#### CROSS REFERENCE SHEET

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# SEE

Name or Subject Harper, Sept. 1903

HARPER CORRES PONDENCE DEC 19, 899, to EYERSON for the ST

SERRETARY OF THE BOARD of TRUSTEES. BURRES PONDENCE.

FINANCES, CONFERENCES ON

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identi-fication purposes. The papers, themselves should be filed under name or subject after "SEE."



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Trustees General

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Harper, Sept. 1905

MARKER CORRESPONDENCE DEC 19, 899, to experse for the ST

SECRETARY OF THE GRAD of TRUSTEES, REDGERALDENCE.

Chicago Ill Jainy 25th 1892 He the undersigned misters of the University of Chicago hereby individually quorautte the payment of Such proportion as is set opposite our respective names of any desicit not exceeding 25 mg, which may occur in the current expenses of the during the year beginning Oct 1st 1892. The agree to pay the Super och 1st 1893. Enry A. Thuest our truth (1/10) i.z. \$2,500.00 The foregoing undertaking is refor the basis of an actual Exfenditure of not less than 400,00% for current exfenses. \$5.000.00 HHYONKAAK one fifth (1/5.) and fifth But much one twenty fifth 1000.00 Mys By ag ton one meny fifth 10000 And I Lovel 1000 00 One twenty fifth Eli B. Felsenthat one fetherh 100 me fiftieth 5- VUa K. Punker 500 D. L. Shorey J. E. Barry

H. a. Rust authorizes T.M. rordspend to addfor him 2,500. 6. Nelson Blake 16.66.66% Q. L. Hutchison 16.66.66% Martin akyeron 1666.66% 5.000-Per. H. N. Kohlsack 25.000 the payments of amounts the name of Mess. Blake Hutchinson Hyerson, May 10 1892 I hereby ague to assume the payment of the above \$1666.66 which was glearantered by Sie & Walker and NIA Kohloant, that I okould hay Edeales Lot brothmoon

Pres file Trusteer

### NDARD: CHICAGO, JU

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graduate of Brown University: an eminent civil engineer known throughout the country. It was he who superintended the construction of the Mississippi jetties. Dr. A. K. Parker is the pastor of the Centennial church; a graduate of Rochester University and Seminary; a member of the seminary board, trusted and beloved by all his brethren. Major H. A. Rust is a member of the Memorial church: a successful and leading business man. J. W. Midgley is a member of the Second church: chairman of the Western Freight Association; known everywhere throughout the railroad world, and one of our most intelligent and trusted laymen. Hon. J. M. Bailey is a member of the Freeport church; chief justice of Illinois; a graduate of the University of Rochester; one of the ablest jurists of the country. The charter of the university was amended and perfected under his hand.

Dr. W. R. Harper needs no introduction to our people. Only thirty-four years of age, he has already made a reputation second to that of no educator in the land. The growth of his fame has been as rapid as it has been brilliant and solid. No one has been more intimately connected with the inception of this great enterprise. It is an open secret that the committee to nominate a president have conferred with him as to the possibility of his accepting the position. It is too early to say whether he will feel that he can consider the question favorably.

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ing the infidel on "the mistakes of Moses," to hear Moses on "the mistakes of the infidel." When Moses could talk back, he was rather a difficult man to deal with. Pharaoh tried it, and met with poor success. Jannes and Jambres withstood Moses, and it is said found a grave in the Red Sea. Korah, Dathan, and Abiram tried it, and went down so deep that they have not yet got back. But now Moses is dead, and it is easy to abuse him. It does not take a very brave beast to kick a dead lion.—Dr. H. L. Hastings.

There have been authentic descriptions of men in battle whose lives were saved by the circumstance of a Bible carried in the pocket, which shielded them from the force of a bullet. But there are conflicts. compared with which the most hard fought battle is insignificant, in which the word of God is a sure defense-the word carried not in the pocket, but in the heart. So the Psalmist testified, when he put on record this wise utterance: "Thy word have I hid in my heart, that I might not sin against thee."-The Watchman.

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#### BITS OF THINGS.

The unrest of this weary world is its unvoiced cry after God.—Munger.

When a man's temper gets the best of

heirs. There has a man died and left averlarge legacy, and I am hunting for the heirs.' He said, 'Sir, will you tell me the name of that family?' I said, 'It is a very large family and the name commences with S.' He said 'My mother's name was Smith.' I said, 'Well, this is a larger family than the Smith family. The name of this family is Sinners. Will you go to the throne of grace to get your answer if I present a petition for you as one of the heirs?' In a few weeks I got an answer back. He said, 'Dear friend, I have followed your counsel and put in my claim, and I am one of the heirs.'" There was practical seeking; resulting in actual finding.

Rejoice with me, for I have found my sheep. that was lost. The source of true joy is doing good to others. There is genuine philosophy in that joy among the angels. All lasting soul-comfort finds its genesis close to this point, Mr. Holcombe was telling at the Buffalo Christian convention of a man who, having spent his substance in selfish gratification upon himself, went to one of the bridges of the Chicago river to destroy himself. But. said he. I will wait until after dark so that no one will see me and try to rescue me. As he waited he felt a few pennies in his pocket. He thought he might as well give them to some one. He met a little child and accosted it. The little one said it was waiting to see if it couldn't get something for its sick mother. He went to see the mother and found her sick and hungry. He helped her. When he came outof that house it was to say. "I have

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connected with Baptist churches.

E. Nelson Blake has been so long and so prominently connected with the Theological Seminary as its liberal patron and president of the Theological Union that he is everywhere known and trusted by our people. His high standing in Chicago, where he has been twice elected president of the Board of Trade and is universally esteemed, and the confidence felt in his character and abilities throughout the denomination, have led the board to feel that he is the man to preside over its meetings and lead its activities. F. E. Hinckley has also for many years been one of the strong supporters of the seminary and one of the leading officials of the corporation. He is a member of the First church and one of the ablest Baptists in the city, having large business interests. His was the first great subscription for the new university. Andrew McLeish is a member of the Fourth church. a partner in the great dry-goods firm of Carson. Pirie & Co., and one of the most intelligent and accomplished of our laymen. F. A. Smith is a member of the Immanuel church: a graduate of the old university; a successful lawyer: secretary of the seminary board and president of the Bar Association of Chicago. C. W. Needham is a member of the Memorial church: a leading lawyer: president of the Baptist City Mission: a former president of the Social Union. He prepared the charter of the university and has been the legal adviser in all the steps taken. E. L. Corthell is a member of the La Salle Avenue church; a

him it reveals the worst or ious Herald. Things that are exceptional cannot be depended upon. For steady illumination a lamp is better than a rocket.—Talmage.

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Most people would succeed in small things if they were not troubled with great ambitions.—Longfellow.

Pardon cannot be bought either with money or work. It is a free gift and alon the ground of repentance

It is frequently said that man was made for happiness. The truth is, man was made for duty. Happiness is the natural result of duty faithfully done.

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Humility is the first lesson we learn from reflection, and self-distrust the first proof we give of having obtained a knowledge of ourselves.—Zimmerman.

It will be a part of the joy of heaven that there we shall always want to do what is right; it will always be right to do what we want to.—C. H. Parkhurst, D.D.

Recalling the patience and leng-suffering of the Heavenly Father towards us will often restrain the hand moved to punish, and silence the tongue prompt to censure.

More dear in the sight of God and his angels than any other conquest is the conquest of self, which each man, with the help of heaven, can secure for himself.—Dean Stanley. is the with

Our daily life should be sanctified by doing common things in a religious way. There is no action so slight or so humble but it may be done to a great purpose or ennobled thereby.—George Macdonald.

God gives us always strength enough and sense enough for what he wants us to do; if we either tire curselves or puzzle ourselves, it is our own fault. And we may always be sure, whatever we are doing, that we cannot be pleasing him if we are not happy ourselves.—Ruskin.

The Psalms come from all epochs in the history of Israel; they are of all the characters that lyric poetry can assume; but the pervading thought of them all is the mercy, the justice, the redeeming love of the one God, whose law is enshrined in the life of Israel.—Fremantle.

