

In 2

June 29, 1928.

Memorandum to Mr. Moulds:

In your statement regarding service of employees it will be desirable to include a paragraph for reference in case of doubt regarding the possibility for graduate study of research assistants. The ruling on this is of course a part of the graduate schools in cooperation with this office, but the form that you are making out will be acceptable if it reads: "Research Assistants are not permitted to carry University course work when appointed on full time for special service. Those working half time as Research Assistants are permitted to do one course in any quarter of such service.

David H. Stevens  
Assistant to the President.

1127

August 22, 1928

My dear Mr. Moulton:

Will you kindly permit Miss Kerman to duplicate the file in your office which carries the record of all University appointments—Professors, Associate Professors, Assistant Professors, Instructors and others. While this material is, of course, extremely confidential, we believe it would be well to have a more complete file in this office in order to facilitate work with various budgets. Needless to say, the greatest care will be exercised in handling these records.

Yours very truly,

David H. Stevens

Assistant to the President

Mr. John F. Moulton  
Faculty Exchange

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David H. Stevenson  
Assistant to the President.

**The University of Chicago**

The Board of Trustees

*2nd file.*

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

April 18, 1928.

President Max Mason,  
Faculty Exchange.

Dear Mr. Mason:

. This is to remind you that in conformity with the action of the Board of Trustees at its meeting held April 12, 1928, you are authorized to arrange with Professor Tufts the amount of service he shall render during the year 1928-29, and with Mr. Bean, of the Press, the amount of service he shall render during the Spring quarter, 1928.

You no doubt also have in mind the action taken at that meeting authorizing you to arrange for expenditures under the Lasker Foundation for Medical Research for the period from April 1, 1928, to June 30, 1928, such expenditures not to exceed the income from the Foundation.

Yours very truly,

*John D. Marshall*

Secretary.

HS





January 10,  
1928.

*Int*

My dear Mr. Newcomb:

I understand that a letter similar to the one addressed to President Mason on December 29 went at the same time to the University Recorder. I am following his action in sending this letter to the Corresponding Secretary of the Board of Trustees in order that the reply from the University of Chicago may be complete and well organized. Undoubtedly you know that two or three universities are answering some of your questions by actual development of building programs. This is true not only of the University of Chicago but of Northwestern University, the University of Buffalo and the University of Rochester.

Very truly yours,

David H. Stevens.

Assistant to the President.

Mr. E. H. Newcomb,  
Executive Secretary,  
Lincoln and Lee University,  
Kansas City, Missouri.

DHS W

20

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Mr. E. H. Newcomb,  
Executive Secretary,  
Lincoln and Lee University,  
Kansas City, Missouri.

DHS W



Harold H. Swift  
Union Stock Yards  
Chicago

March 7, 1927

12

Mr. F. C. Woodward,  
The University of Chicago,  
Chicago, Illinois.

Dear Mr. Woodward:

You will remember the action of the Board at last meeting was that the President and the Vice President might have authority to invite Mr. Haynes to meetings of the Board. The President said before leaving that he thought Mr. Haynes ought to attend every meeting.

If you agree, I suggest you make this clear to him, or at least that you invite him for the meeting this coming Thursday.

Yours very truly,

Harold H. Swift,



In 2

Grand Beach, Michigan,  
September 28, 1926.

Dear Bert:

I am glad to give you my suggestions relative to the duties of the Secretary of the University as requested in your letter of the 15th instant, which came to Grand Beach during my absence in the Northwest.

PRESENT DUTIES OF THE SECRETARY

As a point of departure for the discussion it may be well to describe briefly the duties of the Secretary as they are at present.

He keeps the minutes of the Board and its standing committees and of any special committees which may be required of him. This duty carries with it the task of notifying the trustees of all meetings, arranging for places in which to meet, attending the meetings, writing up the minutes and sending them to every trustee. The meetings are very numerous and the business transacted is large in volume, which consume a great deal of the Secretary's time in attending them and writing their minutes. The present secretary has done this work admirably and has shown great skill in interpreting the actions of the trustees and in recording them accurately and in sending out the minutes promptly in excellent form - a model for all other institutions.

The business of the Board is in many particulars of a confidential nature and requires discretion and diplomacy on the part of the Secretary. These conditions have also been well met. The Secretary conducts the official correspondence regarding the actions of the Board and sends letters of thanks and appreciation to donors and others, and in this respect represents the University to its constituency and friends. The Secretary also officiates at public functions,



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such as at laying of cornerstones, dedication of buildings, etc., at which occasions he reads lists of documents enclosed and official resolutions. These duties require tact, dignity, diplomacy and statesmanship, qualities which the secretaries of the Board have possessed in excellent measure.

