



ROYAL HAWAIIAN HOTEL
HONOLULU, HAWAII

2/13/31

[Handwritten signature/initials]

Dear Mr. Embree:

Your interesting letter of the 31st ult. detailing your activities also yours of the 4th re: Trustees meeting - The Tuskegee idea does not strike me at all favorably - We could not count on all going & even if they did it would be unsatisfactory from a business standpoint - Our minds would not be on our work - Even our regular Tuskegee trustee meetings are handicapped by the sight seeing - start late & are hurried -

I am in full accord with your
views on industrial education -
Theoretically it sounds fine, but I
am convinced that the results do
not justify the cost - either in
rural schools or in high schools - this may
not apply to domestic science &
that might be given further trial -
What you wrote may serve to clarify
the question here - I called Gov Judd's
attention to it & he asked me to send
a copy of what you wrote to the Chairman
of a Comm. - Mr Collins. We just
came from a Tea at Dr Withington's with
Mrs Embree - Mrs W. is also a delightful
person - I hope Dr Alexander will
accept the Presidency - Newell Martin's
letter gave Mrs Braemwald & me a great
kick

Mr. Debs - Clark Howell & Percy Strauss
were guests of honor at luncheon at
Plaza Country Club today. What I attended
Mr H asked especially about you and
you had dined with him the day
before he left - I must dash for dinner
now & this must be mailed -

Mrs Rosenwald joins in cordial
greetings to you & all at the office

Yours

Julius Rosenwald



ROYAL HAWAIIAN HOTEL
HONOLULU, HAWAII

JK
R0220

Miss Stinson:

Please telephone Mr. Roppenhusen
(att'y) that I had written to Mr. Sommers
schem in regard to the matter he wrote me
about & I will take it up with him
when I return -

*Left to
Mr. Roppenhusen
10/10*

The reprints of the Atlantic
articles nor "Flexner's" books nor
"Up from Slavery" have been received
2/6

Please send a Sears Catalog to
Miss Woolley c/o Ralph E. Woolley

*to
Caucas
will
order
from L.A.*

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ROYAL HAWAIIAN HOTEL
HONOLULU, HAWAII

HC

2/6/31

this Bookless House
E88

Dear Mr. Embree:

Thank you for yours of the 27th
+ enclosure of Mr. Meads letter. We had
hardly opened the latter before Mrs Swanny
phoned saying she had heard from
Mr Mead - please thank him it will
save me writing - Miss D. can phone him -
I am sending your letter + Dr Finleys
clippings to Mrs E. - she was out with
us today - He stopped to see the Beers + an
to dine at the Gov's in their honor - We
heard him speak - He had an audience of
nearly 2000 on Tuesday evening Mrs E.
John were with us. He gave me a public
adv. - principally on account of the Hubert
Cont. to the Mental Hyg. cause -

Today I landed at the Oahu Club
with the Trustees of Panahau - a fine group
We have visited the school twice -
Shepard & Crawford are both fine - I have
seen them several times - The place
teems with interesting people &
activities - A veritable beehive of
civic & educational movements -
& all of superior quality - even the
Salvation Army work - We can not
tear ourselves away & will remain
for the 28th Malolo - I was glad to know
of your work at Fisk Vanderbilt &
that you will also go to Atlanta - I'm
sure you were benefitted as well as
your audience - Thank you for the
good advice - I'll try to follow it -
Mrs. Rosenwald blesses you for sending
it - Alfred's whole on Fletchers book
made good reading - We are royally
treated by the inhabitants - Just try to
all with the best - Julius Rosenwald

5 mjr

January 27, 1931

My dear Mr. Rosenwald: The letters from you, Mrs. Rosenwald and members of my own family delight me a great deal by their reports of your enjoyment of the Islands. You are in the spot, next to Japan, which seems to me the most interesting in the world. I am glad that you are enjoying it so much.

I am enclosing a letter from Professor Mead, sent in response to my telephone call and note asking him either to send you a list of people to see in Honolulu or to write directly to friends of his whom he thinks you should meet. He has apparently done the latter.

I am enclosing a clipping from the New York Times reporting one congressman's attitude toward military education in the schools and at least inferentially concerning citizens' training camps. This is by way of gentle propaganda on my part, for I hope some day soon you will cease contributing to the Citizens' Military Training Camp in the Chicago area and so not be a party to perpetuating what Congressman Collins describes as "an obsolete military system and military mindedness."

I am also enclosing an interesting note from John Finley of the Times. Please return this for the files. Miss Sargent, I think, sent you the excellent editorial which Mr. Finley wrote on the Annual Report. In addition to the editorial in the Times, a number of editorials are appearing in southern newspapers on "The Negro Front."

I have just spent a week in Nashville where I have been giving a series of seminars to upperclass students at both Vanderbilt and Fisk. I also gave a number of talks to faculty and student groups at these two leading southern universities, one white and the other colored. This is the longest visit that I have had at a single southern city since I came to this office. It gave me an opportunity to get acquainted rather intimately with the thinking and the current interests of students and faculty. I was delighted by my contacts at both places. Fisk is forging ahead, has an excellent student body and a good, though still uneven, faculty. That is, some of the faculty members are very good, and others are still very poor.

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Mr. Rosenwald - 2

1/27/31

At Vanderbilt both faculty and students seem to me to be taking a much more objective attitude toward race problems than was the case in any white university in the South fifteen or twenty years ago. I think the South is coming rapidly to the idea that Negroes are simply one part of their population and that advancement of all racial groups is necessary to the progress of the South. The great amount of cooperation by Negroes and whites involved in the Rosenwald school program has been a factor of immeasurable value in bringing about or hastening this change of sentiment.

I hope you continue to take life easily and quietly. Things are going smoothly in the office. I cannot say that we do not need you, but I am increasingly convinced that you ought not to wear yourself out in daily routine and that you could be of more help to all the causes in which you are interested if you would leave the detailed operations to us and hold yourself for consultation and decision on important matters.

Whether in Hawaii or Chicago, I believe occasional, leisurely conferences on important matters will be much more helpful than the gruelling routine in the office. You have done more than your share of that already in your lifetime. But your counsel and your decision on important matters is of the greatest value. We are not bothering you with details of the daily work. If and as important matters come up, we shall of course let you know of them.