The Christ of the Gostel history is certainly a great being in the effects produced by his life and death. This greatness in the effects finds its proper expanation in the greatness of himself. Compared with his all other greatness, except that of God himself, dwindles into insignificance.

Jesus Christ is the true center of gravity; and it is only as the forces of humanity are pivoted on him that they are in balance. And the oscillations of humanity are perceptibly shortening as the time of the promised equilibrium draws near. What no earthly force—legislative, judicial, executive, academic, æsthetic—has ever been able to accomplish, or ever can accomplish, the Prince of Peace is serenely achieving.—Rev. George Dana Boardman, D.D., in Christian Statesman.

### THE SUNDAY-SCHOOL.

INTERNATIONAL LESSONS FOR 1890.

LESSON FOR JULY 27.

Lost and Found.

- Luke 15: 1-10.

  MEMORY VERSES, 4-7.

  1. Then drew near unto him all the publicans and siners for to hear him.

- ners for to hear him.

  And the Pharisees and scribes murmured, saying, This man receiveth sinners, and eateth with them.

  And the spake this parable unto them, saying,

  What man of you, having a hundred sheep, if he lose one of them, doth not leave (... ninety and nine in the wilderness, and go after that which is lost, until he find it?

  And when

- the wilderness, and go arter that which is lost, than he find it?

  5. And when he hath found it, he layeth it on his shoulders, rejoicing.

  6. And when he cometh home, he calleth together his friends and neighbors, saying unto them, Rejoice with me; for I have found my sheep which was lost.

  7. I say unto you, that likewise joy shall be in heaven over one sinner that repenteth, more than over ninety and nine just persons, which need no repentance.

  8. Either what woman having ten pleces of silver if she lose one plece, doth not light a candle, and sweep the house, and seek diligently, till she find it?

  9. And when she hath found it, she calleth her friends and her neighbors together, saying, Rejoice with me; for I have found the plece which I had lost.

  10. Likewise, I say unto you, there is joy in the pres-
- 10. Likewise, I say unto you, there is joy in the present. GOLDEN TEXT.—" There is joy in the presence of the angels of God over one sinner that repenteth."—Luke 15: 10.

### Daily Readings.

M. Lost and Found. Luke 15: 1-10.
T. Seeking the Sheep. Ezek. 34: 11-16.
W. Delivered from the Pit. Job 33: 14-30,
T. Exhortation to Penitence. Ezek. 33: 7-11.
F. Gathering with Joy. Zeph. 3: 14-20.
S. The Good Shepherd. John 10: 7-16.
S. The Faithful Saying. 1 Tim. 1: 12-17.

Breakfast or Pillow Verses.

mid-day. -- Sw this is in mid-day.—Sweep the house, Another indication of painstaking search. And yet it is such a thing as a woman rather than a man would think of. Our Lord's parable's are always consistent with themselves.—Diligently. Carefully. (Epi-melos.)

9. Rejoice with me. The language here being almost identical with that at v. 6.

10. There is joy. In v. 7. The future tense, there will be, is used here:—In the presence of the angels. Angels participating.—Guesinner that repenteth. The dependence of heaven upon earth for the provocation of her highest joy. highest joy. Expository.

What the Lesson Teaches.

Drew near unto him. They could not help it. There was something in Christ that drew all men unto him. The human heart found n him a sympathizing friend. All men, young and old, rich and poor, felt the wooing of his tender, loving spirit. According to an old legend there came one time to a certain village a stranger who yet did not seem a stranger. She went in and out with them as though she had been always a neighbor and friend. The old matrons saw in her one like themselves. The young mothers found in her a happy, sympathizing companion. Even the maidens felt toward her as toward one of their light-hearted selves. Only a little child plucking her by the gown, looked up at last and called her Mary. The homage which the Catholic lays at the feet of the mother we carry to the feet of the Son, who is to each of us the chief among ten thousand and the one altogether lovely. altogether lovely.

This man receiveth sinners. And there was something in man that turned Christ to him. It was not so much that men were drawn to Christ as that Christ was drawn to them. "We love him because he first loved us." Two men were once speaking of their attachment to Jesus. One said he hoped to be saved because he had hold of Christ. But what, said the other, if Satan should cut off your hands. "My hope," he continued, "is this, that Christ has hold of me, and Satan cannot cut his hands off." It was Whitefield's parting message to the people of England, as they gathered in the early morning to hear his farewell sermon ere his final embarkation for America: "Neither shall any one pluck them out of my hand." Those whom he had led into the kingdom he could safely leave, since it was not he but God who kept them.

Until he find it. If only we could have that

Until he find it. If only we could have that painstaking, persistent spirit that keeps on until it finds. We go seeking souls in such a faint-hearted, bungling way, no wonder we find but few. "Seek and ye shall find" is as true in work for others as in our own approach to God. Soul-seeking requires tact. "He tact. true in work for others as in our own approte to God. Soul-seeking requires tact. "He asked me what I was doing," said an evangelist regarding the companion met by the way, whom he desired to win for Christ, "and I told him I was hunting. He said 'what are

T. "Thou hast brought up my soul from the grave." Ps. 30: 3.

sitions in the academical, post-graduate and theological faculties in Yale. He is principal of the Chautauqua schools. He is president of the Society of Sacred Literature which conducts summer schools in many parts of the country. He is the editor of the Old. which conducts summer schools in many parts of the country. He is the editor of the Old and New Testament Student and of Hebraica. He is the head of a great Biblical correspondence school having many hundreds of students all over the world. He is not a candidate for the presidency of the university. The committee are trying to put him under conviction that this is the work laid upon him by Providence. Whether they will succeed time only can show.

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isdito it, nts ion ile viction that this is the work laid upon him by Providence. Whether they will succeed time only can show.

C. C. Bowen is the leading Baptist layman of Michigan, a member of the Woodward Avenue church, Detroit, and one of the first business men of that city. Hon. Geo. A. Pillsbury is the leading Baptist of Minnesota, founder of Pillsbury Academy, president of the American Baptist Education Society, for several years Mayor of Minneapolis and one of the most honored citizens of Minnesota. Edward Goodman needs no introduction to the readers of The Standard. He may be considered their representative on the board. A member of the First church of Chicago for over thirty-five years; treasurer of the seminary ever since it had a treasury, frequently presiding at our national Anniversacies, president of the Baptist General Association of Illinois, no man is more widely or favorably known among Baptists.

The above-named fourteen men are the Baptist representatives on the board. We think it will be everywhere felt that no body of men could be chosen that would more ably represent our own people on the university board. Nor could any better men be found

Baptist representatives on the board. We think it will be everywhere felt that no body of men could be chosen that would more ably represent our own people on the university board. Nor could any better men be found in Chicago to represent the city than the seven gentlemen who were chosen without regard to their denominational affiliations. Ferd W. Peck is an alumnus of the old university, has long been a member of the Chicago Board of Education, is a world's fair director, the projector and builder of the Auditorium, one of the best known and one of the ablest of the business men of the city. Charles L. Hutchinson is president of the Corn Exchange Bank and of the Art Institute. Was formerly president of the Board of Trade and is now a director of the world's fair. No man in Chicago stands higher. Geo. C. Walker has long been a leading business man, has always been deeply inferested in education; president, whenever he would be, of the Chicago Academy of Sciences, a liberal and public spirited clitzen. H. H. Kohlsant is one of the young business men of Chicago, a world's fair director, able, successful, generous, possessing business qualifications of the highest order and being devoted to works of charity and beneficence. Judge D. L. Shorey is a graduate of Dartmouth College, a highly cultivated lawyer, with scholarly tastes and habits, and profoundly interested in education. He has from the first taken a deep interest in the new university.

Martin A. Ryerson is one of the most prominent among the younger business men of Chicago, of great public spirit, a director of the World's Fair, a college graduate, and a man universally esteemed. Eli B. Felsenthal is an alumnus of the old university, a lawyer, a member of the Standard Club, and the leader of the movement among the Jews which resulted in such generous gifts to the new institution.