As provided in the by-laws the Secretary countersigns checks, is the custodian of the seal, attests official documents, signs diplomas, and is the custodian of the correspondence of the Board and of all documents committed to his care. Because of the magnitude of the University's transactions these portions of his duties take up much of his time.

There are many other duties which are incidental and inferential which I have not enumerated. Perhaps one of the more important is meeting visitors to the University who wish to learn its methods and come in large numbers from time to time.

It will be clear from the foregoing that a portion of the Secretary's duties are of a routine character requiring painstaking care, and could be discharged by a person of high clerical ability, while the remainder of his duties call for initiative, diplomacy, and judgment.

#### POSSIBILITIES FOR THE FUTURE

It may be well at this time to inquire whether the organization of the University with respect to its Board of Trustees needs modification, and if so, whether the modifications would affect the duties of the Secretary. Technically, all responsibility for the proper conduct of the University rests on its Board of Trustees. Insofar as this responsibility applies to the educational work of the University it has been delegated to the President and the Faculty, but insofar as it relates to the business and financial administration it is



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When the University had fewer resources and was smaller in size, it was not so difficult for the trustees to have an intimate knowledge of all its business affairs and pass on their details. But now that it has reached its present proportions, it requires frequent meetings of the Board and especially of its standing committees in order to authorize the several transactions which the Business Manager and other officers must perform to carry on the work of the corporation. These frequent meetings - lasting probably an hour and a half to two hours on the average - make heavy demands on the Trustees' time, and will make greater demands as the University expands. The time is ripe, in my opinion, for a careful review of the organization of the Board and of its committees and their functions with a view to the following:

- 1) A greater delegation of the details of the business transactions to the Business Manager, under certain well defined policies and limits.

- 2) A greater delegation of responsibility to the standing committees for work falling under their classification without further reference to the Board.

- 3) A clear and explicit definition of these larger functions of the committees and the Business Manager so that the trustees at Board



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meetings will be concerned with the larger policies of the University, both educational and financial, and will within the well defined limits refer their execution to the standing committees and administrative officers. In like manner the standing committees would act on the matters referred to them and would leave the Business Manager to carry out the detail and bring them to a successful conclusion.

A policy such as the one above described would have a profound effect on the duties of the Secretary because the character of the meetings of the Board would be changed. Since the Board would discuss and establish the policy of the University in its broad aspects, leaving its execution to the committees and the administrative officers, it would be extremely important that the Secretary interpret and record correctly the actions of the Board. The plan here proposed would obviate the necessity of calling so frequent meetings of the standing committees as is now the case in order to carry on the business of the University promptly and expeditiously and which are very difficult to arrange because the trustees are very busy men.

#### COUNTERSIGNING CHECKS

The principle underlying countersignature of checks is that more than one person shall be involved in their issue. Where thousands of checks are issued every month, it is difficult, if not impossible, for anyone not intimately concerned in their preparation to know whether they are correct or not. The result is the countersignature becomes form only and not a real protection. Now that the business of the University has become so large, the person countersigning should be one who has knowledge of the transactions. This knowledge can be gained only by having the disbursements of the University divided into homogeneous classes and requiring countersignature by a person who has knowledge of the particular class. For example, the payroll of the



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University in all its departments is a large affair, and the responsibility for its preparation and the issuance of the paychecks might well be assigned to one person under the control of the Auditor. This person might be required to countersign paychecks, in place of the Secretary.

REPRESENTING THE UNIVERSITY BEFORE THE PUBLIC

As previously stated the Secretary represents the University before the public in certain aspects. But this is chiefly at the University itself. With the constantly expanding activities of the University larger and larger resources will be needed. In order to obtain them, the importance of the work it is carrying on must be made clear and its claim for support must be made convincing. When Dr. Anson Phelps Stokes was secretary of the Yale Corporation he represented Yale to its alumni and constituency and did it in such an effective manner that its funds were greatly increased. Possibly a similar service could be rendered to the University if the right kind of person could be found who had the right kind of qualifications for that service as well as those for a recording secretary. If such a person were found he doubtless would need a competent assistant to care for the daily routine of the secretary's office and to take the minutes of meetings when the Secretary was absent from the University. This combination of functions might be a most desirable one. However, as I see it, the responsibility of making known to the public the activities of the University and their importance to the country, is so weighty, that if a person could be found who could do it in a satisfactory manner, but did not have the requisite qualifications for secretary, I should engage him and make other arrangements for the secretary's work. He would have a full time position.



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WAYS OF MEETING THE SITUATION

1) A secretary might be elected with ability to care for the duties of the office as now organized, and no other duties.

2) A secretary might be elected, who could care for the duties of the office in its literal and restricted sense, recording properly the actions of the Board and its committees, and divesting the office of any contact or practically none with the public.

