have set down "Pathology or Botany" having in mind a recent letter from Profes-

in it an Undergraduate library where students would secure and use the books assigned for study in their courses; classrooms, at least for the Social Sciences and Modern Languages, thus making it unnecessary to provide undergraduate classrooms in the building east and west of Harper; offices of the undergraduate deans - the staff that is - within the building; rooms for all organizations composed of undergraduate men and women, such as the Maroon, Undergraduate Council, Honor Commission, Dramatic Club and so forth; unassigned committee rooms which could be used by organizations requiring no permanent quarters but needing a place for occasional meetings; space not labeled for the meeting of men and women, but actually available for this purpose; if possible, a theater or assembly room for gatherings of undergraduates.

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Under Item 14, I have put down "Pathology or Botany" having in mind a recent letter from Profes-

sor Coles which suggested the possibility that in connection with the removal of the Green Houses to make room for the Hospital, a new Botany Building might be erected with the Green Houses and the Botanical Gardens immediately adjacent; and that the vacating of the Botany Building in Hull Court might provide space for the expansion of Pathology and thus in effect take the place of the erection of a new Pathology Building. Perhaps the better way to put this would have been to unite 14 and 15 in one item "New Biology Buildings . . . \$1,100,000." and so forth.

Listing the Medical School as Item 13 and placing Items 14, 15, and 16 where they stand does not mean that these items would necessarily follow all of Items 1 to 12. This is a matter that would require consideration from several points of view.

The item of \$240,000 for Theology was arrived at by subtracting \$500,000, the amount now available plus the interest which will soon accumulate, from \$740,000 which Mr. Tufts set down for this building. The other items for Equipment and Maintenance were simply inserted on the usual rule of 10% for Equipment and 50% for Maintenance. I should earnestly hope that when Mr. Goodspeed has finished his negotiations with Mr. Hodgdon these figures can be very much reduced.

Sheet 4 itemizes the amount set down for "Deferred Buildings." In most cases the items themselves and the amount set down rest upon a less substantial basis of knowledge than is the case with respect to Sheet 3. Most of these things we know we shall need. There are perhaps represented needs that will be provided for in other ways, and yet as a total it is, I think, a not excessive forecast of the desirable developments of the next ten or fifteen years.

Sheet 5 is based upon the Statement of Mr. Tufts, which in turn was derived from the recommendations of the Deans presented at a meeting at the Quadrangle Club at which, I think, you were yourself present. The \$17,700,000 shown on this sheet for

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Listing the Medical School as item 13 and placing items 14, 15, and 16 where they stand does not mean that these items would necessarily follow all of items 1 to 12. This is a matter that would require consideration from several points of view.

The item of \$240,000 for Pathology was arrived at by subtracting \$500,000, the amount now available plus the interest which will soon accumulate, from \$740,000 which Mr. Tuttle set down for this building. The other items for Equipment and Maintenance were simply inserted on the usual rule of 10% for Equipment and 50% for Maintenance. I should earnestly hope that when Mr. Goodspeed has finished his negotiations with Mr. Hodgdon these figures can be very much reduced.

Sheet 4 itemizes the amount set down for "Deferred Buildings." In most cases the items themselves and the amount set down upon a last substantial basis of knowledge item as the case with respect to Sheet 3. Most of these things we know we shall need. There are perhaps unmentioned needs that will be provided for in other ways, and yet as a total it is, I think, a not excessive forecast of the desirable developments of the next ten or fifteen years.

Sheet 5 is based upon the statement of Mr. Tuttle, which in turn was derived from the recommendations of the Board presented at a meeting of the Quadrangle Club at which, I think, you were yourself present. The \$17,700,000 shown on this sheet for

"Endowment of Instruction and Research" appears in the telegram in six items; three under "Immediate" amounting to \$9,500,000 and three under "Deferred" amounting to \$8,200,000. This was a rather arbitrary division. More exact figures can be arrived at only but a thorough study of the reports submitted by the Deans. For such a study I have not the data here at hand, but it ought to be made as soon as possible.