As an indication of the public sentiment of the city as to the character and qualifications

he new institution.

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Jews which resulted in such generous gifts to the new institution.

As an indication of the public sentiment of the city as to the character and qualifications of the board, we copy the following from the Chicago Evening Post:

With so thoroughly representative, so engetic, so wise and so wealthy a board of trustees, there can be no doubt that the new Baptist university will be a grand success. Its organization has been completed on the most solid and liberal basis. The promoters of the plan are nearly all personally interested in the outcome, and many of them have long been recognized as pillars of the Baptist faith in this community. If money and zeal will bear rich fruit we may expect to see it garnered here. There is every reason why Chicago should boast an educational institution that shall be the inferior of none in the nation. It is the center of great wealth, of great intelligence, of great ambition. The University of Chicago of the past, which has been rehabilitated by the generosity of the new projectors, made a long and creditable struggle for life. But while those who fostered and conducted it were men of fine culture and lofty aims it was cramped for the want of money. It naturally sank into decadence because there were more flourishing colleges that could offer greater attractions to the ambitious student. The new university can never founder upon the same rock.

The great state of Illinois can boast no university that is worthy of the name. In contrast to this contemplate the advantages offered by the state of Michigan! The university at Ann Arbor is the equal of the very best and superior to the majority, and there are a dozen colleges in the state that outrank anything that Illinois can offer. There is ample room and a rich field for the new University of Chicago. That it will same of overy patriotic Chicagoan.

T. W. Goodspeed,

T. W. Goodspeed,

Financial Secretary.

THE NEW UNIVERSITY. ORGANIZATION OF THE BOARD.

ORGANIZATION OF THE BOARD.

The Board of the University held its first meeting on Wednesday, July 9, continuing its sessions through the afternoon and evening. Four members were unable to be pressent, one being sick, one in California, one in Europe and one in New Hampshire. All the other mambers were in attendance, Mr. Blake coming from Boston and Dr. Harper from Chautauqua. The business was introduced by a brief historical paper by T. W. Goodspeed, and an official statement by Secretary Gates, both of which are published in this issue of The Standard. The board organized by electing the following officers: E. Nelson Blake, president; Martin A. Ryerson, vice-president, Chas. L. Hutchinson, treasurer. Dr. A. K. Parker acts as recording secretary for the time being. It is the very earnest wish of the board that Mr. Blake may feel that he can return to Chicago and device. feel that he can return to Chicago and devote himself to the important work of laying wise-ly and strongly the foundations of this great

feel that he can return to Chicago and devote himself to the important work of laying wisely and strongly the foundations of this great enterprise.

The following important committees were appointed. Judge J. M. Bailey, E. B. Felsenthal and C. W. Needham to accelerate the completion of the incorporation of the board; Judge Bailey, C. L. Hutchinson, Dr. Harper, E. B. Felsenthal and E. L. Corthell to prepare a code of by-laws; F. E. Hinckley, George C, Walker, Martin A. Ryerson, H. A. Rust, Andrew McLeish, E. B. Felsenthal and E. L. Corthell on buildings and grounds; E. Nelson Blake, Chas. L. Hutchinson, F. W. Peck, C. W. Needham, H. H. Kohlsaat and J. W. Midgley on finances; Judge D. L. Shorey, Dr. Harper, F. A. Smith, Edward Goodman, Dr. Parker and E. Nelson Blake on the organization of the university and to nominate a president for the institution. Pending the completion of the incorporation, H. H. Kohlsaat was appointed a special trustee to hold any new funds that may be contributed to the University, Dr. Goodspeed continuing to act as financial secretary.

Mr. Blake was also made, ex-officio, a member of all committees. The question of establishing an academy at Morgan Park was introduced by Dr. Goodspeed, and was referred to the committee on organization, which has since appointed a sub-committee to learn whether the establishment of an academy there is practicable. Action was also taken, unanimously, looking to the recognition of the alumni of the old university, as the alumni of the new one.

The business of the board has thus been most happily and successfully inaugurated, and the trustees are entering upon their duties with great earnestness and intelligence. They are most fully competent in every way to discharge with signal success the duties laid upon them. Fourteen of them are representative Baptists, and seven are successful

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# CARSON, PIRIE, SCOTT & CO.

RETAIL DEPARTMENT

State and Washington Sts.

Chicago, Feb. 23, 1904.

To the Board of Trustees of the University of Chicago. Gentlemen:

The undersigned, being a committee appointed by you at the regular meeting of the Board Jan. 19, 1904, to consider and report upon the request of President Harper that he be "afforded relief from the full measure of service rendered by him and providing that he have an annual leave of absence of six months, preferably from July to January," beg leave to submit the following report of their conclusions upon this matter:

First - We fully share with the other members of the Board the opinion that the best interests of the University and of its President call for the granting of a six months' leave of absence in the present year, and strongly urge that the Board take favorable action upon this matter. We do not doubt that the administrative work of the University and other duties devolving upon the acting president will be faithfully, successfully and satisfactorily performed by Dean Judson during such absence of the President.

Second - In regard to the continuance of the above arrangement from year to year, as has been proposed by the President, we are unable to reach a conclusion that we are willing to recommend to the Board.

# CARSON, PIRIE, SCOTT & CO.

-EGGOOM YEG

State and Hashington To

BETAIL DEPARTMENT

Chicago wab. 25, 1904.

To the Board of Trustees of the University of Chicago.

The undersigned, being a committee appointed by you at the regular meeting of the Board Jan. 19, 1904, to consider and report upon the request of President Harper that he be "afforded relief from the full measure of service rendered by him and providing that he have an annual leave of absence of six months, preferably from July to January, " beg leave to submit the following report of their conclusions upon this matter:

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# CARSON, PIRIE, SCOTT & CO.

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State and Washington Sts. Chicago,

RETAIL DEPARTMENT.

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The establishment of a policy providing for a change in the administrative control of the University for six months in each year is too serious question to be decided upon the information we possess. It would seem as if the working experience of the coming year, together with the fuller information that may be acquired, would enable the Board to decide this matter more satisfactorily at a later time. We, therefore, add this recommendation, viz., that the further consideration of this subject be undertaken by the whole Board; or that another committee be hereafter created to consider it; or that the present committee be continued if it is desired by the Board.

Respectfully submitted.

Andrew McLeish.

E. M. Barton.

Franklin Mac Veagh.

CARSON, PIRIE, SCOTT & CO.

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RETAIL DEPARTMENT

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# Law Offices SHULL, STILLWILL, SHULL & WADDEN Davidson Building Sioux City, Iowa

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October 31, 1924.

Robert L. Scott, Esq., 300 West Adams Street, Chicago, Illinois.

My dear Mr. Scott:

I have your very kind favor of October 29th, and note you and Mrs. Scott are planning to leave for California at an early date. I sincerely hope you will find your Mother in good health and you will have an enjoyable trip.

I also note your suggestion about my resignation. I do not think I will be in Chicago for considerable time as I know of nothing which will require me to make the trip. I, therefore, suggest that my resignation be presented at such time as Mr. Swift and Doctor Burton deem it best. This is not on my own account, but I had in mind that you would probably want to have an arrangement for filling the vacancy before you created it, and that is the reason I have sent the resignation to you instead of the secretary.

There are many reasons why I should resign other than the one which I suggested to you in my personal communication. When I went on the Board, of course, the whole matter was new to me, and I really did not understand the duties of a trustee as related to the University. As I have begun to see the working of the Board, I can easily notice a trustee like myself is not a proper member. Before I was on the Board I had wondered why the membership was confined so exclusively to Chicago, but since I have been on the Board I can readily wee no outside trustee can be of any value unless it would be financial.

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The working of the University is done with great efficiency, and the committee work takes a great deal of time if done properly, and it seems to me the committees are unusually faithful, and render a very high grade of service. I was of the impression that the University had reached a stabilized position. and would go forward without unusual effort along the lines practically agreed upon. To my surprise, and I might also say to my amazement and delight the Board of Trustees as presently constituted seem to have considered everything which has gone before as a start, and are now launching out to double or triple the assets of the institution as well as to continue the efforts of everybody interested for long years to come in making a University of which the present one is mere beginning. This is, of course, a vision which will not only bear fruition year after year, but in its accomplishment many trustees will have to give great measure of their time. I. therefore, feel no one outside of Chicago, unless it should be some great giver, or men of extraordinary achievement can logically be members of theBoard.