My best greetings to you and Mrs. Rosenwald, and to members of my family when you see them.

Very truly yours,

EDWIN R. EMBREE

ERE:VD

Mr. Julius Rosenwald
Royal Hawaiian Hotel
Honolulu
Hawaii

enc 3

FISK
UNIVERSITY

7

February 2, 1931

Dear Mr. Rosenwald: I report herewith a few things that have been occupying some of our time and attention recently:

1. At a conference concerning a proposed survey of Negro hospitals and health facilities in New York City, which Dr. Davis and Dr. Harris of this office attended on invitation, a small clique of Negro physicians and politicians vociferously attacked the whole idea of special hospitals for Negroes and criticized the connection of the Fund with such proposals on the ground that they represented segregation. This sentiment bobs up every so often in certain quarters, particularly in the more vehement and thoughtless Negro papers. The whole matter in New York was clouded by a personal and factional squabble. But as the issue itself is important, I attempted, in a talk which I gave at the dedication of the new buildings of the Mercy Hospital in Philadelphia, to outline our position and to explain the clear necessity for special Negro hospitals if provision was to be made for training Negro physicians and interns, or even for the practice of medicine under modern conditions by Negro physicians. This statement of mine has been pretty widely reported. I think the point is now clear in the minds of most thoughtful Negroes and on the whole the hubbub was probably worth while, since a large number of Negroes have been forced to think through clearly a matter which heretofore has been chiefly in the realm of unspoken sentiment. I enclose a few clippings on the subject.

2. As you have doubtless heard, Dr. Kaempffert is resigning from the directorship of the Industrial Museum. Thinking we should, in your absence, at least acquaint ourselves with the facts, I asked Lessing Rosenwald, who happened to be in town, to talk to Dr. Wormser or Dr. Kaempffert about it. I thought that such an inquiry might come better from him than from an officer of the Fund. He had a talk with Dr. Kaempffert who stated that his ideas and conceptions of the Museum were so different from those of the directing board, especially Chairman Abbott, that it seemed wise for him no longer to try to carry the responsibility. His decision was apparently taken beyond recall. He returns, I understand, to the New York Times. There did not seem to be anything further that was proper for us to do, but I am exceedingly sorry that Kaempffert is leaving. He is an able man, although his strong point may not be administration.

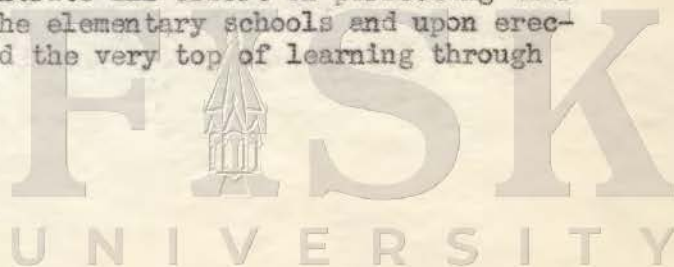
1/31/31

3. Alfred Stern and I are going this week to New Orleans for conferences concerning the trade school. At the same time I am attending to a number of other things in New Orleans, especially Dillard University and Gulf-side Assembly. The plans and prospects of Dillard and of the hospital associated with it continue to flourish. Edgar Stern and the other New Orleans trustees are a tremendous asset. No one can estimate the value of these men, both in raising the local quota of funds and in driving ahead the whole project. The trustees will doubtless offer the presidency to Dr. W. W. Alexander and I have a good deal of hope that he will accept it. With so remarkable a man in charge, and with the support of two cooperating denominational boards, as well as the foundations and private givers, and with the direction of the able Board of Trustees, this institution should make a splendid contribution.

4. Concerning our efforts in industrial high schools, I am still far from satisfied or clear in my mind. I hope we can work out an experiment in New Orleans that will show something definite one way or another. The whole field of vocational training is confused. Leaders in white education are dissatisfied with results and with present methods.

My own guess is that the thing to do is to give students good fundamental general education and then let them learn the tricks of their trades on the job. It does not take much education to train a carpenter or plasterer or auto mechanic, if the man has some sense to begin with. I believe that the duty of the schools is to give this fundamental "sense" and to leave the applications of it to work on the job or to some sort of apprenticeship. At any rate, beyond the experiments to which we are already committed, I do not want to see the Fund make further contributions - or persuade cities to put more of their own funds - into this very uncertain field.

In fact, the more I think about it, the more inclined I am to concentrate our attention and our resources in Negro education upon (a) elementary public schools and (b) the four centers of higher learning: Washington, Nashville, Atlanta, and New Orleans, on which we must increasingly rely for teachers, leaders and the education of students of exceptional promise. We have already done an amazingly successful job in getting school houses built. The next problem is to get better teachers into these schoolhouses and better attendance for longer terms by the pupils. The great bulk of the Negroes do not now get beyond the third grade, and for years and decades to come the race will not get much beyond elementary school. If we can assure them first rate facilities for getting the fundamentals in the elementary schools, we will be making the real contribution to the education of the race. I am inclined to concentrate all effort on perfecting this broad horizontal base represented by the elementary schools and upon erecting a thin vertical line upward toward the very top of learning through



Mr. Rosenwald - 3

1/31/31

the four great centers which we and the General Education Board have selected for special emphasis. To carry out this simple scheme will consume all the energy and resources we may want to put in it. Such a procedure will mean more in its ultimate influence than any number of scattered gifts to high schools, state colleges and small denominational institutions.

I am enclosing a copy of a delightful letter from Newell Martin which I am sure will appeal to you as it did to me.