3) The office might be filled by another officer of the University, adding those functions which are comprehended in plan (2) and such others as may be advisable.

4) A secretary might be chosen who would, with a first class assistant, perform the duties of secretary, and would combine with them the duties of field agent, or financial secretary, and who would be competent under a revised arrangement of the Board's and its committees' duties, to become one of the chief executive officers of the University.

Whichever of these plans is followed will no doubt depend, in the last analysis, largely upon the ability to get the right person. The last plan has great possibilities and if the proper person were found would be a distinct addition to the administrative forces of the University. It would mean an enlargement of the staff of the secretary's office to carry the increased duties. But I feel confident it will be to the best interests of the University to add to the executive officers of the University, persons of standing and ability for the increasing work of administration, so that they will have time and energy to do well their work, and opportunity to devise and put into effect, improvements which new times and new situations demand.

The needs of the University would justify a third executive officer, of standing and ability comparable to the Business Manager



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- The needs of the University would justify a third executive officer, of standing and ability comparable to the Business Manager

and the Auditor. If such a person were obtained, the Board would be justified in delegating to them responsibility for the business operations of the University under well defined policies.

As I review and summarize the situation, I am inclined to the opinion that perhaps the practical plan to follow would be either of the following:

1) To appoint a person to care for the present work of the Secretary except that public functions now exercised by him be transferred to a new officer attached to the President's office, who may be given title of Vice-President, and assign to that officer the further duties of assisting the President in representing the University to its constituency and in raising funds for its support. He would act with the Business Manager and the Auditor in the financial operation of the University.

2) Or the plan may be followed in appointing an officer to care for all the duties just detailed in the preceding paragraph, and giving him adequate assistance to do the routine work of the Secretary's office.

Trusting that these suggestions may be of use to the committee,  
I am

Cordially yours,



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THE UNIVERSITY OF CHICAGO

Department of Systematic Theology

September 8, 1926

Mr. Albert W. Sherer,  
Del Prado Hotel,  
Blackstone and 59th Sts.,  
Chicago, Illinois.

My Dear Mr. Sherer:

Dean Mathews suggests as a man who would probably measure up to the requirements which you have in mind for the new secretary of the Board of Trustees Dr. Joseph C. Hazen of Orange, New Jersey - First Baptist Church. Dr. Hazen seems to me to be just the right kind of person for the duties that you have in mind and I should like to add my own hearty approval to that of Dean Mathews.

Very truly yours,

(Signed) HERALD B. SMITH

GBS:EM



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THE UNIVERSITY OF CHICAGO  
Department of Systematic Theology

September 8, 1936

Mr. Albert W. Rhoton,  
Box 7777  
Chicago and 20th St.  
Chicago, Illinois.

My dear Mr. Rhoton:

John Rhoton suggests as a man who would probably  
know up to the requirements which you have in  
mind for the new secretary of the Board of Trustees  
Dr. Joseph C. Hagan of Chicago, New Jersey - I was  
dejected about Dr. Hagan seems to me to be just  
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(Signed) WILLIAM A. HART

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THE UNIVERSITY OF CHICAGO

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The Board of Trustees

Office of the Secretary  
Ellis Avenue & Fifty-eighth Street

September 21, 1926

Mr. A. W. Sherer,  
1801 Illinois Merchants Bank Building,  
Chicago, Illinois.

Dear Mr. Sherer:

Isolated here without stenographer or other aids to correspondence I'll do my best to answer your much appreciated letter of the 15th which arrived this afternoon. You may well imagine I appreciate this opportunity to write concerning the work which for so long has been the most important part of my life. In what I have to write in response to your request, I shall endeavor to speak as if I were "a member of the committee" of which you are so important a factor.

Let me say, then, that the office of the Secretary has progressed in the volume of work just about in proportion to the increase in the University's size and the amount of its annual financial outlay. In other words, the work centering in this office has nearly quadrupled in quantity and doubtless in importance since I began my service. It seems to me, therefore, that in choosing a new Secretary it will be necessary, or at least desirable, to consider the matter from the present point of view rather than from that of the past with which most of our Trustees are more familiar. It is desirable, also, to recognize that the importance of the work will no doubt continue to grow in keeping with the University's growth, which is bound to be constant.

Recognition of the present volume of work and of its inevitable increase, when the Board is making a change, should be of primary consideration. The new Secretary or Secretaries should be chosen with reference to expanding duties.



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THE UNIVERSITY OF CHICAGO

The Board of Trustees

Office of the Secretary

Ellis Avenue & Fifty-ninth Street

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1801 Illinois Merchants Bank Building,  
Chicago, Illinois.