The Board has treated me with great kindness and for its courses, of course, I am very grateful. As to Doctor Burton, Mr. Dickerson, Trevor Arnett, and your good self, I shall never be unmindful of our friendships. It goes without saying, I wish the University in all its future efforts unmeasured success.

With my kindest regards to yourself, and wishing you not only prosperity, but health and everything that goes with the fine life which you lead, I remain,

Very truly yours,

(Sgd.) D. C. SHULL

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With my kindest regards to yourself, and wishing you not only prosperity; but health and everything that goes with the fine life which you lead, I remain,

Very tryly yours.

(sgd.) D. C. SHULL

# ROBERT L. SCOTT 300 W. ADAMS ST. CHICAGO

October Third 19 24

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

Dear President Burton:

Mr. Swift tells me that he has talked with you in regard to Mr. D.C. Shull. Enclosed find copies of letters received from him.

I hope to have a talk with Mr. Shull on Tuesday or Wednesday of next week and if I cannot sell him the idea of staying on the Board may I call upon you for assistance?

Do not trouble to acknowledge this unless you have some arguments or something which you think may help in my conversation, as I am sure if it can be arranged, you will be glad to be of assistance, if needed.

Very truly yours, Robert L. Keatt

Enclosures.

TITO B ... TRENCH AT BRANCH WASC SOURCE

Despite Third

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dr. Expest D. Burton, President, University of Chicago, Chicago, Illinois.

Dear President Burtons

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regard to Mr. D.C. Shull. Enclosed find copies of levels.

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To sabi add win line former I Ti bus week at equal I to sabi add win line former I Ti bus week Jan To yebsenteW feet and to you may now lies I you bused add no salvade

Do not trouble to soknowledge this unless you have some arguments or something which you think may help in my conversation, as I as more if it can be arranged, you will be glad to be of assistance, if meeded.

Vary truly yours,

TOTOBOLONS.



#### SHULL, STILWILL, SHULL & WADDEN

SIOUX CITY, IOWA.

October 1st, 1924.

TO the Board of Trustees of the University of Chicago.

Gentlemen:

I hereby resign as a member of the Board of Trustees of the University.

Thanking all the officers and members of the Board for their uniform courtesy and kindness, I remain.

Very truly yours,
(signed) DELOSS C. SHULL

Made

# SHULL, STILWILL, SHULL & WADDEN SIOUX CITY, IOWA.

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COPY

# SHULL, STILWILL, SHULL & WADDEN DAVIDSON BLDG.,

SIOUX CITY, IOWA.

Sept. 30th, 1924.

Robert L. Scott, Esq., 300 W. Adams Street, Chicago, Ills.

Dear Mr. Scott:

I am enclosing you herewith my resignation
as Trustee of the University of Chicago. You, of course,
can keep it and present it at such time as you deem best.

I am expecting to be in Chicago on Tuesday and Wednesday, October 7th and 8th, and will see you and talk the situation over.

Very truly yours, (signed) D.C. Shull.

MARI

### SHULL, STILWILL, SHULL & WADDEN

DAVIDSON BLDG.,

SIOUX CITY, IOWA.

Sept. 30th, 1924.

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I am expecting to be in Chicago on Tuesday and Wednesday, October 7th and 8th, and will see you and talk the situation over.

Very truly yours, (signed) D.C. Shull.

November 26, 1934. My dear Mr. Shull: To what Mr. Swift and others may have written, I want to add my own word of exhortation that you will not insist upon withdrawing from membership on our Board of Trustees. You furnish an Wlement of helpfulness that is not precisely given by any one else. I appreciate the sacrifice of time that is required. But I want you to know that I shall greatly regret if you retire, and that I earnestly hope you will not feel obliged to do so. With kindest regards to Mrs. Shull, I am Very truly yours. Mr. Delos C. Shull. 314 Davidson Bldg. . Sioux City, Iowa. EDB: CB

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Mr. H. C. Shull, Sioux City, Iowa. Dear Mr. Shull:

Mr. Robert Scott sent me about two weeks ago your letter of October 31st and I have thought over the matter a very great deal. I want to give you the picture as I see it.

- 1. The reasons you give for resigning from the Board are good ones under ideal conditions.
- 2. Under the conditions as we find them they are not good.

I believe a fair, frank, open-minded discussion of this matter will appeal to you, and I am going ahead on that principle, giving the situation exactly as I see it.

we have a splendid Board of Trustees. They give as you state a large amount of time and energy to the work and in that respect we are very fortunate. There is a weakness, however, in the situation of the Board as constituted, brought about by requirement that fifteen of our members shall be Baptists. I have been on the Board for ten years and have watched this proposition carefully. We have been extremely fortunate in finding as many good men to fill the Baptist positions, but I believe it to be a fact that we will have great difficulty in the next ten years, as I know we have in the last ten, to find fifteen such men. I am clear that at present there is no possibility of our doing so, because at any time during the last several years we could have had Mr. Dickerson's resgination without prejudice and have put in some one else in his place if we could find the man. This leads to my next point —

Mr. H. C. Shull, Sioux City, Iowa, Dear Mr. Shull;

Mr. Robert Scott sent me about two weeks ago your letter of October 31st and I have thought over the matter a very great deal. I want to give you the picture as I see it.

- 1. The reasons you give for resigning from the Board are good ones under ideal conditions.
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Se Your withdrawal from the Board will definitely harm us for two feasons:

to deequore on avail has vocassay a been fon ob ow .a

b. Your presence and co-operation have been a real stimulus. A Board of our sort tends to be governed too misch by a few leaders who have promounced these and possibly by tradition. Your new outside view-point has attended our thinking and our work.

As There is much of value that you still can do for us aside from personal subscription:

a. By a continuation of your provious course of help-

b. Hy the mere endersoment that your mane on the Hoard garges.

e. By such additional support, both in competion with securing funds from others for the campaign, and along other lines, not financial, in furthering the cause of the University.

Theoretically I approve your Mos of resignation. Practically I think it is wrong; and I should be happy if you could reconsider.

Yours, in all condisitey,

THING .H GAORAH

THE DEEP

co - President E.D. Burton

November 28, 1924 Mr. D. C. Shull, Davidson Building, Sioux City, Iowa. Dear Mr. Shull: Your heartening letter of November 25 has just come and I thank you warmly for it. Yours in all cordiality, HAROLD H. SWIFT HHS\*GB cc E.D. Burton R.L.Scott

November 28, 1924 Mr. D. C. Shull, Davidson Building, Sionx City, Iowa, Dear Mr. Smill: Your heartening letter Mendy I has emos jeut ead 38 redmevel to you warmly for it. Yours in all cordisitty, HAROLD H. SWIFT HHS#GB cc E.D. Burton R.L.Scott

COPY SHULL, STILWILL, SHULL & WADDEN Davidson Building, Sioux City, Iowa. November 25, 1924. Mr. Harold H. Swift, Union Stock Yards, Chicago, Illinois, DearMr. Swift: After careful perusal of your special delivery letter of November 22, 1924, I have concluded there is considerable force to your contention, and will withdraw my resignation from the hands of Mr. Scott, and continue on the Board. and will attend the December meeting of the Board. with the understanding however, that when you have party who would be acceptable to fill my place, I should be only too glad to tender my resignation upon suggestion of such condition. With kindest regards, I remain, Very truly yours, (Sgd.) D. C. SHULL DCS LG

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

DearMr. Swift:

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With kindest regards, I remain,

Very truly yours,

(Sgd.) D. C. SHULL

DCS LG

Jal

(C)

ROBERT L. SCOTT 300 W. ADAMS ST. CHICAGO

October Twenty Eighth
19 24

Dr. Nathaniel Butler, The University of Chicago, Chicago, Illinois.