Very truly yours,

ERE:VD

Mr. Julius Rosenwald
Royal Hawaiian Hotel
Honolulu, Hawaii


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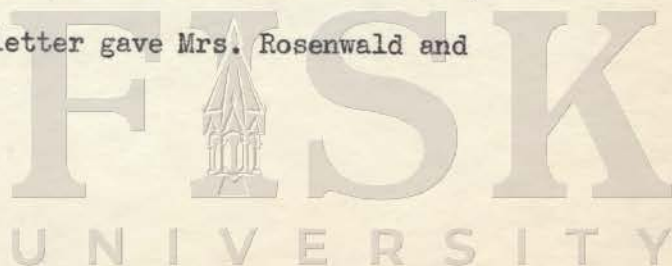
JR

Royal Hawaiian Hotel
Honolulu, Hawaii

2/13/31

Dear Mr. Embree:

Your interesting letter of the 31st. ult. detailing your activities also yours of the 4th. re: Trustees meeting. The Tuskegee idea does not strike me at all favorably. We could not count on all going and even if they did it would be unsatisfactory from a business standpoint. Our minds would not be on our work. Even our regular Tuskegee trustee meetings are handicapped by the sight seeing - start late and are hurried. I am in full accord with your views on Industrial education. Theoretically it sounds fine, but I am convinced that the results do not justify the cost - either in rural schools or in high schools - this may not apply to domestic science and that might be given further trial. What you wrote may serve to clarify the question here. I called Gov. Judd's attention to it and he asked me to send a copy of what you wrote to the Chairman of a Comm. - Mr. Collins. We just came from a Tea at Dr. Withington's with Mrs. Embree. Mrs. W. is also a delightful person. I hope Dr. Alexander will accept the Presidency. Newell Martin's letter gave Mrs. Rosenwald and



me a great "kick".

Mr. Achs, Clark Howell and Percy Strauss were guests of honor at luncheon at Oahu Country Club today - which I attended. Mr. H. asked especially about you - said you had dined with him the day before he left. I must dress for dinner now and this must be mailed. Mrs. Rosenwald joins in cordial greetings to you and all at the office.

Yours,

Signed

Julius Rosenwald

Julius Rosenwald Fund

925 S. Homan Avenue
CHICAGO

To

~~Julius Rosenwald~~

(voucher)

Credit Voucher No. 588

Date January 2, 1931

Loan ----- \$250,000.00

F. N.

Accounts	Appropriation No.	Debit	Credit
Accounts Payable - Julius Rosenwald			\$250,000.00
<div> <div>Prepared By</div> <div>Checked By</div> <div>Posted By</div> <div>MGJ</div> <div></div> <div></div> </div>			

FISK
UNIVERSITY
For Controller

5

February 14, 1951

Dear Mr. Rosenwald: You will remember that we had some conversation last fall about Jewish admissions to medical schools. At your suggestion I asked to have the facts on this subject reported upon in detail by Dr. Willard C. Rappleye who was directing a study of medical education under one of Dr. Wilbur's committees. Dr. Rappleye's statements were presented not only to me but, at their request, to the American Jewish Committee and were reported in the enclosed memorandum by that Committee. These, I think, will interest you.

The figures indicate (1) that even the smaller number of medical schools are today graduating more doctors than the much larger medical schools were turning out in 1910; (2) that this number of medical graduates is likely to increase and so add to the number of physicians in America, where the numbers are already greater in proportion to the population than ⁱⁿ any other important nation in the world; (3) that of the students admitted to medical schools, 18% are Jewish, roughly six times the proportion of Jews to the population of the country. In other words, medical admissions today represent not a discrimination against, but rather in favor of Jewish students.

I am also enclosing a letter from Dr. I. M. Rubinow which came to you last December and which refers to discrimination against Jews in industry. This is one of the communications that you were unable to give time to during your last days in the office. Possibly you will care to read it over in the leisure of Hawaii. When you have finished with them, we should like to have both communications for the files.

Very truly yours,

EDWIN R. EMBREE

ERE:VD

Mr. Julius Rosenwald
Royal Hawaiian Hotel
Honolulu, Hawaii

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SEARS, ROEBUCK AND CO.

TELEGRAM

DAY TELEGRAM

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DAY LETTER

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A deferred night service, delivery on the morning of the ensuing day. Rate of fifty words or less equal to rate of a ten-word full-rate telegram.

MARK AN X OPPOSITE THE CLASS OF SERVICE DESIRED.

SEND TO

DEFERRED CABLE

DATE February 16, 1931

ADDRESS

Rosenwald
Honolulu


DESCRIBED NEGOTIATIONS ON PROPERTY LETTER MAILED LAST SATURDAY WHICH MAY NOT
 REACH YOU STOP ~~IF NOT RECEIVED WILL SEND COPY TO CALIFORNIA~~ TWO DEALS
 NOW PENDING BUT SETTLEMENT DOES NOT LOOK IMMINENT ALFRED LOVE

ALFRED

SENT BY

1:30

DEPT.



FISK
UNIVERSITY

P

February 16, 1931

Dear Mr. Rosenwald: A good deal has been happening at the University of Chicago, including some superficial disturbance as well as much progress. On the disturbance side, several unrelated incidents have happened at the same time and so given the impression of a general turmoil and unrest. Three members of the philosophy faculty have resigned, including Professor Mead. Although each of the men is going to a position elsewhere at much larger salary, the affair has appeared in the papers as a kind of walk-out of martyrs. Meanwhile a sharp difference of opinion appeared in the biological and medical faculties over the proposal to appoint Dr. Franz Alexander, of Berlin, as a regular full-time professor of psycho-analysis.

The main trouble is the old fight between complacent faculties and an administration determined to improve the teaching staff and to insure better education. It is the same struggle that Harper had in the old days at Chicago, Eliot had at Harvard and Aydelotte is having at Swarthmore.

I have been talking with Hutchins daily during the past week. I have urged him to yield and conciliate on all small points but to stand like a rock on the fundamental issue of the President's right to block mediocre appointments and to initiate (subject to the vote of the given faculty) new appointments.

Abraham Flexner has been in town for the past few days and I have had talks with him on a number of subjects, including the situation at the University, in which he has naturally been interested and into which he has inquired with his usual incisiveness. He has just told me that he thinks President Hutchins may have been somewhat too anxious for immediate results and therefore less patient than he might have been in a situation which, as you know, has in it a great deal of entrenched mediocrity. Flexner says he has no doubt that the President is right in principle and that his actions are all in the direction for the improvement of the University. He has inherited a faculty which has been growing poorer since the days of Harper and a recall to supreme excellence naturally creates ructions. We all hope that the administration will stick to its guns and its principles. Possibly it should move somewhat more slowly and tactfully but there is so much slowness and tact in universities generally that one cannot help but admire even a little too much of the opposite.