If we may assume that our study would not materially change the totals, we are confronted by the question whether \$32,100,000 is too large a sum to be announced as our immediate goal. If it is, it can only be reduced by transferring some items from the "Immediate" to the "Deferred" list, or by scaling down items in the "Immediate" list. I doubt if much can be done in the latter way in respect to Buildings, at least.

I judge therefore that we must presently decide whether on one side our urgent needs are really such that we must adopt a figure of about \$32,000,000 or whether on the other side the announcement of such a figure would be self defeating and result in our failing to get as much as we might get if we were more modest in our askings.

It is of course possible to avoid any public announcement of our goal, but even so we must ourselves decide for what items in the total list we are going to solicit funds, and about what order of preference, and we must definitely exclude from the "Immediate" list any which however desirable must in our judgment wait until we have secured the more necessary things. Even if a division is not made public we face the necessity of making it ourselves.

The state which this matter has reached makes me feel rather guilty in being so far away from my office. Mrs. Burton and I are both greatly benefitted by our stay here and there is no important reason why we should not return to Chicago at any time. I have an engagement in New York on the 22nd, and feeling that on the whole it would be better for me to remain here some ten days longer, I have made reservations to leave here the 18th and am planning

"Endowment of Instruction and Research" appears in the telegram in six items; three under "Immediate" amounting to \$2,500,000 and three under "Deferred" amounting to \$2,500,000. This was a rather arbitrary division. More exact figures can be arrived at only by a thorough study of the reports submitted by the Deans. For such a study I have not the data here at hand, but it ought to be made as soon as possible.

If we may assume that our study would not materially change the totals, we are confronted by the question whether \$22,500,000 is too large a sum to be announced as our immediate goal. If it is, it can only be reduced by transferring some items from the "Immediate" to the "Deferred" list, or by scaling down items in the "Immediate" list. I doubt if much can be done in the latter way in respect to Buildings, at least.

I judge therefore that we must presently decide whether on one side our urgent needs are really such that we must adopt a figure of about \$22,500,000 or whether on the other side the announcement of such a figure would be self-defeating and result in our failing to get as much as we might get if we were more modest in our asking.

It is of course possible to avoid any public announcement of our goal, but even so we must ourselves decide for what items in the total list we are going to solicit funds, and about what order of preference, and we must definitely exclude from the "Immediate" list any which however desirable must in our judgment wait until we have secured the more necessary things. Even in this case it is not possible to face the necessity of making it ourselves.

The state which this matter has reached makes me feel rather guilty in being so far away from my office. Mrs. Horton and I are both greatly benefited by our stay here and there is no important reason why we should not return to Chicago at any time. I have an engagement in New York on the 22nd, and feeling that on the whole it would be better for me to remain here some ten days longer, I have made reservations to leave here the 18th and am planning

to leave New York on the afternoon of the 22nd. I have a mind to go by way of Columbus and speak for Mr. Harmon on the evening of the 23rd, reaching Chicago on the morning of the 24th, but if you think it desirable, I can leave here early next week, going direct to Chicago and returning to New York to meet my engagement on the 22nd.

At the last meeting of the Board, it was suggested that we should have dinner at the University and inspection of the buildings afterward on the 19th. If I am not going to return until the 24th, I should be glad if this appointment could be transferred to the 26th or some other date after the 24th. Perhaps you will care to bring this up at the meeting of the Board on the 14th.

Very cordially yours,

Mr. Harold H. Swift
Union Stock Yards,
Chicago, Ill.

cc - Mr. Tufts.

P.S. By an odd coincidence, if the \$9,000,000 for Endowment of other subjects than Medicine and Theology were divided equally between Immediate and Deferred, \$4,500,000 being assigned to each instead of \$5,000,000 to Immediate and \$4,000,000 to Deferred, the total Immediate and the total Deferred would be exactly the same - \$31,600,000.

EEDB:MGH

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Mr. Harold H. Swift
Union Stock Yards,
Chicago, Ill.

cc - Mr. Tuttle.