Dear Dr. Butler:

Please accept my thanks for your letter of the twenty-third enclosing two letters from Dean Wilkins. At the next meeting of the Nominating Committee, it will be a pleasure to present these communications.

Very truly yours, Robert L. Realt

Two letters regarding placing women on the Board of Trustees were mailed to Mr. Scott.

JON.

TYDOS LI TREBOS TERMINAS SY OCC COADRO

October Tempty Bigont

Or. Mathemiel Burler, The University of Chicago, Chicago, Illinois.

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Nery truly yours,

Iwo letters regarding placing women on the Board of Trustees were natived to Mr. Scott. JOHN STUART
1600 RAILWAY EXCHANGE
GHIGAGO

December 13, 1924.

My dear Dr. Burton:

I appreciate and thank you for your kind letter.

I fully realize the honor and responsibility attached to the position of trustee of the University of Chicago, and I know I am going to enjoy the new work very much.

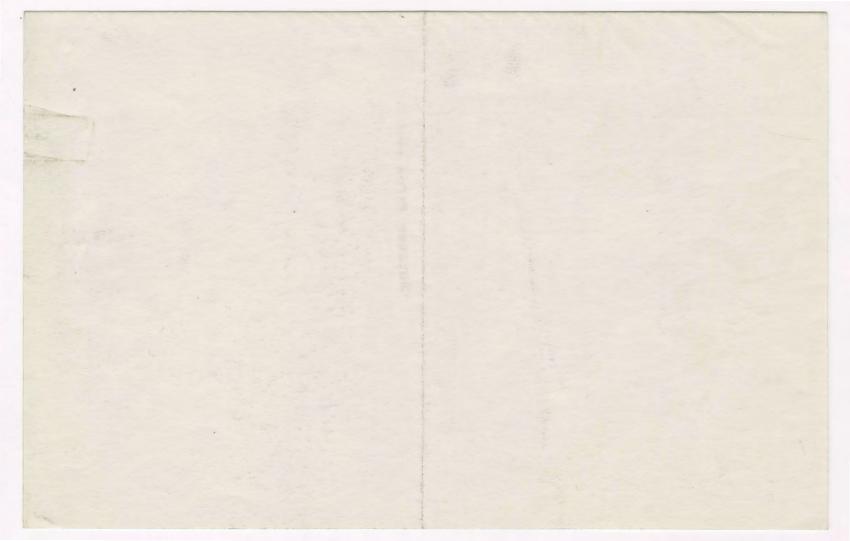
I thank you for the tickets for Dr. Breasted's lecture, which I will enjoy hearing.

With sincere personal regards, I am

Cordially yours,

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

: said to the said the said to mortale and most the which they have been been being Toger contact that work in not will any or con Like 



The main portion of these files covers President Harper's Administration and the earlier part of President Judson's, 1906-12.

This blue sheet indicates that the letter to which it is attached belongs in the period 1912-1923 of President Judson's Administration, or in President Burton's Administration, 1923-1925.

Mr. (Harold H. Swift,

Union Stock Yards,

Chicago, Illinois.

Dear Mr. Swift:

I very gladly comply with your request to give you certain facts with reference to the Board of Trustees of the University.

The Charter, or to speak more correctly, the Articles of Incorporation of the University, provide for a Board of twenty-five Trustees. This Board of Trustees is the corporation in law.

The objects for which the corporation is formed are broadly stated in the Articles of Incorporation and cover all possible functions of the University.

of the twenty-five Trustees three-fifths shall at all times be members of Baptist churches, but "no other religious test or particular religious profession shall ever be held as a requisite for election to said Beard or for admission to said University, or to any department belonging thereto, or which shall be under the supervision or control of this corporation, or for election to any professorship, or any place of honor or emolument in said corporation, or any of its departments or institutions of learning."

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In all, since the organization of the University in 1890, including one Trustee elected at the Annual Meeting in June, 1924, sixty-two Trustees have served as members of the Board.

of the Trustees originally chosen at the time of the incorporation of the University, three are still members of the Board while a fourth owing to increasing years resigned only at the Annual Meeting in June last.

The Board of Trustees from the beginning has found its members from many spheres of business and professional life. It has numbered among its members business men, conducting important merchandising and manufacturing institutions, lawyers, bankers, jurists, educators, capitalists, physicians, engineers, publishers, editors and ministers.

Joseph M. Bailey, a Trustee, at that time Justice of the Supreme Court of Illinois. Three Trustees have served upon the bench in Federal or County Courts. One subsequently was elected governor of the State of Illinois. One is at present secretary of State in the cabinet of President Coolidge.

Others have served in state legislatures or in the government at Washington.

The fact that these Trustees have been chosen from various public and private enterprises has given the University the benefit of their matured judgment in many matters which have entered into the progress and prosperity

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of the institution. Bankers have brought to the purchase of securities the judgment trained in their banks. Realestate experts have enabled the University wisely to purchase property and wisely to dispose of it when occasion arose.

characterized by conservatism. It has carefully guarded all the assets of the University. It has made its funds productive. Its reputation for good judgment and conservatism is well-known throughout Chicago, and the country, reputation which in one instance served the University most effectually. An aged man of wealth desiring to dispose of his property, subsequently appraised at \$2,000,000, consulting his layer and acting upon the information he already possessed, decided that the University of Chicago managed its financial affairs so efficiently that he could safely transfer to it his property. As this liberal denor was not known to a single member of the Board of Trustees, his action was the more significant.

There are at present upon the Board six alumni of the University, including one who was graduated from the original institution.

The Board of Trustees has from time to time been represented by active members who have lived in Detroit, Milwaukee, Minneapolis, New York City, Washington, D. C., Springfield, Illinois, and Sioux City, Iowa, thus giving the entire Board the benefit of views as to education and method of procedure based upon observation other than that

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Mr. H. H. Swift - #4.

of Chicago alone.

Much more, doubtless, could be said concerning the Board of Trustees but the foregoing, I think, is sufficient to give you such statement as you desire. Yours very truly,

Secretary.

Mr. H. H. Swift - #4.

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Yours very truly,

.vrsjeroed

neither as a body nor as individuals, can ever express in terms that seem to them adequate their opinion of President Harper or their sentiment for him. Long and close association with him has constantly increased their admiration and their affection. If it be true, in general, that a man's intimates lose the edge of their appreciation of his great qualities, then it is a peculiar tribute to Dr Harper that we who know him so well and who in the ordinary course of our obligations had to scrutinize and question meet of the proposals through which he built up his wonderful eareer, are among those who most admire his achievements, most approve his methods, most wonder at his qualities and most love and cherish his memory.

The was to us, as he was to the outside discerning world, a great man. No American of his day came more distinctly and unquestionably - and none more worthilly - within the small circle of the world's great men.

And \*\*MarkWarter \*\*Markwar

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And from the distinct of the first with needly so deliberAnd from the distinct that with needly more then
a single exception no mention -, or in view of actual
was more important to the mation -, or in view of actual
and potential mestulance oculd been more missed
from exong the melters of its highest progress.

The building of the University of Chicago almost as with a magician's wand is the immediate concrete monument of his most conspicuous activities. that great - truly great - construction was but the seat of his western, his national and his fast coming worldwide influence. That such a university, comparable with those that are the growths of centuries, should have risen in fifteen years - with every stick of its timber necessarily hewn and fashioned from the forest is one of the marvels of human endeavor; but it is paralleled by the extraordinary development within the same short period of a diffile known professor, filling a chair of remotest though deep learning a quiet divinity school, into a man whose achievements, influence and fame in education, religion and the the progress of national ideals have made him one of the most distinguished and important men of his time.