ERE:VD

Mr. Julius Rosenwald
Royal Hawaiian Hotel
Honolulu, Hawaii

Very truly yours,

EDWIN H. EMBREE

FSK
UNIVERSITY

7 JR
February 19, 1931

Dear Mr. Rosenwald: Miss Stinson has sent on to you a letter from Major Moton about the Tuskegee celebration. Will you let us know what you want us to do in your behalf for arrangements so far as the Chicago guests are concerned? Probably invitations and detailed arrangements should be attended to in advance. I imagine you will not be returning very much before the time of the Tuskegee Meeting.

If it seems to you a good thing to have our trustees' meeting in Tuskegee, I think we might set the time for Saturday, April 11, the day before the celebration begins. Trustees might then stay for as much or as little of the celebration as they individually desire.

So many people seem to have been interested and favorably impressed by my brief review of Negro progress in the last Annual Report that I am being persuaded to get out a little book reviewing briefly, but comprehensively, the development of the American Negro during the past hundred years. I have most of the information either in my mind or in the files of this office. If I can do the thing as well as I hope, it may be a contribution both to literature and to sound thinking about the Negro. There would, of course, be no question of financial support from the Fund as two or three publishers have already told me that they would be glad to handle such a publication, as a regular publishing venture. I am getting the material together. Before printing, I should want to have it gone over carefully for accuracy of facts by a number of people such as W. W. Alexander, Charles Johnson, etc. etc.

The visits to Nashville and Atlanta went off well and I believe were very profitable all around. I was able to get an intimate appraisal of Vanderbilt and Emory, two of the most important of the southern white universities, as well as of Fisk, and the group of Negro colleges in Atlanta. I was most favorably impressed by the student body at Fisk and by the general situation at Emory. This is the first of the southern white institutions that has proved, on investigation, better than I had supposed. In general the more intimately one sees southern universities, the more discouraged he becomes. Possibly the best hopes are the University

FISK UNIVERSITY

Mr. Rosenwald - 2

2/19/31

of North Carolina, Vanderbilt, (if they get the right president to succeed the present aged chancellor) and Emory. Tulane has a great opportunity, but it is shockingly lacking in leadership. The same thing unfortunately is true of Peabody.

I am still convinced that we should try to help in building up leadership in southern universities but the whole business is going very slowly. A good deal more time will be needed. Fortunately for the next few years any help at these colleges will involve very little money.

I have been talking to Mr. Flexner about southern universities and about our Negro educational programs. His council is most helpful.

Very truly yours,

ERE:VD

EDWIN R. EMBREE

Mr. Julius Rosenwald
Royal Hawaiian Hotel
Honolulu, Hawaii

FISK
UNIVERSITY

7
March 6, 1931

Mr. Rosenwald: According to custom, I am calling your attention to a number of things which have been before the officers of the Fund during recent months, believing you may be interested not only in our overt acts as recorded in the minutes of meetings, but also in the matters which are occupying our attention and which may come up for discussion and action in the future.

1. An attack has been launched upon the Fund's policy in Negro hospitals and health by one of the two factional medical groups in Harlem. We had agreed to assist in a survey of medical facilities for Negroes in New York City. In a conference meeting of Harlem doctors at which Dr. Davis and Dr. Harris of our office were present on invitation, the proposed survey was opposed and the claim was made that the Fund was promoting race segregation through our hospital efforts.

Although the attack was from a small faction which appeared to be trying to gain political ends under a screen of "high moral principles", the issue seemed important enough to justify us in making our stand clear. This I did in an address at the dedication of the new building of Mercy Hospital in Philadelphia to which we had made an appropriation. The outline of policy contained in this talk received wide-spread and favorable comment in the Negro press, whereupon this factional group in New York, the so-called Manhattan Medical Society, issued a fifteen page open letter addressed to me, given to the press, but significantly enough never sent to me. For the information of the trustees there are enclosed herewith excerpts of this open letter as printed in the New York Times and also part of my talk in Philadelphia which covers our policy with respect to Negro hospitals.

2. The southern school program is being administered according to the budget approved last spring except that the officers are restricting our grants as much as possible. A few large consolidated schools are also being built. Our attention is being turned more and more toward what is going on inside the school. The intensive study of rural schools that has been going on under Mr. Foreman and Mr. Bond will be ready to present this spring. Mr. McCuiston has also prepared significant reports on teachers in Negro schools and on southern school finance.

We have been giving a good deal of attention to industrial high schools and trade schools. This proves to be a complex problem. Probably the most soundly conceived of our projects is in New Orleans where the school is to concern itself only with trade instruction on a semi-apprenticeship basis and not pretend in any way to be a part of the system of general education.

We are searching for just the right man to serve as director or consultant of our whole educational division. We have considered a number of individuals only to decide for one reason or another that they were not the persons we wanted. We have one or two excellent leads and may be in a position to make an appointment within a few months. Meanwhile the

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present officers, chiefly Mr. Stern, have been supervising our present program, using such men as Franklin J. Keller of the East Side Continuation school in New York, and Walter R. McCornack, school architect of Cleveland, as part-time consultants.

3. The county library program is proceeding satisfactorily. We are making significant demonstrations of the possibility of extending the use of books to all sections of counties: rural and urban, colored and white. The county authorities are carrying out the plans competently and enthusiastically.
4. Believing that it would be a good thing to get acquainted more intimately with southern universities, both colored and white, I have spent a good deal of the winter in the South, devoting a solid week each to Nashville and Atlanta where I conducted student seminars at Vanderbilt, Fisk, Emory and Morehouse, and met informally with faculty and student groups. The chief impressions were that Fisk, among the colored institutions, and Emory, among the white, were surprisingly good. Emory may be one of the most strategic of the white institutions with which to cooperate in the near future. Plans for building up faculties, particularly in the social sciences at Vanderbilt, Peabody, and Tulane, while as important as ever, continue to meet discouragement because of the lack of leadership.
5. Members of the staff have been much interested in reading and commenting upon Abraham Flexner's recent book: "Universities." As an extra-curricular activity we have all read and exchanged papers on this provocative volume. The comments of Dr. Michael M. Davis are so interesting in themselves and present so well a reasoned criticism of Mr. Flexner's general attitude that I have thought the trustees would be interested in reading it, and am enclosing it herewith.