P.S. By an odd coincidence, if the \$2,000,000 for
indowment of other subjects than Medicine and Theology
were divided equally between immediate and deferred,
\$4,000,000 being assigned to each, the total
to immediate and \$4,000,000 to deferred, the total
immediate and the total deferred would be exactly the
same - \$8,000,000.

THE:MM

Schedule II

I. Endowment.

Needs for endowment are scheduled in the first place under two classes: (1) for endowment of instruction and research; (2) endowment for maintenance of additional buildings.

1. In estimating the endowments for instruction I believe that the material gathered and digested in October 1923 as to the needs of various departments may be freely taken as a working basis.

The original estimate of the increased needed to provide for the strengthening of certain departments by additions of new men or by the increases in salaries necessary to retain first class men was approximately..... \$400,000.

Certain related expenses for Board of Recommendations, chaplaincy, Reynold's Club House and financial secretary were estimated at about..... 30,000

Total..... \$430,000

This would represent if capitalized an endowment of \$8,600,000

This amount was successively reduced by omitting all increases in a general salary scale and by cutting off certain other of the less urgent items to \$217,000

This would represent a capitalized value of \$4,340,000

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1. In determining the endowment for instruction and research:

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needed to provide for the strengthening of certain

departments by addition of new men on by the in-

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men was approximately..... \$400,000

Certain related expenses for Board of

Recommendations, Chaplaincy, Reynolds' Club House

and financial secretary were estimated at about..... \$30,000

Total..... \$430,000

This would represent 11 capitalized

an endowment of..... \$8,600,000

This amount was successively reduced by

omitting all increases in a general salary scale

and by cutting off certain other of the less urgent

items to..... \$17,000

This would represent a capitalized value of \$4,340,000

I believe, however, that it would be very unfortunate to postpone for any great length of time the general increases in salary provided in the original estimate, amounting in total to \$80,000. In fact, these increases were based on the present situation and not on the needs five years hence.

2. Endowment of buildings not including medical buildings.

I have not obtained, except in the case of medical buildings, estimates of the endowment needed to maintain the new buildings recommended in Schedule I. The above figures were for additional endowments in the schools and colleges already established. Endowment for additional instruction in medical sciences and medical buildings will be placed together under Medical School.

Such an estimate may be obtained and submitted later. Perhaps an estimate of half the cost of the building would not be far out of the way. On this basis the additional endowment needed for the buildings not including the medical building would be.....

.....	\$5,629,000
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Additional endowment needed for medical instruction and the maintenance of medical buildings.

For additional endowment for departments already in existence and for the Departments of Medicine and Surgery and the hospital\$4-5,000,000

Desirable additions:

For Children's Hospital.....	2,000,000
For Contagious Disease Hospital.....	1,500,000
For Clinical Psychiatry Hospital.....	1,500,000
For University School of Nursing.....	1,000,000

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Desirable additions:

For Children's Hospital.....2,000,000

For Contagious Disease Hospital.....1,500,000

For Clinical Psychiatry Hospital.....1,500,000

For University School of Nursing.....1,000,000

Arranged in the order of urgency these needs for endowment would stand as follows.

Class I.

For divisions and departments other than medicine.....	\$4,000,000
Medicine.....	<u>\$4-5,000,000</u>
Total.....	\$8-9,000,000

Class II

Desirable as early as possible for Departments other than medicine.....	\$4,000,000
Desirable additions for medicine.....	<u>6,000,000</u>
	\$10,000,000

is arranged in the order of urgency these needs for
 endowment would stand as follows.

Class I.

For divisions and departments other than

Medicine.....	\$4,000,000
Medicine.....	\$4,000,000
Total.....	\$8,000,000

Class II

Desirable as early as possible for departments

other than medicine.....	\$4,000,000
Desirable additions for medicine.....	\$4,000,000
Total.....	\$8,000,000

C O P Y

En 76

The Hollywood,
Southern Pines, N.C.
Feb. 9, 1924.

My dear Mr. Swift:

Pursuant to my telegram of February 7, I enclose herewith certain schedules which will amplify and explain what lies behind my telegram.