He became a strong, virile leader. And he developed all of the gifts that are necessary to make leadership powerful, successful, famous and pure. His imagination proved itself phenomenal; but it was no more phenomenal than his common sense. He showed unfailing initiative both intellectual and executive and with it the keenest practical sense of what could be achieved. He spontaneously dealt with things of

The building of the University of Chicago al--non staileamt ent at boaw a natelans a stiw as tron Just , nellivitos apopoigame Jaon aid le Juempion efect that grout - truly grout - construction the but the nest -birow gotwoo suat aid ham immotsan aid , nrestaew aid to wide influence. That such a university, computation adl to Mothe grove stim - amer needlit at meets even sees short period of a distillustrated professor, filling divinity school, into a man whose schievements, inclu--org out me bus noighler .noiteoube ut east bus come . omly and to new just rough bus bedstuguitath

one of the gifts that are necessary to make the case of the gifts that are necessary to make the case of the case

such large importance, and with an outlook and comprehension so broad and universal that, as his few prominent years went on, his sphere grew larger and larger and his life and work grew more and more important, constructive and leading.

We who knew how his thought grew, how his imagination saw more and more clearly, how his practical and wise plans took form and how his personality and leadership grew, feel how deep a pity it is that he could not have continued his remarkable and almost indispensable career. For he had wonderful reserves

And yet - in his comparatively brief opportunity - he had accomplished so much and in so masterful and complete a manner, that his work is mountain thoroughly established - and with abundant vitality and individuality. He did not complete his plans - indeed, such fruitful genius as his never would complete itself; but he has left enduring foundations of immense breadth, and of enough superstructure to guide have when the superstructure to guide have enough and wrought enough to start a new epoch and to endow it with lasting consciousness. Short as his

such large importance, and with an outlook and comprehension so broad and universal that, as his few prominent years went on, his sphere grew larger and larger and his life and work grew more and more inleager and his life and work grew more and more in-

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disabilitationing those who come after him. He lived
enough and wrought enough to start a new epoch and to
endow it with leating consciousment. Short as his

public life was he lived long enough to become the maker of an epoch.

But these great satisfactions of his career still leave us with the immense personal loss of his inspiring and delightful personality; and we must mourn him with no hope of replacing his tender, touching, strong friendship and companionship. He has left with us, however, and with thousands of others, a personal memory which will remain permanently fresh and stimulating by reason of his exalted character and life.

The full, final and just appreciation of Dr Harper's work can only come with time. He was highly valued and understood even while he lived - and few creative and constructive leaders have enjoyed more quick recognition. But his fame will now inevitably begin to grow anew.

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CHICAGO, ILLINOIS, February 20, 1907.

To the Board of Trustees of

The University of Chicago.

Gentlemen:

Your Committee, appointed to nominate a President of the University, respectfully report that:

Your Committee deem that the action taken by the Board at its last meeting, in adopting a reply to a memorial addressed to it by certain members of the Faculty (which reply your Committee considers as embodying instructions as to its method of procedure), involves many and serious difficulties and should, in the opinion of your Committee, be rescinded.

Respectfully submitted,

Martin Ryerson.

Sale Martin

Euro M. Barton

A 6 Bartlett

Jesse A. Ballini

CHICAGO, ILLINOIS, February 20, 1907.

: meme [Jmo5]

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Respectfully submitted,

Judson

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HAROLD H. SWFT UNION STOOK YARDS CHICAGO

February 12, 1923.

Mr. Howard G. Grey, 138 North Ia Salle Street, Chicago, Illinois.

Dear Mr. Grey:

I return herewith the statement and resolutions that came from you on Saturday.

Some other names of distinguished men we have lost

are -

Rollin Salisbury (Death)
R. G. Moulton (retirement)
Robert Millikan (to another institution)
Harold Moulton (to a research institute in Washington)

I have talked a good deal with Mr. Burton and I know that he has definite ideas on the subject you present. He believes that in the loss of many eminent men we are on the verge of losing our zeal for profound scholarship, and he has very definite plans in mind to re-establish the morale along this line. In fact, he has told me that he may want a special evening meeting of the Board, perhaps in February, to put forward some plans of this sort. I am very sure, therefore, that the matter will be worked upon by the new administration, and since this is a fact, I wonder whether it would not be better to agree with him before presenting the resolutions.

There seem to be some dangers, for example in referring the statement to a Faculty Committee. Perhaps Mr. Burton has definite things in mind to be done before they shall get into very broad discussion that this entails. Thus, there is considerable difference of opinion as to whether in the development of the last 15 or 20 years the two-year college course is practical, and perhaps to raise this question or, indeed, any other question for an official Faculty vote

things in died to du done before they bird not little year broad dieto someworth orderediscon of overy , and Telisine stad Jest notsens appart of the first to the development of the turn is or so years and recommendation to the Trustees may precipitate matters before Mr. Burton is ready. Perhaps too our situation in the city may give us responsibilities to the city in the way of training in citizenship, etc. This is a four-year college problem. Is not this a question for the Trustees to decide rather than for the educators who are more interested in education per se and perhaps relatively less in civic problems? Similarly, I am very sure that the chief thing we need to re-establish our eminence along scholastic lines is money to hire and retain the best men there are. This immediately permits the Facult y to put it back on the Trustees in no uncertain terms.

If it seems wise to say something at the moment, might it not be well, instead of asking whether we are adhering to the early principles, to request the new President, with such advice as he desires from the Faculty, to submit a statement of principles for our present and future guidance, thus indicating that we are not so much interested in adhering to the old ideas as to be sure we are on the right track today?

I mention these points as suggestive only and frankly say I am not entirely clear whether they are well taken or not.

Moreover, your statement is so well drawn up that I hesitate the more to criticise on that account.

Please do not think me antagonistic to the idea you present. My suggestions are really meant to be constructive; I can quite see they may not look it. Of course, you will feel entirely free to do what to you seems wise.

Yours cordially,
HAROLD H. SWIFT

and recommendation to the Trustees may precipitate matters before in. Surton is needy. Fembars too our situation in the city may give us responsivilities to the city in the way of training in cit/senship, etc. This is a four-year cellege problem. Is not this a question for the Trustees to decide rether than for the educators who are more interested in education has send perhaps relatively less in civic problems; similarly, I am year sure that the chief thing me anneaute to her and retain the best men there are should interested in the post men there are interested in our ariners along scholassic lines is money to hire and retain the best men there are. This immediately, permits the reacht of the post it been on the Trustees in no uncertain terms.

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The section of classes are really many to be something on a section of seeks on I seek was the section of the s

rear cordinate,

THE ME HE WELL STAN

HOWARD G. GREY 138 N. La Salle St., Chicago, Illinois.

February 14, 1923.

Mr. Harold H. Swift, 48th & Ellis Avenue,

My dear Mr. Swift:

Upon my return from the Board meeting, I found your letter of the 12th instant relative to my resolution and the matters connected with it.

I am sorry I did not receive it sooner, and hope you did not think me too urgent in this matter, but I wanted to "get it out of my system." As I expect to be out of town during the next two Board meetings, this seemed to be my only time. I have sent Mr. Burton a copy of the resolution. As you and he control the appointments, you may be able to avoid the danger of the radical general discussion mentioned in your letter. However, I feel that something moderately radical may need to be done to halt the steady lowering of our faculty standing.

than the period covered by your own experience on the Board and recall that when Dr. Judson became President and Mr. Arnett adopted more conservative estimates of income in drawing the budgets, we were thus relieved of the constantly recurring deficits in our budgets that had marked the aggressive growth of our University under Doctor Harper. The resultant complacent feeling of the Board has perhaps made us ready at times to go too far in economies. There was at the time to which I refer a real danger that our New York friends would become so annoyed at ever increasing expenses and at certain extravagences that they might clamp down on us and throw our whole

HOMERO S. WROTE LEE M. Le Salle St. Obloro, 141 inche.

February 16, 1988.

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financing into dire confusion. The Board therefore welcomed every suggestion of Dr. Judson's for economy and every reduction in teaching expense. These were for a period very wise, but the procedure upon which we then embarked, though excellent for that juncture, has, I think, during the last two years been carried so long and so far as to have culminated in disastrous results to our pre-eminence in Mid-west Universities. You know Vincent says we have dropped from first to sixth rank in scholastic standing. We may be hardly willing to admit this statement of an eminent authority but we should be remiss if we did not make such an examination as my resolution suggests and make it thoroughly and with regard only to the future welfare of the University.