We had thought that it might be desirable to have the spring meeting of the trustees in Tuskegee at the time of the celebration of the semi-centennial of the founding of the Institute. But since it is apparent there will be a great deal to distract attention during the Tuskegee festivities, and since certain of the trustees could not attend at that time, we now plan to hold the meeting as usual in Chicago, probably early in May. The business can be transacted in fairly brief sessions of a single day, or at most a day and a half. Will you be good enough to let me know if the week-end either of May 2 and 3, or May 9 and 10 would be convenient for you for these meetings?

Very truly yours,

ERB:VD
kp

FISK
UNIVERSITY

P 3-25-31

Mr. Rosenwald.

I am enclosing herewith a letter which was sent to Mr. Buffington, and a similar note to other members of the board enclosing the formal minutes of the last meeting of the stockholders and board, as well as a copy of Mr. Taylor's article. I should like to comment briefly on some of the matters which are mentioned in the attached report:

1. I believe the first four paragraphs are self-explanatory. If you have any questions you would like to ask, I will be glad to answer them.
2. There was considerable discussion regarding the replacement of the old buildings on the corner of 46th and Michigan. The management is having great difficulty in renting these buildings, and we have had to revise downward our schedule of rents to meet competition. New tenants coming into the building almost invariably want an apartment in the new building, and it is difficult to fill the apartments in the Sheridan-McClintock building even at the revised rent.

Please understand that I am not urging the re-building of the old buildings but felt that the matter should be brought before the board for them to be responsible for any action that may be taken. It was the opinion of the board that before any move was made this matter ought to be discussed carefully with you. Mr. Buffington expressed himself at some length on the matter of the ^{proper} ~~best~~ time from the standpoint of construction costs to re-build the buildings. It was largely his recommendation that the plans be put in such shape that bids could be obtained at different times to sound out the market. Mr. Swift also expressed himself on this point, and felt that we should make this move. It was recognized that the additional capital needed, amounting to some \$300,000 if we should proceed with the re-building, would come from you.

Mr. Brown recommends, as do the others of the board, that we find out the lowest cost at which the architects could draw up the final plans and specifications. If you approve, I will get figures from the architects which will not in any way obligate our going through with the project if that does not seem warranted.

3. I am enclosing a copy of a letter to Mr. Lindheimer regarding the question of taxes. There seems no doubt but what the amount would be greatly reduced by protesting, at least so it would come within the budget figures. This is the general procedure in arriving at a fair assessment for taxes, and we will do nothing which is not within the province of accepted and ethical business practice.
4. Several groups have been interested in a State Housing Commission. I am attaching herewith a copy of a bill which was introduced by Mr. Ickes last week to the House.
5. Hugo Sonnenschein called me for some additional information regarding the

placing of the mortgage with the Metropolitan Life Insurance Company. Mr. Weingard of the Chicago Trust Company is making a report which he plans to present to the officials in New York next week when he goes on. Hugo also plans to be in New York sometime around the first of April and will take the matter up with them further. Although we can not make any definite predictions, it looks hopeful that an advantageous deal can be made in the placing of this mortgage.

If there are any questions which come to you about the meeting of the board or any other aspects of the housing project, I shall be glad to answer them as best I can.

A. K. S.

kp
March 25, 1931

4
Mr. Rosenwald:

RE: Woody's book on Frank L. Smith.

I spoke to Professor Merriam. He agrees that it would be an excellent thing to distribute copies of the Frank L. Smith book. He feels it is a good piece of work and is a description of a remarkable instance of social pathology. He thinks it would be especially useful to get the book into the hands of congressmen, legislators and public officials. University libraries and social science faculties are buying it themselves, but without a special distribution he thinks it unlikely that the people who need it most, namely politicians, will see it in sufficient numbers.

The book sells at \$3.00 The University Press is prepared to turn over copies to you at the cost price of \$1.50 if a thousand or more are taken. I think it might be well to start with a thousand, sending them to members of congress and of the Illinois Legislature, and to a selected group of public officials and other individuals, chiefly, but not exclusively, in Illinois. Merriam will be glad to help make up the lists.

ERE:VD

April 10, 1931



7
Mr. Rosenwald: RE: Summer Play Schools in Chicago

I have talked personally with Mr. Meyer of the School Board and Superintendent Bogan. Mr. Meyer assures me that Bogan is to be continued. He and Bogan are both much interested in the proposals and think that if a start can be made, these schools can be taken into the system. After a year or two they hope that a large number of summer opportunities for schooling may be offered in Chicago.

In view of the hearty commitment of these men, and in view of the fact that we now have a reputable city administration, I recommend that you cooperate in getting the experiment started. The original request was that you provide \$7,500 for this year. In our conference, it was agreed that several items such as equipment would be provided directly by the school system, and that other items such as proposed extensive travel by the head of the new school might be omitted. I said that I thought you would be interested in cooperating only if others in the city were also interested and willing to express their interest in cold cash.

My suggestion is that you agree to give dollar for dollar up to a total contribution by you of \$6,000. This means gifts by you to match only cash received from others. Services of individuals, equipment, etc., provided by the city or other agencies would not be counted among the other gifts. A pledge such as I have indicated would be entirely agreeable to the city authorities and I think would enable them to carry out this interesting experiment. It would be a nice thing for you to make this contribution to a city service at just this time when the new administration is coming in.

ERE:VD

April 10, 1931



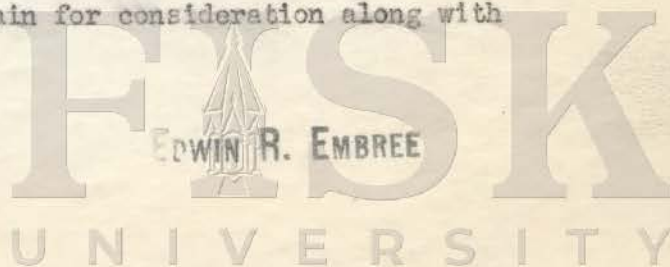
Mr. Rosenwald: I found Mr. Insull, Jr., at his home for the week-end and conveyed your message to him. He seemed very much pleased and asked me to say to you that he appreciated very much indeed this personal tribute from you. I have not yet been able to reach Mr. Hunter, who is out of the office for the day. I shall get your message to him as soon as he comes in.