Sheet 1 is simply the substance of my telegram in tabular form.

Sheet 2 is a re-statement of Sheet 1 modified in three respects. First, it groups Equipment and Maintenance of Buildings with the cost of Buildings. Second, it includes under "Immediate" the group of Medical Buildings marked Aa, which in Sheet 1 is marked under "Deferred". Third, it reduces the item for Maintenance of the first group of buildings by \$300,000, on the theory that Women's Halls ought to bear the cost of their own maintenance.

The result of these changes is to raise the total for "Immediate Needs" from \$30,000,000 of the telegram to \$32,100,000.

Sheet 3 furnishes an itemized statement showing how the \$17,600,000 of Sheet 2 is arrived at. I have endeavored to place the twelve Non-Medical Buildings somewhat in the order of their relative urgency. I recognize, however, that we shall have to take the money for these buildings in the order in which we can get it.

I have included the Central Unit of the New College Buildings in this list for reasons which appeal to me very strongly. I have indeed been rather reluctant to put it at the end of the list. By the Central Unit I mean a building on the south side of the Midway which should eventually be used in common by all students of all the Colleges, which, I hope, will be built east and west of it, and which in the meantime would serve as the rallying point and unifying center for all Undergraduate life. I would have in it an Undergraduate Library where students would secure and use the books assigned for study in their courses; classrooms, at least for the Social Sciences and Modern Languages, thus making it unnecessary to provide undergraduate classrooms in the buildings east and west of Harper; offices of the undergraduate deans - the staff that Mr. Wilkins is building up; rooms for all organizations composed of undergraduate men and women, such as The Maroon, Undergraduate Council, Honor Commission, Dramatic Club, and so forth; unassigned committee rooms which could be used by organizations requiring no permanent quarters but needing a place for occasional meetings; space not labeled for the meeting of men and women, but actually available for this purpose; if possible, a theater or assembly room for gatherings of undergraduates.

The building should be so constructed that additional classrooms could be added if and when it became desirable to have all undergraduate classes held here and also laboratories if and when it became evident that the laboratories on the main quadrangle should be restricted to graduate students.

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Southern Pines, N.C.
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The building should be so constructed that additional classrooms could be added at any time it became desirable to have all undergraduate classes held here and also laboratories if and when it became evident that the laboratories of the main quadrangle should be restricted to graduate students.

In my judgment such a building is an indispensable means of bringing about that unity of undergraduate life as distinguished from the life of the graduates which is desirable and which is entirely consistent with that measure of undergraduate participation in the life of the whole University which is itself also highly desirable. I hope very strongly therefore that this item can be retained in the preferential list, and as I have said, I would almost wish to see it higher up in the list.

I have set down \$600,000 for Women's Halls in the thought that at the earliest possible time we must relieve the situation which now exists through the shortage of proper place of residence for women, but I should really like to see this money expended in building or at least beginning one of the Colleges for Women on the south side of the Midway, and adjoining the block on which Item 12, the Central Unit, will some day be built.

Under Item 14, I have set down "Pathology or Botany" having in mind a recent letter from Professor Cowles which suggested the possibility that in connection with the removal of the Green Houses to make room for the Hospital, a new Botany Building might be erected with the Green Houses and the Botanical Gardens immediately adjacent; and that the vacating of the Botany Building in Hull Court might provide space for the expansion of ~~the~~ Pathology and thus in effect take the place of the erection of a new Pathology Building. Perhaps the better way to put this would have been to unite 14 and 15 in one item "New Biology Buildings.....\$1,100,000," etc.

Listing the Medical School as Item 13 and placing Items 14 and 15 and 16 where they stand does not mean that these items would necessarily follow all of Items 1 to 12. This is a matter that would require consideration from several points of view.

The item of \$240,000 for Theology was arrived at by subtracting \$500,000, the amount now available plus the interest which will soon accumulate, from \$740,000 which Mr. Tufts set down for this building. The other items for Equipment and Maintenance were simply inserted on the usual rule of 10% for Equipment and 50% for Maintenance. I should earnestly hope that when Mr. Goodspeed has finished his negotiations with Mr. Hodgdon these figures can be very much reduced.