Yours very truly, HOWARD G. GREY

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and an elect the contraction agency by the last industrial

financing into dire oppinsion. The Posud therefore veloced every induction of Dr. Judicol's for equatory and every reduction in teaching exposes. These were for a ported very wise, but the grocedure upon which we then embarked, inc. in excellent for that functure, has, I think, during the hast two years here carried no long and so far as to have enlanted in casestrons results to our ore-eminence in wid-west universities. You know theont says we have dropped from thest to sixth rank in scholastic standing. We may be hardly willing to sixth rank in scholastic standing. We may be hardly willing to sixth this statement of an archard authority but we should be resident in our may as a examination suggests and make it thereughly and with regard only to the future walfare of the University.

lours very truly,

HOWARD C. GREY

A CON

February 19,

Mr. Howard G. Grey, 138 North La Salle Street, Chicago, Illinois.

Dear Mr. Grey:

Thank you for yours of February 14, which I found on my return to the city this morning. Certainly the presentation of your resolution did no harm and I am entirely in accord with the idea of a thorough survey of the University's whole situation when the time is ripe.

Yours cordially,

HAROLD H. SWIFT

HHS\*GB

cc EDBurton

a to sell odd ditte brooms at viertige me I bas mead when the time is ripe.

## CLUBERT SAW ORDER THE CONTRACTOR STATEMENT

The New Year, with its customary balancing of Corporation ledgers and computations of losses and profits, with its countless resolutions of living toward higher goals, has reminded us of the value of that ancient habit of periodically taking account of stock, whether financial, intellectual or moral.

To trustees of this great University may well come the question whether this be not an opportune time for us to take account of our educational stock. One President of the Board of Trustees after years of honorable and efficient service has retired, another has succeeded him. For the second time also in our history the momentous change of Presidents of the University is upon us. Fortunately the age limit rather than death this time compels us to select a successor.

Let us, then, review the ideals of President Harper, who out of the wealth of his pedagogic experience originated the division into Junior and Senior Colleges and emphasized the passage of the student into true university life on his graduation from the Sophomore to the Junior year, and who believed that we should steadily stress our senior college and graduate work letting small colleges, denominational and local, as well as State Universities, do the Junior college work in our stead. Let us further recall how the relatively large salaries we then paid to our professors and the expectation of great things to come drew to our lusty infant University some of the finest teachers and investigators in the world. Their contribution to the fame of our institution has been a no small element in its success. We may readily recall out of the recent past Dr. Judson's earnest remarks at the last two faculty dinners, his latter talk being in essence a valedictory charge to trustees and faculty on the vital and indispensable importance of research and of cultivating that true university atmosphere in which such a body of teachers of advanced students thrives and brings such equipment as to make the University an abundant source of new scientific truth which benefits mankind and of that broad culture which enlarges its mental horizon. With this background of ideals there naturally arises at this period of closing old things

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and beginning new ones the question whether in spite of our fine ideals and without wish or intention on the part of President, Faculty or Board of Trustees we have not somehow drifted from these ideals and insensibly altered our course, heading a little away from quality and swinging in the tide of world-wide tendencies towards quantity.

The great State Universities by which we are surrounded open their doors to an ever increasing swarm of incoming students and have consequently become so huge and overgrown that the scholarly spirit and the detached attitude of the true student is being swamped in the vast numbers of those pursuing a utilitarian curriculum with little or no concern for culture or the enlargement of the realm of human knowledge.

Some other endowed institutions are today setting their face against mere growth and availing themselves of restrictions State

Institutions may hardly adopt. Dartmouth and Columbia are examples.

It will be well to inquire whether we have not been over-impressed with and unduly gratified by the quarterly comparisons of current attendance with that of the previous year. Have we allowed our gaze to become fixed on growth and to neglect the inward spirit while contemplating figures? Have we sufficiently considered the serious losses death, resignation and retirement on account of age have during the years brought to our faculty? Such names as Jacques Loeb, Edmund James, T. C. Chamberlin, George E. Vincent, Jas. R. Angell, S. W. Burnham, C. R. Henderson, J. U. Nef, Harold Moulton, J. L. Laughlin, G. B. Foster, W. G. Hale, R. A. Millikan, G. J. Laing, A. P. Mathews, R. G. Moulton and R. D. Salisbury are among the serious losses we have sustained. Chicago has furnished Presidents for Illinois, for Minnesota and for Yale University. Have we acquired in our newer men an adequate compensation for these losses? Has that increasing emphasis upon Senior College, graduate and research work, which both our Presidents have persistently advocated as our true goal, been realized, or have we seen less clearly their goal, so that the unique position we once occupied has yielded to the tendency towards dull uniformity?

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#### RESOLUTION

In view, then, of the opportuneness of the present moment and of the considerations above outlined, it is

RESOLVED that this Statement and Resolution be referred to a commission of six persons of which the President of the Board and the President of the University shall be ex-officio members, two additional members from this Board to be appointed by its President and two additional members from the faculty to be appointed by its President, which commission shall inquire into and report upon the following points:

a- What constructive measures will restore the pre-eminence
of our faculty and re-emphasize our Senior, our graduate and our
research work.

b- What restrictions on the continuous growth of several or of all our Junior Colleges are wise, either through raising the entrance and continuation standards of scholarship or by limiting the mumber of entering students to the end that a relatively larger part of our endownment income may be conserved for the true university part of our work.

c- What proportion of our men and women who take Doctor's Degrees donsist of teachers whose object is less the acquisition of additional knowledge or culture than to add to their standing or their salaries and what proportion belongs to that able, earnest type of mind and character that become the real leaders of society through whom only we can render the highest service to our land, and how may the proportion of these latter be stimulated.

d- Is it true that the Retiring Allowances materially reduce the turn-over in our lower and medium grade teachers but have only slight effect in keeping real leaders permanently in our faculties?

If this be so, can any way be devised to overcome this failure of Gur Retiring Allowance system to function for the benefit of the University as well as in the interest of its beneficiaries?

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Harold H. Swift Union Stock Yards Chicago

May 14, 1924.

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

Dear Mr. Burton:

Acknowledge yours of May 12 in reference to Mr. Laing's request for a President's Committee on the Graduate Schools, which you have appointed.

I note your review as to Mr. Judson's custom in the past, but am not familiar with the status of such a committee nor did I know of Mr. Judson's custom. Perhaps you will outline this to me some day at a convenient opportunity when we are together.

Now as to a Faculty-Trustee Commission on the Graduate School: I have little doubt that the Board will authorize such a commission if and when you request it. At the same time I rather doubt the advisability of taking it for granted if the matter can be handled another way. I don't mean to split hairs but doubt the advisability of committing the Board, which would result in extreme embarrassment if they felt hesitancy. Why not keep the situation informal until after the next Board meeting? In the meantime, there certainly is no objection to your asking any trustees you desire to meet with a group of the Faculty at any time, and then probably at the Board meeting, the Board would formally appoint the group as a Commission.

You may want to consider having the personnel fit in in some way with Instruction & Equipment Committee, although I don't consider that this is necessary.

You realize that Mr. Rosenwald and Mr. Martin A. Ryerson will be out of town until about the middle of June.

May I raise one further point? Is it wise to make Mr. Lamont chairman of so important a group as this? He doesn't know us nor our methods of procedure, nor actually do we know him. Are you sure enough of him and is it quite fair to put so heavy a responsibility to so new a man? My theory has been that we should let our newer members gradually work into responsibilities, being members on committees where possible but going slowly on chairmanships.

I mean this letter to be constructive and hope you will so consider it.

Yours cordially.

Harold H Swift

. CONTRACTOR OF THE PROPERTY O

James Leer

Chicago, March 4, 1914.

Carry .

Hon. J. C. Humphrey.

Springfield, Illinois.

My dear Judge Humphrey: -

since the action of the Board recently, my time being very greatly crowded just now. As you may be aware I am going to China in a few days for an investigation on behalf of the Rockefeller Foundation in New York. We are going to examine and report on questions relating to medicine, surgery and public health. I am sailing on the "Imperator" March 21st, going out by way of the Siberian Railway, and returning by way of the Pacific Ocean sometime in the autumn. Meanwhile I want to express to you my gratification at your election by the Board of Trustees to membership; I am sure that your relationship with us will be interesting to yourself, as it will be to us.