Dear Mr. Hooper:

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aids to correspondence I'll do my best to answer your much  
appreciated letter of the 18th which arrived this afternoon.  
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concerning the work which for so long has been the most im-  
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Mr. A. W. Sherer - #2  
September 21, 1926.

To speak with frankness I think it would be most unfortunate to attempt to include any of the work so admirably carried on by Dr. Aitchison in that of the new Secretary. The success of Dr. Aitchison's successor will be found in constant, continuous approach to men of means and liberality. He ought to be always seeking new "prospects". He ought to mingle with those from whom the University would expect gifts. Such a task would quite unfit him for the work of the Secretary's office to which, inevitably, must be given personal supervision from the base of the office. The Secretary must be prepared to serve always as a prompt source of information for the President of the University, the President of the Board, the Chairmen of standing and other committees. The Secretary's telephone rings without ceasing. I was about to say, with inquiries and instructions which cannot wisely be answered by followers or clerks during the absence of the Secretary. The presence of the Secretary at meetings of the Board and of various committees is required at a time of day best suited to contacts with prospective donors. One month, which was exceptional, however, I recall there were something like fifteen to seventeen committee meetings down-town and at the University.

It would be impracticable to unite the work of a man called to Dr. Aitchison's position with that of the Secretary. Such a union of functions would render ineffective the duties of each officer.

If I am not venturing too far in making suggestions, I think if I were a member of your committee I should recommend the appointment of two Secretaries, a Secretary and an Assistant. As a matter of fact, the By-laws provide for such officers. The Secretary would be the one to attend Board meetings and those of the standing committees, the Assistant would attend meetings of minor committees. In case of conflict of meetings provision would thus be made for caring for the two meetings.

The Assistant Secretary would be selected with reference to his possible, or eventual, promotion to the secretaryship. Such a division of the duties would give opportunity for a more careful consideration of the Secretary's work. For years the incumbent has seldom had time to undertake a survey of his job, or to study ways of making more effective that which he was attempting to do. For years when the Secretary was absent or sick, or detailed for other work, some one - Cashier, Auditor, or other officer - had to be detached from his work.



Mr. A. W. Sharer - 42  
September 21, 1936.

To speak with frankness I think it would be most unfortunate to attempt to include any of the work as admirably carried on by Dr. Altonson in that of the new Secretary. The success of Dr. Altonson's success will be found in constant, continuous approach to men of means and liberality. He ought to be always seeking new "prospects". He ought to mingle with those from whom the University would expect gifts. Such a task would quite unfit him for the work of the Secretary's office to which, inevitably, must be given personal supervision from the base of the office. The Secretary must be prepared to serve always as a prompt source of information for the President of the University, the President of the Board, the Chairman of standing and other committees. The Secretary's telephone rings without ceasing. I was about to say, with inquiries and instructions which cannot easily be answered by followers or clerks during the absence of the Secretary. The presence of the Secretary at meetings of the Board and of various committees is required as a time of day best suited to contacts with prospective donors. The month, which was exceptional, however, I recall there were something like fifteen to seventeen committee meetings down-town and at the University.

It would be impracticable to write the work of a man called Dr. Altonson's position with that of the Secretary. Such a union of functions would render ineffective the duties of each officer.

If I am not venturing too far in making suggestions, I think if I were a member of your committee I should recommend the appointment of two Secretaries, a Secretary and an Assistant. As a matter of fact, the by-laws provide for such officers. The Secretary would be the one to attend Board meetings and those of the standing committees. The Assistant would attend meetings of minor committees. In case of conflict of meetings provision would thus be made for caring for the two meetings.

The Assistant Secretary would be selected with reference to his possible, or eventual, promotion to the Secretaryship. Such a division of the duties would give opportunity for a more careful consideration of the Secretary's work. For years the incumbent has seldom had time to undertake a survey of his job, or to study ways of making more effective that which he was attempting to do. For years when the Secretary was absent or sick, or detailed for other work, some one - Treasurer, Auditor, or other officer - had to be detached from his work.

Mr. A. W. Sherer - #3  
September 21, 1926

There should be two Secretaries.

The Secretary should be paid a salary which would be comparable to that paid to other important officers and would secure a thoroughly competent man.

For some years I had hoped that Mr. Moulds would be selected as my successor, but he has been appointed now to a position of vital importance with a salary so much in excess of that paid to the Secretary that he probably would not consider the position now. And, moreover, the service he is performing is so necessary that Mr. Arnett, Mr. Plimpton and I, for years have urged the appointment of some one to do just what he is now doing, and is sure to do well.

The foregoing is sufficient, I think, to give you my opinion as to the problems you have stated. I will be most willing to be of service to your committee in any way I may be able to render service, and will see you as soon as I can.

Very truly,

(Signed) J. S. Dickerson

Secretary



Mr. A. W. Sherer - 33  
September 21, 1933

There should be two Secretaries.