The only report we have from Howard so far is a telegram which I reported yesterday which reads: "Your letter source of comfort and strength. Trustees repelled all attacks and gave administration unanimous endorsement. Letter later." Signed Mordecai W. Johnson. As soon as we get further details, I shall pass them on to you.

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You will be interested to know that another foundation has followed a number of the principles that we have been advocating. Mr. Crane has just turned over the first capital funds - one million dollars - to the Institute of Current World Affairs. In the charter and constitution, it is provided that principal as well as income may be expended at any time by the unanimous vote of the trustees. The new corporation also follows the precedent of our Fund in providing that after serving for five years a trustee is not eligible for re-election until he has been off the board for at least a year, when his name may come up again for consideration along with all other eligible persons.

ERE:VD
April 17, 1931



P 4-24-31

Mr. Rosenwald: I have been thinking for some time that it would be a convenience and a great saving in taxes if some of your larger pledges were trusted through the Fund. You have outstanding at present about eight million dollars in offers, the terms of about five million of which have been met or will almost certainly be met in the near future.

I suggest that you turn over to the Fund a set of securities to be held as a special fund, somewhat as the suspense account at the University of Chicago.

You could stipulate that the Fund hold these securities in a special account, that it agree to take over your pledges to the social institutions concerned, with the understanding that the Fund in no case would have to pay on account of these obligations more than the amount realized in interest and capital on the special fund - and also that any sums remaining beyond the payments on these obligations would revert to the general treasury of the Fund.

To start with, I suggest that you turn over to such a trustee account some of the larger of your present commitments, including one or two on which conditions are still to be met. The specific obligations that I recommend to be trusted in the Fund are the following:

American University of Beirut in Syria..\$	250,000
Girl Scouts.....	100,000
National Institute of Public Administra- tion.....	150,000
Academy of Sciences.....	500,000
Provident Hospital, Chicago.....	250,000
Russian Colonization.....	2,736,858
The farm project only, not the indus- trial item, on which only a small part of the pledge is likely to be called for.	
Spelman College.....	66,666
University of Chicago Nurses Home.....	500,000
University of Pennsylvania Chair of Philanthropy.....	75,000
	<hr/>
	\$4,628,524

It might be well, if you care to do it, for the arrangement to be put through at the meeting of the trustees of the Fund on May 2. Later, if we were all satisfied with the arrangement, it might be well to go through the list of your pledges and trustee with the Fund a considerable number even of those of smaller amounts.

UNIVERSITY

Mr. Rosenwald: There is a thing which has been on my conscience ever since I have been with you in Chicago; that is your annual gift to the Citizens' Military Training Camp Association. I know these camps appeal to you because of their democratic atmosphere. My opposition is that they are centers for building up militaristic feeling. (There is a good article in this month's "Forum" on the American Legion and militarism which emphasizes again this point.)

I am not a pacifist in the sense of wanting to do away with reasonable naval and military protection, but there is no doubt that the forces of militarism are highly organized and carrying on progressive propaganda in behalf of huge armies and a warlike spirit. One of the best ways of influencing the people is through these voluntary military camps and through the officers' training corps in the colleges. Realizing this, many of the colleges are now doing away with their training corps. I regret to see you continue to aid and abet this sort of thing.

The appeal is in again for your contribution this year. If you do not want to cut off your gift entirely, why not reduce it to the nominal sum that you were giving some years ago, namely \$250? They are asking this year for the same amount that you gave each of the past two years, namely, \$1,000.

In these depressed times, when it is so hard to raise money for the most important social welfare, I regret to see any of your money diverted to questionable causes. For example, Miss Wald is again urging that you continue to support one of her Henry Street nurses. You questioned this item on the list which Mr. Rubinow sent you some weeks ago. It would seem too bad to curtail nursing service so greatly needed at this time and instead make a substantial gift to the military establishment. I hope you will not give anything to the military camps, but if you want to stay on the lists, I hope you will return to your earlier role of \$250.

ERE:VD

April 24, 1931



Mr. Rosenwald - 2

By the proposed arrangement, there would be substantial savings in income tax year by year and in so far as any of the pledges were not paid in full during your lifetime, there would be in certain cases large savings to your estate in inheritance tax. If you are interested, Mr. Rieser, or whatever lawyer you designate, could draw the matter up in legal form for approval by you and acceptance by the trustees of the Fund.

ERE:VD

EDWIN R. EMBREE

April 24, 1931

4-27-31

Mr. Rosenwald: I had a very good talk Saturday with Dr. Mordecai Johnson. We discussed the recent controversy and also his constructive plans for the development of the University. Apparently a number of disgruntled factions rushed together to try to swamp him under a deluge. These factions included the following:

(1) Mr. Emmett Scott who apparently had wanted to be the political and business head of the University. He evidently supposed that Dr. Johnson (as former presidents have) would restrict himself to the academic side of the University and "general leadership." He was surprised and distressed when Johnson insisted upon running the University, including being sure of its financial management and being responsible for appointments of members of the faculty, as well as being interested in reorganization that would look toward efficiency and greater usefulness. Dr. Johnson thinks, however, that Scott was not the most important factor in the present controversy.

(2) Disgruntled lawyers and medical practitioners, who have been thrown out of soft jobs by the complete reorganization of the medical and law schools. Every university president meets this kind of opposition when he tries to organize professional schools on a sound scholarly basis and the opposition is always bitter because the practitioners concerned are losing salaries and prestige and they are often men of standing and influence in the community.

(3) Dr. Johnson suspects that in the buying of land certain members of his Executive Committee, including two white bankers in Washington, were trying to work both sides of the road. That is, while theoretically serving as advisors to him, in the purchase of property they were either directly or through agents buying up the properties in advance in the hope of passing them on to the University at a profit or with fat commissions to themselves. He is not in a position to substantiate these suspicions before a court of law, but the eagerness with which certain buildings and parcels of land were urged by members of this Committee aroused his suspicions. He refused categorically to make the purchases and members of the Committee became incensed, said they were insulted, and started a hubbub.

(4) Congressman Wood of Gary, Indiana, Chairman of the Committee on Appropriations, criticized Dr. Johnson publicly and through the press for what he insisted were communistic tendencies in his speeches. Finding a white congressman ready to attack the President, apparently all the other disgruntled elements rushed in behind him and tried to have it appear that their attacks were simply by way of confirming Mr. Wood's belief that Dr. Johnson was not a fit person to be President of Howard University.