Very truly yours.

Chicago, March &, 1916.

CONT

Hon. J. C. Humphrey.

Springfield, lilinois.

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United States Court,

Andges' Chambers,

Springfield, Allinois.

Febru third

February third nineteen fourteen.

My Dear Dr. Judson -

banquet on February 12th. If it would be just as convenient for you to come down here Wednesday night and be here on the morning of the 12th, I promise you a most interesting day. We would visit the tomb and residence of Mr. Lincoln and in many other ways have a pleasant day, and you will meet some gentlemen you will be glad to know. Mr. Borglum, the sculptor, will be here; Dr. Wise and his wife from New York, and if Mrs. Judson would like to come we would be very much pleased to have you bring her along. Our ladies would take pleasure in entertaining her. If you are to be here over night, let me know and I will make reservation for you at the Leland Hotel. If you are not to be here over night, this will not be necessary, as you can use the dressing room at the Sangamo Club, a very nice new building.

Yours very truly,

Dr. Harry Pratt Judson, Chicago University, Chicago. United States Court

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monying of the 18th. I promise we a rout interesting day. No spiral other ways that the test tone and residence of it lincoln and in many other ways have a riembant day and you sill ment some gratiener you will be ried to know Mr. Scrging, the sculptur, will be beru you will be ried to know Mr. Scrging, the sculptur, will be beru by Mr. Scrging, the sculptur, will be beru to missing the scriptur and the went of the way went by Mr. Scrging and if Mrs. Judeon went a like to done we sculd be very much ileased to have you bring ber slong to done we sculd be very much ileased to have you bring ber slong to be made over risading and and I will make reservation to be made over pign. All which make reservation to be made over pign.

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United Status Court.

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Springfield Allinais.

February third ninoteen fourteen.

Chicago, February 6, 1914.

My Dear Dr Judson -

I am so glad you are coming for the Lincoln

banquet on February 12th. If it would be just as convenient My dear Judge Humphrey:-

for you to come down here Wednesday night and be here on the Your favor of the 3d

morning of the 13th, I promise you a most interesting day. We inst. was duly received. I will take the

would visit the tomb and residence of Mr. Lincoln and in many night train Wednesday, and be on hand on the

other ways have a pleasant day, and you will meet some gentlemen morning of the 12th in accordance with your

you will be glad to know. Mr. Borglum, the sculptor, will be here; kind suggestion. It will be necessary for me

Dr. Wise and his wife from New York, and if Mrs. Judson would like to take the midnight train returning, so as to

to come we would be very much pleased to have you bring her along-te here early Friday morning. I am sorry that

Our ladies would take pleasure in entertaining her. If you are

Mrs. Judson will not be able to go with me. to be here over night, let me know and I will make reservation

with sincere regards, I am, for you at the Leland Hotel . If you are not to be here over

Very truly yours, night, this will not be necessary, as you can use the dressing

room at the Sangamo Club , a very nice new building.

H.P.J. . L.

Yours very truly

Dr. Harry Pratt Judson

Unicago University,

Onical Judge J. O. Humphrey. United States Court. Springfield, Illinois. draws country leading

Chicago, Fobrary 6, 1914.

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with singers regards, I am,

Very truly yours,

H.P.J. - L.

Judgo J. O. Humphrey. United States Court. Springfield, Illinois. December 14, 1907.

Dr. HARRY PRATT JUDSON,

C/o University of Chicago,

Chicago, Illinois.

My dear Doctor Judson:

In reply to your suggestion of December 10th
that I be one of thirty-two to contribute \$50.00 for
the purpose of entertaining the Association for the
Advancement of Science; I am sorry to decline, but the
fact is that so many claims for contributions have
been pressing upon me of late that I have had to set

Yours very sincerely,

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a new and lower standard for the amount that I can

contribute to even the most desirable objects.

Dictated by Mr. Barton.

# Western Electric Company

Chirage

December 14, 1907.

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Yours very sincerely,

Dictated by Mr. Barton.

December 12th, 1907.

Dr. Harry Pratt Judson, University of Chicago,

Chicago, Illinois.

My dear Dr. Judson:

I have yours of December 10th, making reference to the festival to be held during the week from December 30th to January 4th, celebrating the annual meeting of the American Association for the advancement of Science. I am sending check for \$50. to Mr. Trevor Arnett, Auditor of the University of Chicago, being one of 32 who will contribute for this purpose.

With best wishes,

Very truly yours, Hawld Du Cowner

December 12th, 1907

Or. Harry Pratt Judson, University of Chi

Chicago, Illinois.

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With heat winken,

Very bruly yours,

e Commit

### 100, STATE STREET CHICAGO

December 11, 1907.

full

Harry Pratt Judson, Esq.,

University of Chicago,

Chicago.

My dear Sir:

I am in receipt of your letter of the 10th inst., and I am sorry to say I must decline your invitation to be one of the thirty-two who will make a special contribution for the reception of the American Association for the Advancement of Science.

Very truly yours,

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100. STATE STREET CHICAGO

December 11, 1907.

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Very truly yours,

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FRANK O. LOWDEN, M. C.,
13th Dist. of Illinois.

#### Committee on Foreign Affairs House of Representatives, United States Washington, A. C.

file

December 14, 1907.

My dear Doctor Judson:

Your favor of the 10th instant has been forwarded to me here. It has given me pleasure to send my check for fifty dollars to Mr. Trevor Arnett.

Very sincerely yours,

President Harry Pratt Judson, University of Chicago, Chicago, Ill. Frank O Rouder

Committee on Foreign Affairs force of Aspresentations, Ilailed States Illustration, B. C.

December 14, 1907.

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Very sincerely yours,

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

## CRANE CO.

#### CHICAGO

ESTABLISHED 1855

IN REPLYING PLEASE REFER TO NO

December 11, 1907.

Mr. Harry Pratt Judson,

President, University of Chicago,

Chicago.

Dear Sir:

Your letter of 10th instant is received and I am sending to your auditor, Mr. Trevor Arnett, as you request, check for \$50.00 as contribution to the funds you are raising on account of the expenses of the coming meeting of the American Association for the Advancement of Science.

Yours truly,

R. J. Evane

# CRANE CO.

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Mr. Harry Platt Judgen,

Free ident, University of Oldence,

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John Sir:

Town letter of loth instant is received and I am nonding to you request. Are lot in a you request. Are the reading to you are retaing check for \$10.00 as contribution to the funds you are retaing on account of the expenses of the coulse meeting of the Advancement of Meisene.

Yours truly,

Dee 15 1907 My dear Dr Judson puts of the 10th is at hand and I am dorry that I am not in a position just now to make the subscription you Juggest to the am. asso. for the advit of Suence. I have al. trady made a small sub. scription as member, but owing to unexpected heavy

BAA WELLINGTON AVENUE GHICAGO

Calls upon my traverces I am unable to repond to your orguest -Jours ory truly Inderie a Delaus

To Dr. Harry Pratt Judson. President, Chiesgo Mineresity.

The Secretary read the following communica-

tion from Mr. Ryerson:

January 31, 1923.

Mr. Harold H. Swift, President of the Board of Trustees, The University of Chicago.

I was so overwhelmed by the generosity and cordiality of the tribute paid to me last Saturday evening that I could not half express my feelings. I can do little better now and still I am impelled to ask you to convey to the Board of Trustees my high appreciation of all that was done on that occasion in recognition of my services to the University. The resolutions I shall prize for the beauty of their engrossment as well as for their kind and friendly content; and though I may feel some questioning self-consciousness in passing the tablet, I shall be glad to think that so artistic a rendering of its subject matter is to connect my name with an institution which for so many years has occupied my thoughts and commanded my admiration and affection.

To you and to all the other members of the Board of Trustees go my sincere thanks and my warmest regards.

Very sincerely yours, (Signed) Martin A. Ryerson.

M.A. Ryerson, Letter from