The Secretary should be paid a salary which would be comparable to that paid to other important officers and would secure a thoroughly competent man.

For some years I had hoped that Mr. Merrill would be selected as my successor, but he has been appointed now to a position of vital importance with a salary as much in excess of that paid to the Secretary that he probably would not accept the position now. And, moreover, the service he is performing is so necessary that Mr. Armstrong and I, for years have urged the appointment of some one to do just what he is now doing, and it is time to do well.

The foregoing is entitled, I think, to give you my opinion as to the problem you have stated. I will be most willing to be of service to your committee in any way I may be able to render service, and will see you as soon as I can.

Very truly,

(Signed) J. S. Richardson

Secretary

The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

February 18,  
1926

*Fw 3a*  
*See of the Bd.*

President Max Mason,  
Faculty Exchange.

Dear President Mason:

You will recall that from time to time the Board of Trustees instructs the Secretary to write letters of thanks to various donors. I have obeyed its instructions just as rapidly as time permitted.

At the February 11 meeting the Trustees voted instructing me to send their thanks to Sewell Avery, Bernard E. Sunny, <sup>44</sup>Chancy Keep and two members of the Swift family. Just as I am about to write these letters Mr. Butler thoughtfully informs me that you have written to these donors expressing the thanks of the University for the generous gifts made.

The question arises whether it is desirable to have the two letters sent. Mr. Butler seems to think that one letter is sufficient. On the other hand, the letter of the Secretary is in a sense an official communication recognizing on behalf of the corporation itself the receipt of subscriptions. The letter of the President probably expresses thanks with more detailed description of the gift and of the purposes for which it is to be used. The letter of the Secretary is more formal.



of the Secretary is more correct.

One of the purposes of the report is to be made. The report  
concerns the work done during the year of the  
of the Secretary. The report of the President  
concerns the work of the Secretary. The report  
of the Secretary is in a sense an official communication  
of the report is sufficient. On the other hand, the report  
of the Secretary is not sufficient. The report is not sufficient.

The President of the United States is in a position  
to make a report on the work of the Secretary.

It is the duty of the President to make a report on the  
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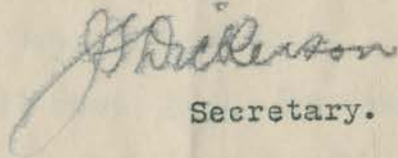
1930  
February 18

The University of Chicago

President Max Mason - #2,  
February 18, 1926.

I should be glad to have your opinion  
so that the plan which will best accomplish the end we  
both have in view may be followed.

Yours very truly,

  
Secretary.



President Max Mason - 22.  
February 18, 1926.

I should be glad to have your opinion  
on that the plan which will best accomplish the end we  
both have in view may be followed.

Yours very truly,

Secretary.

*Med*

The University of Chicago

The Committee on Development

ROOM 1703, LYTTON BUILDING, CHICAGO  
TELEPHONE WABASH 4170

*Fu Ba*

Interoffice Correspondence

Date: Dec. 31, 1925

To: President Mason

Subject:

From: J. F. Moulds

*Sec. J. F. Moulds*

No doubt you have in mind the desirability of paying particular attention whenever possible to Dr. Joseph A. Capps and Bruce Johnstone, who have been of such great help in connection with one large gift and who are likely to be of fully as much help to the University in the future.

In connection with the plan upon which Dr. Butler is working would it not be a good plan to write a New Years letter to all of the persons who have made large subscriptions during the past year? The list is not long and I think the result of receiving an expression of appreciation from you for their splendid co-operation during the year 1925 would be most worthwhile.



7-30

The University of Chicago

The Committee on Development  
Room 1001, Lathrop Building, Chicago  
Telephone WABash 4110

Date: Dec. 21, 1935

Subject:

Interoffice Correspondence

To: President Mason

From: J. F. Moulton

No doubt you have in mind the desirability of paying particular attention whenever possible to Dr. Joseph A. Copps and Bruce Johnston, who have been of such great help in connection with our large gift and who are likely to be of help as much help to the University in the future.

In connection with the plan upon which Dr. Butler is working would it not be a good plan to write a New Year's letter to all of the persons who have made large subscriptions during the past year? The list is not long and I think the

result of receiving an expression of appreciation from you for their splendid co-operation during the year 1935 would be most

worthwhile.

*Trustees' dinner to faculties*

The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

December 4, 1925.

Mr. James H. Tufts,  
Faculty Exchange.

Dear Mr. Tufts:

Thank you for your letter of  
December 2. I have already send invitations  
to the Research Associates. There <sup>are</sup> four or  
five of them but none ~~are~~ <sup>is</sup> in the Meat Packing  
Institute so far as I have any record.