Sheet 4 itemizes the amount set down for "Deferred Buildings." In most cases the items themselves and the amount set down rest upon a less substantial basis of knowledge than is the case with respect to Sheet 3. Most of these things we know we shall need. There are perhaps represented needs that will be provided for in other ways, and yet as a total it is, I think, a not excessive forecast of the desirable developments of the next ten or fifteen years.

Sheet 5 is based upon the Statement of Mr. Tufts, which in turn was derived from the recommendations of the Deans presented at a meeting at the Quadrangle Club at which, I think, you were yourself present. The \$17,700,000 shown on this sheet for "Endowment of Instruction and Research" appears in the telegram in six items:

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three under "Immediate" amounting to \$9,500,000 and three under "Deferred" amounting to \$8,200,000. This was a rather arbitrary division. More exact figures can be arrived at only by a thorough study of the reports submitted by the Deans. For such a study I have not the data here at hand, but it ought to be made as soon as possible.

If we may assume that our study would not materially change the totals, we are confronted by the question whether \$32,100,000 is too large a sum to be announced as our immediate goal. If it is, it can only be reduced by transferring some items from the "Immediate" to the "Deferred" list, or by scaling down items in the "Immediate" list. I doubt if much can be done in the latter way in respect to Buildings, at least.

I judge therefore that we must presently decide whether on one side our urgent needs are really such that we must adopt a figure of about \$32,000,000 or whether on the other side the announcement of such a figure would be self defeating and result in our failing to get as much as we might get if we were more modest in our askings.

It is of course possible to avoid any public announcement of our goal, but even so we must ourselves decide for what items in the total list we are going to solicit funds, and in about what order of preference, and we must definitely exclude from the "Immediate" list any which however desirable must be in our judgment wait until we have secured the more necessary things. Even if a division is not made public we face the necessity of making it ourselves.

Very cordially yours,

(sgd.) ERNEST D. BURTON

P.S. -- By an odd coincidence, if the \$9,000,000 for Endowment of other subjects than Medicine and Theology were divided equally between Immediate and Deferred, \$4,500,000 being assigned to each instead of \$5,000,000 to Immediate and \$4,000,000 to Deferred, the total Immediate and the total Deferred would be exactly the same - \$31,600,000.

E.D.B.

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If we may assume that our study would not materially change the totals, we are confronted by the question whether \$22,100,000 is too large a sum to be announced as our immediate goal. If it is, it can only be reduced by transferring some items from the "immediate" to the "Deferred" list, or by scaling down items in the "immediate" list. I doubt if much can be done in the latter way in respect to Buildings, at least.

I understand therefore that we must presently decide whether on one side our urgent needs are really such that we must adopt a figure of about \$22,000,000 or whether on the other side the announcement of such a figure would be self-defeating and result in our failing to get as much as we might get if we were more modest in our askings.

It is of course possible to avoid any public announcement of our goal, but even so we must ourselves decide for what items in the total list we are going to solicit funds, and in about what order of preference, and we must definitely exclude from the "immediate" list any which however desirable must be in our judgment wait until we have secured the more necessary things. Even if a division is not made public we face the necessity of making it ourselves.

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E.D.B.

Feb. 9, 1924.

THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

SHEET 1.

Office of the President

NEEDS OF THE UNIVERSITY

1. Immediate

A. Buildings.			
Exclusive of Medicine	\$7,500,000	<i>for</i>	
Medicine	2,500,000	<i>for</i>	
B. Endowment			
Maintenance of above buildings-	4,500,000	<i>only</i>	
Instruction and Research exclu-			
sive of Medicine & Theology	5,000,000	<i>+ 3.5m</i>	
Medicine	4,000,000	<i>- 1.5m</i>	
Theology	500,000		
C. Equipment	1,000,000	<i>only</i>	
D. Special Funds	5,000,000	<i>only</i>	
			<u>\$30,000,000</u>

2. Deferred

A. Buildings	18,000,000		
B. Endowment			
Maintenance of above buildings-	4,000,000		
Instruction and Research exclu-			
sive of Medicine & Theology---	4,000,000		
Medicine and Related Subjects--	4,000,000		
Theology	200,000		
C. Equipment	1,800,000		
D. Special Funds	1,500,000		
			<u>\$33,500,000</u>
			<u>\$63,500,000</u>

(This is in confirmation of my telegram of February 9th, 1924. -E.D.B.)