The trustees voted unanimously to uphold Dr. Johnson. The faculty with few exceptions stood solidly behind him throughout, and the student body (which had previously been disaffected because of his

UNIVERSITY

insistence upon clean football, even at the expense of victories) not only stood behind him throughout the controversy, but gave him a veritable oration at the end of the trustees' meeting.

A committee of trustees, consisting of Mr. George W. Crawford, Dr. U. G. B. Pierce, and Dr. Jacob Billikopf, was appointed to investigate conditions and report recommendations for any reorganization that might seem necessary. I have written Dr. Billikopf and expect to talk with him when I am next East. My opinion is that Emmett Scott and one or two other vicious influences should be cut out completely and promptly. There is no use letting such things fester. Occasionally brutality and a major surgical operation are necessary.

I talked also with Dr. Johnson about the things that he has been doing in educational reorganization and his plans for the future. He has sound ideas and courage. He has already done a great deal to make Howard a real university, notably in the reorganization of the medical and law schools and in the great improvement of his general faculty. If he has another five years as good as the past, he will make Howard a first rate university, a thing that it has never yet been, although it has had brilliant work in a few departments. Abraham Flexner was elected a trustee at the last meeting. It is fine that he has come on the Board. He will add courage to the group and will be of a great deal of assistance to Johnson in his educational planning.

Last week Alain Locke was with us for luncheon. He was at his best as he talked about the impetus and spirit in the young Negro. He was enthusiastic about what Dr. Johnson has already done at Howard. He reports that all of the progressive members of the faculty are absolutely committed to him and his program.

I am enclosing a lot of documents which Dr. Billikopf has sent concerning the situation. You may want to glance over some of these.

I am more convinced than ever that Dr. Johnson is a great educator and a great man.

ERE:VD

April 27, 1931

EDWIN R. EMBREE

Mr. Billikopf was in Chicago yesterday attending his aged mother who is ill at Mt. Sinai Hospital. I had a few minutes with him - chiefly talking about Howard.



Mr. Rosenwald: Here are some very fine reviews of Morris Cohen's book. They are from such impartial sources that I think we can be assured that the book is of unusual significance. Shall I inquire from the publisher about prices? I imagine Professor Frankfurter would have good ideas as to the persons and institutions to which the book should be sent.

As I telephoned to your apartment yesterday, I did not send a telegram in your name to New York University. While some of this University's work is good, much of it is very popular and thin. The University is notorious as a publicity seeker and I am confident that they were trying to get telegrams of congratulations purely for publicity purposes.

ERE:VD

April 28, 1931

EDWIN R. EMBREE

enc.



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4-36-31

Mr. Rosenwald: Dr. Millikan called the other day. As he could not see you, he went over in detail with me the whole matter of pledges to the National Research Fund which a committee of the National Academy of Science, under the leadership of Mr. Hoover, has been trying to raise. This was the matter that he tried to speak to you about as you came through California. I have delayed passing the matter on to you until I could consult all of the records in the office and talk with Mr. Levin and Mr. Rubinow, who have handled correspondence for you in this matter. Both of them have read this letter and agree that it states the case accurately. The facts most briefly stated seem to be these:

1. The original plan was to raise twenty million dollars and the attempt was made to get twenty corporations or individuals to contribute one million dollars each toward this, payable at the rate of a hundred thousand dollars a year for ten years. (In two cases, that of the American Telephone and Telegraph and the Association of Public Utilities, two units each were taken - that is, subscriptions were made to a total of two million dollars instead of one million dollars.)
2. It was found that only ten units (instead of the twenty originally hoped) could be financed. It was then suggested that the project go ahead on the basis of these ten subscriptions, but that each of these subscribers be allowed to cut his subscription in half. Thus, only half the subscribers remained at half their original subscriptions, which left the total funds twice cut in half, or reduced from twenty million to one-quarter of that amount, five million dollars.
3. At this point questions were raised by two of the subscribers, namely by the U. S. Steel Corporation and by you. The point being that these subscribers might be willing to give half the original pledge toward half the total amount but questioned giving half their original pledge to one-quarter the original amount. Dr. Millikan reports that he had a conversation with you at this point (which, according to our records, was on June 19, 1929) explaining that the other contributors were willing to give half their original pledges toward the one-quarter total, that is, toward five million dollars, and that he was sure he could persuade the Steel corporation to agree. Whereupon he reports that you said: "I will do whatever the Steel corporation does." We have no record of this statement of yours in our files, but Dr. Millikan is sure that you made it to him orally.
4. The Steel corporation agreed to the modified terms. Mr. Farrell's statement as quoted in a letter of Mr. Jewett of September 16, 1930 being: "While this does not technically meet the condition of our modified subscription, yet it practically does in that it provides definitely the five million dollars to be paid in during the five years per the modified proposal, the balance of the subscription not being payable until you raise the entire twenty million dollars."

5. Not only did the Steel corporation agree to these terms, but it has actually paid in its subscription for the first year, as have all but one or two of the other subscribers. However, the conditions in each case are that the ten subscriptions be paid, that is, that a million dollars a year be received. Since you have not yet formally agreed to the revised terms, the conditions of the other subscribers have not been met, therefore the Academy of Sciences has been holding in the bank the funds paid in and will have to return them to the subscribers if they cannot complete the conditions. Furthermore, most of the subscriptions were paid in eight or ten months ago and unless the whole matter can be settled fairly soon, calls cannot be made for the second year's contributions.

Dr. Millikan's position is this: he agrees that you have made no legal commitment, unless your oral statement to him that you would do whatever the Steel corporation did should be regarded as a commitment. He says he understood that this meant a commitment from you, but, of course, he would be the last person to try to make that binding if your intention was otherwise than he understood it. While there is no legal commitment on your part, the success of the whole enterprise now hangs on your subscription. All the others have agreed to the revised terms, but their agreements are all conditioned upon ten subscriptions. At this time, Dr. Millikan says there is no hope of getting a tenth subscriber if you drop out. He fears some of the other contributors would be glad to seize upon an excuse for revoking their subscriptions. If you do not come in therefore, the whole project will collapse.