Yours very truly,

*J. Dickerson*

Secretary.



The University of Chicago

The Board of Trustees

December 4, 1925

Mr. James H. Telfer,  
Faculty Exchange.

Dear Mr. Telfer:

Thank you for your letter of  
December 3. I have already sent invitations  
to the Research Associates. There is one  
left of them but none in the Heat Packing  
Institute so far as I have any record.

Yours very truly,

*John D. Rockefeller*

Secretary.

December 2

1 9 2 5

Sec'y J. S. Dickerson

Faculty Exchange

Dear Mr. Dickerson:

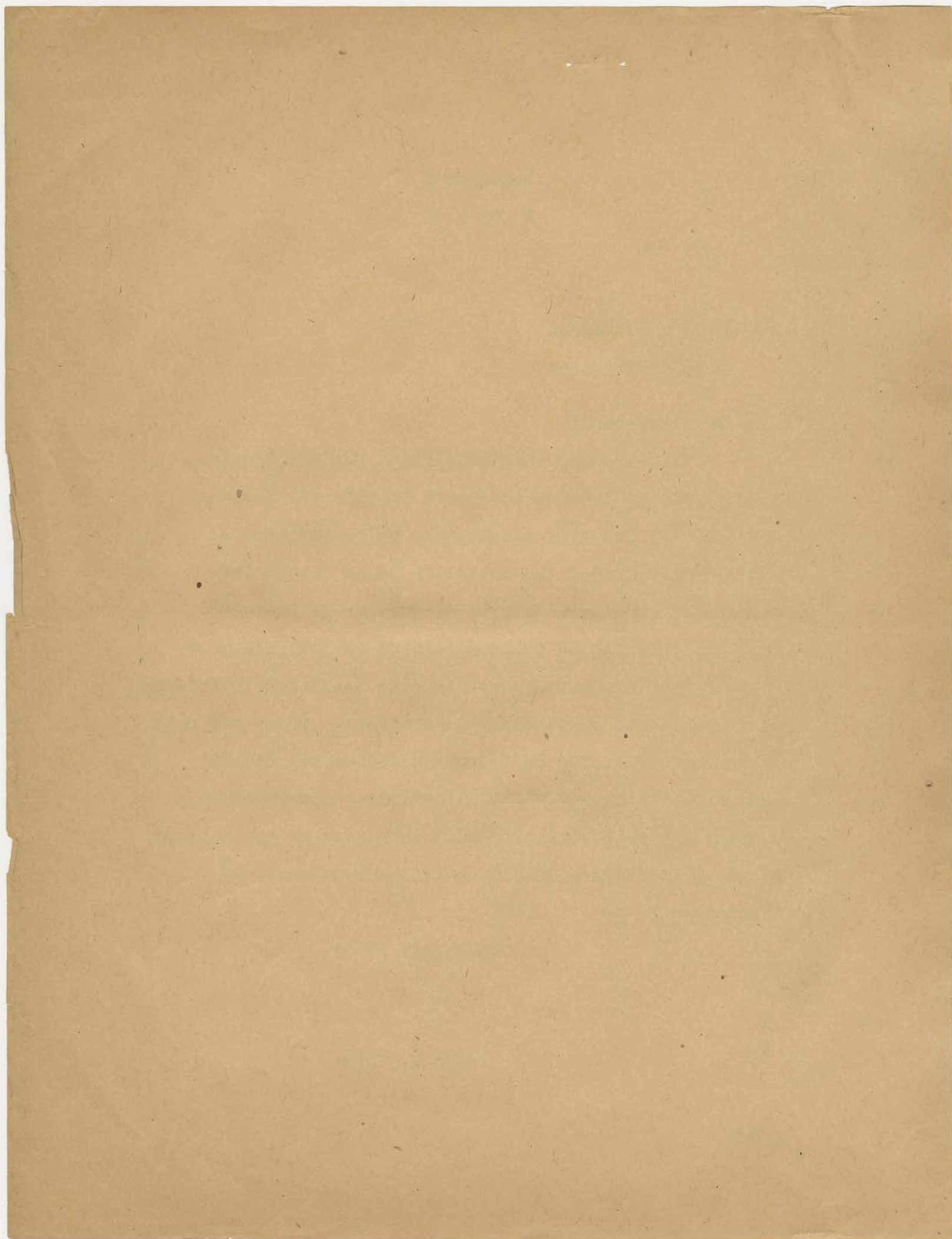
In sending the invitations for the Trustee Faculty dinner I think we should include the research Associates. You will recall that these indicate an undetermined grade, the intention being to appoint persons who are primarily to be engaged in research. They are intended to include persons of a standing as high as that of Instructors, or even Assistant Professors, so far as their competence is concerned. There are only three or four so far as I know--Jared Morse, Department of Physics, <sup>was</sup> ~~Dr. W. H.~~ Taliaferro, Department of Hygiene and Bacteriology, and I think one or two persons in the Meat Packing Institute in the Department of Chemistry.