Feb. 9, 1924.

THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

SHEET 1.

Office of the President

NEEDS OF THE UNIVERSITY

I. Immediate

A. Buildings.	
Exclusive of Medicine	\$7,500,000
Medicine	2,500,000
B. Endowment	
Maintenance of above buildings	4,500,000
Instruction and Research exclu-	
sive of Medicine & Theology	5,000,000
Medicine	4,000,000
Theology	200,000
C. Equipment	1,600,000
D. Special Funds	5,000,000
	<u>\$20,000,000</u>

2. Deferred

A. Buildings	
B. Endowment	
Maintenance of above buildings	4,000,000
Instruction and Research exclu-	
sive of Medicine & Theology	4,000,000
Medicine and Related Subjects	4,000,000
Theology	200,000
C. Equipment	1,800,000
D. Special Funds	1,500,000
	<u>\$13,500,000</u>
	\$33,500,000

(This is in confirmation of my telegram of February 27th, 1924. -E.D.B.)

NEEDS OF THE UNIVERSITY
(Slightly revised statement)

SHEET 2.

1. IMMEDIATE*

A. Buildings, including Equipment and Maintenance			
Exclusive of Medicine-	Buildings	\$7,500,000	
	Equipment	750,000	
	Maintenance	<u>2,450,000</u>	
			\$ 10,700,000 - 8000
Medicine-	Buildings	2,500,000	
	Equipment	250,000	
	Maintenance	<u>1,750,000</u>	
			4,500,000 2 500 000
TOTAL A			\$ 15,200,000
Aa. Urgent, not Immediate			
Medicine-	Buildings	1,500,000	
	Equipment	150,000	
	Maintenance	<u>750,000</u>	
Total Aa			\$ 2,400,000 ✓
TOTAL Aa and A.			\$ 17,600,000
B. Endowment of Instruction and Research-			
Exclusive of Medicine and Theology-		5,000,000	
		4,000,000	
		<u>500,000</u>	
Total B			\$ 9,500,000 6,000 000 2,500 000 500 000
C. Special Funds			5,000,000 ✓
Total A, Aa, B. and C.			\$ 32,100,000 500 000

2. DEFERRED-

A. Buildings, including Equipment and Maintenance			
Exclusive of Medicine-	Buildings	14,500,000	
	Equipment	1,450,000	
	Maintenance	<u>2,250,000</u>	18,200,000
Medicine-	Buildings	2,000,000	
	Equipment	200,000	
	Maintenance	<u>1,000,000</u>	3,200,000
Total A.			\$ 21,400,000
B. Endowment of Institution and Research			
Exclusive of Medicine and Theology-		4,000,000	
		4,000,000	
		<u>200,000</u>	
Total B.			\$ 8,200,000
C. Special Funds			\$ 1,500,000
TOTAL A, B. and C.			\$31,100,000
TOTAL OF IMMEDIATE AND DEFERRED			\$63,200,000

Sheet 2 is a restatement of Sheet 1 modified in three respects. First, it groups Equipment and Maintenance of Buildings with the cost of Buildings. Second, it includes under "Immediate" the group of Medical Buildings marked Aa, which in Sheet 1 is marked under "Deferred". Third, it reduces the item for Maintenance of the first group of buildings by \$300,000, on the theory that Women's Halls ought to bear the cost of their own maintenance.

The result of these changes is to raise the total for "Immediate Needs" from \$30,000,000 of the telegram to \$32,100,000.