Sincerely yours,

James H. Tufts

JHT-L





# The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

December 4, 1925.

Mr. James H. Tufts,  
Faculty Exchange.

Dear Mr. Tufts:

Please add to the list of  
persons appointed since December, 1924, the  
names of the following:

W. T. Beauchamp, Instructor,  
in the School of Commerce and Administration,  
from October 1, 1925.

W. A. Craigie, Professor, in  
the Department of English, from October, 1925.

R. H. Keniston, Professor, in  
the Department of Romance Languages, from July,  
1925.

Yours very truly,

*J. Dickerson*

Secretary.

*Original list returned to Mr. Dickerson*

*12-10-25*



The University of Chicago

The Board of Trustees

December 4, 1937

Mr. James H. White,  
New York University.

Dear Mr. White:

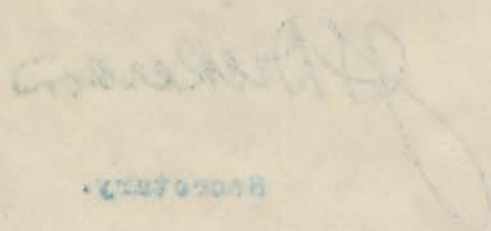
Please add to the list of

persons appointed since December, 1934, the

names of the following:

W. T. Beardsley, Instructor,  
in the School of Commerce and Administration,  
from October 1, 1937.  
W. A. Craigie, Professor, in  
the Department of English, from October, 1937.  
H. H. Henshaw, Professor, in  
the Department of Romance Languages, from July,  
1937.

Yours very truly,

  
Secretary.

Original not retained in the University

# The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

December 3,  
1925

Dean J. H. Tufts,  
Faculty Exchange.

Dear Dean Tufts:

I am sending to you herewith, for use at the dinner on December 10, the list of new appointees during the past year, including the appointments made at the December Board meeting of 1924. The list is a somewhat difficult one to prepare. I have eliminated from it the names of persons appointed in the University who were formerly on the staff of Rush Medical College, or are still on the staff of Rush Medical College, with the exception of Dr. Phemister, Dr. Curtis, Dr. Miller and Dr. Van Allen. It seems to me they ought to be welcomed. I have omitted the names too of some whom are, I think, in Europe. On the other hand some names appear which I am not certain whether they are abroad or not. I have also erased from this list the names of persons who have not accepted their invitations to the dinner. Some 150 persons invited have not yet declined or accepted the invitations to the dinner. Among the list of sinners in this respect is the distinguished Vice-President and Dean of Faculties of the University, my



The University of Chicago

THE BOARD OF TRUSTEES

OFFICE OF THE SECRETARY  
UNIVERSITY OF CHICAGO

December 14  
1913

Dean J. R. Felt,  
University of Chicago.

Dear Dean Felt:

I am sending to you herewith, for use  
at the dinner on December 18, the list of new appointees  
during the next year, including the appointments made  
at the December Board meeting of 1913. This list is a  
slight addition to the list of 1912. I have eliminated  
from it the names of persons appointed in the University  
who were formerly on the staff of Rush Medical College,  
or are still on the staff of Rush Medical College, and  
the exception of Dr. Henshaw, Dr. Gurkin, Dr. Miller  
and Dr. Van Allen. It seems to me they ought to be  
welcomed. I have omitted the names of some whom  
you, I think, in Europe. Of the other new names  
I am not certain whether they are added or  
not. I have also added from this list the names of  
persons who have not accepted their invitations to the  
dinner. Some 150 persons invited have not yet declined or  
accepted the invitations to the dinner. Among the list  
of names in this respect is the distinguished Vice-  
President and Dean of Teachers of the University, Mr.

Dean J. H. Tufts - #2.  
December 3, 1925.

beloved friend, James Hayden Tufts. I am assuming,  
however, that he will be present, but I wish he would  
send in the card.\*

Yours very truly,

*J. H. Tufts*  
Secretary.

Hutchinson, House and Kleitman have been  
under appointment hitherto as Assistants and National  
Research Council Fellow respectively, but this is their  
first appearance as actual members of the faculty. You  
will use your own judgment as to whether it is desirable  
to mention them.

\* arrives at the psychological moment

*All should be  
included*



Don J. W. Telfer - 42.  
December 3, 1922.

Beloved friends, James Hayden Telfer. I am assuming,  
however, that he will be present, but I wish he would  
come in the end.

Yours very truly,

*John J. W. Telfer*  
Secretary.

Hutchinson, Hays and Elletts have been  
their appointments. Hays as Assistant and Hays as  
Research Council Fellow respectively, but this is their  
first appearance as actual members of the faculty. You  
will use your own judgment as to whether it is desirable  
to mention them.

\* review of the psychological movement

*John J. W. Telfer*  
*Secretary*

# The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

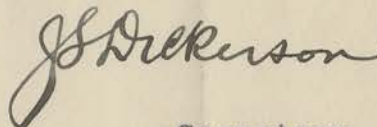
November 21, 1925.

Mr. James H. Tufts,  
Faculty Exchange.

Dear Mr. Tufts:

The committee on arrangements  
for the Trustees' dinner to the faculties would  
be glad to have you introduce, on the evening of  
December 10, the new members of the faculties.  
I can have that list prepared for you if you  
desire to have me do so.

Yours very truly,



Secretary.



The University of Chicago

The Board of Trustees

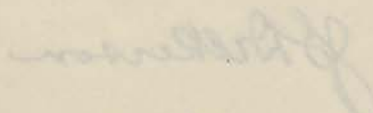
November 21, 1925.

Mr. James H. Tufts,  
Faculty Exchange.

Dear Mr. Tufts:

The committee on arrangements  
for the Trustees' dinner to the faculties would  
be glad to have you introduce on the evening of  
December 10, the new members of the faculties.  
I can have that list prepared for you if you  
desire to have me do so.

Yours very truly,

  
Secretary.

# The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

June 2,  
1925

Mr. James H. Tufts,  
Faculty Exchange.

Dear Mr. Tufts:

On March 13, 1924, the Board voted, you will remember, to retire certain members of the faculty. No formal notice from the Secretary was sent to these members of the staff as President Burton, with his characteristic wisdom, thought that it was better for him to communicate this decision, rather than to break the news by a formal letter from the Secretary.

It has occurred to me, however, that it might be necessary to send some formal notice on behalf of the Board of Trustees. I hope not, but if you think such a notice should be sent, perhaps you will be good enough to indicate the form which it should take. The names of those in this list, as acted upon by the Board of Trustees are as follows:

John M. Coulter  
C. F. Castle  
T. L. Neff  
Marion Talbot  
F. J. Miller  
B. S. Terry  
W. D. MacClintock  
A. H. Tolman  
I. M. Price.

I am delighted to hear of the continued progress of Mrs. Tufts, and hope she will continue to improve. I know you will rejoice with me on the hopeful outlook for my son. We are greatly relieved by his condition.

Yours very truly,

*J. H. Dickerson*  
Secretary.



The University of Chicago

300 North Dearborn

June 2,  
1922

Mr. James H. Teller,  
Faculty Exchange.

Dear Mr. Teller:

On March 15, 1922, the Board voted  
you will remember, to revise certain members of  
the Faculty. No formal notice from the Secretary  
was sent to these members of the staff as President  
Wilson, with his characteristic wisdom, thought  
it was better for him to communicate this  
decision, rather than to break the news by a formal  
letter from the Secretary.

It has occurred to me, however, that  
it might be necessary to send some formal notice  
in behalf of the Board of Trustees. I hope not,  
but if you think such a notice should be sent,  
perhaps you will be good enough to indicate the  
in this list, as acted upon by the Board of Trustees  
are as follows:

John M. Coulter  
C. F. Gifford  
T. L. Hall  
William T. Lister  
J. J. Miller  
D. B. Perry  
W. D. Woodbridge  
A. R. Tolson  
L. M. Price

I am, of course, in favor of the continued  
service of Mr. Teller, and hope she will continue  
to be with us. I know you will rejoice with me on the  
happy prospect for my son. We are greatly  
relieved by the addition.

Yours very truly,

*Robert H. Teller*  
Secretary.

The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

*Board*  
May 27, 1925.

Dean J. H. Tufts,  
Faculty Exchange.

Dear Dean Tufts:

My recollection is that the increase in the tuition fees in the Law School was recommended, but none of us can find that the action has been taken. If this is true, the matter should be brought before the Board of Trustees at the June 11 meeting. Will you please let me hear from you. It may be that there was to be some preliminary step taken before the Board was to act.

Yours very truly,

*J. S. Dickerson*  
Secretary.

*will report it*



The University of Chicago

The Board of Trustees

May 27, 1922

Dean J. E. Tuttle,  
Faculty Exchange.

Dear Dean Tuttle:

My recollection is that the increase  
in the tuition fees in the Law School was recommended,  
but none of us can find that the action has been taken.  
If this is true, the matter should be brought before  
the Board of Trustees at the June 15 meeting. Will  
you please let me hear from you. It may be that there  
was to be some preliminary step taken before the

Board was to act.

Yours very truly,

Secretary.