Naturally Dr. Millikan is anxious for a favorable decision from you as soon as possible. If you are still interested, it seems to me that the only way to preserve any of the original project is for you to agree to come in as U. S. Steel has done.

The subscriptions are as follows:

U. S. Steel	\$100,000 a year for five years
The Steel Institute composed of the smaller companies.....	100,000 " " " " "
Mr. Eastman.....	100,000 " " " " "
A. T. & T. (Two units).....	200,000 " " " " "
Electric Association.....	100,000 " " " " "
Association of Public Utilities (Two units).....	200,000 " " " " "
Rockefeller Foundation.....	100,000 " " " " "
Julius Rosenwald (As understood by Dr. Millikan).....	100,000 " " " " "

ERE:VD

EDWIN R. EMBREE

April 30, 1931



Mr. Rosenwald: Here is a letter from Mr. Winsor stating that his trustees approve entirely of your suggestion of sending out reprints of his article on high school education. On a second reading of the paper, I am keener than ever about giving it a wide circulation. I am writing at once to Mr. Sedgwick about reprints and we are starting in to assemble lists of school people and others. I imagine the doctors will not allow you to see Mr. Winsor when he comes through Chicago. I shall talk with him. I am sure we can all agree on the wording of a statement to go with the reprints, which, to my mind, should quote your opinion of the article as well as report that the reprint is sent with your compliments. I suggest that we proceed as follows:

1. Plan, at the outset at least, for a distribution of fifty thousand copies. We can increase the order if we find the lists warrant.
2. That we print it on better paper and in larger type. If Mr. Sedgwick has no objections, I suggest that we attend to the printing here in Chicago. I think we can do it as cheaply and we can get a leaflet that exactly suits us. For so large an edition of so short an article, the cost of type-setting is the least of the expenses. The chief costs are paper, preparation of lists and mailing.
3. For a special reprint, I think we would do well to use larger type and run a single column to the page. I think something like the type and page arrangement of the Fund's Annual Review would be appropriate. I do not think we should put on the special cover but use simply the first sheet of the white paper for a very good-looking title page. I am sending with this letter a copy of our last Report. Also reprints that we have had from Sedgwick, so that you can compare the two. To print Winsor's article in the style of our Review would mean a leaflet of about twenty-two or twenty-four pages, including the title page. We can arrange a very attractive leaflet and I think it is worth spending a little money on style since in any case so much would have to go for paper and postage.
4. Cost. You paid a total of \$2,029 for distributing fifty thousand copies of your first article on perpetuities. This included printing, postage, and preparation of lists. Using a better quality of paper, larger type and a handsomer set-up would probably run the cost of distributing Winsor's pamphlet to about \$2,500.

Please let me know what you think of these suggestions. We are meanwhile saving time by obtaining Mr. Sedgwick's consent for the reprinting, and by beginning to assemble lists of school people all over the country.

ERE:VD

May 1, 1931

EDWIN R. EMBREE

FISK
UNIVERSITY

5-4-31

Mr. Rosenwald: We had a splendid meeting last Saturday but we missed you very much indeed. I need not say that everyone asked for you and everyone expressed the hope that you would be your old self promptly. I am sorry that your message of greetings did not reach us. It was like you to send such a message. I have sent it on today to each of the trustees and I shall see that it is included in the minutes of the meeting.

As members of the family probably told you, we met steadily from ten thirty until six thirty. We took but little time out even for luncheon. During the luncheon period, the trustees, meeting by themselves without the staff, went over in a good deal of detail the administrative budgets. The features of the meeting were:

1. Hearty agreement to proceeding slowly, with no new commitments at this time. Everyone felt that we should make sure we could carry out our established programs before we embark on any new enterprises. I think we are not in danger of becoming perfunctory or ultra-conservative. It just seems good business at this time for a foundation, like an individual or a business house, to avoid new commitments and to make doubly sure of the effectiveness, efficiency, and economy of its regular work.

2. A preliminary report was presented of the survey of what goes on inside the Negro schools and of the effectiveness of the present education of Negroes in the South. This report was the first thing that I became interested in when I came to Chicago. It seemed to me that we must have a searching study of what we were accomplishing. We appointed Mr. Foreman chiefly for this task. We used him for the first few months to start the library program, but for the past few years the major part of his attention has been devoted to this survey. In order to be of any value, the study had to be thorough. Mr. Foreman associated with himself Mr. Horace Mann Bond, a Negro of excellent personality and fine training. The two of them have visited Negro schools in sample counties of three states selected as representing the chief typical areas of the South, namely North Carolina, Alabama, and Louisiana. I have kept in close touch with the study from the beginning. I know that it has been thorough and that the reports are based on what these men saw with their own eyes.

We are studying the report with the greatest care. It raises many questions of so fundamental a sort that I think we may want to reorganize a great deal our whole attack on Negro schools. At my request a special committee of the trustees was appointed to advise with me and Mr. Foreman and the other officers as to recommendations for the future. The Committee consists of Mr. Alexander, Mr. Edgar Stern and Mr. Ruml. After we have all studied the report carefully during the summer, we propose to have at least two meetings with this special committee for careful discussion and preparation of recommendations to be considered by the trustees at the November meeting.

I think it may be that in the reasonably near future we may wish to discontinue further general building of school houses. The housing of schools is now in a good deal better position than the teaching and the learning that goes on inside them. We are already a considerable distance beyond the goal that you have tentatively set, namely five thousand Rosenwald schools. I think probably we should now give the same kind of attention

to trying to improve the teaching inside these and the other Negro schools.

Whatever we do, I think we will keep open special offers toward the building of the first school in each of the 106 counties that have not yet had the Rosenwald school. We might even make the offer in those counties more attractive and try by personal visits to bring every pressure possible to bear in order to get at least one modern Negro school in every southern county. A total of between five and six thousand schools and a record of at least one in every county of the South (where there was any considerable Negro population) would be a fine history.

Of course we shall make no hasty changes in our long established programs, but I am sure you will be as eager as any of us to make sure that the Fund is doing the most it can do to promote sound elementary education for Negroes. School houses are only a means toward the general end of good schooling.

I was impressed again at this meeting by the fine quality of our Board of Trustees. Every one of them brings a special experience and each devotes an amazing amount of interest and attention to the problems. The fact that there is a little humor running through the meetings only adds to the quality of the intellectual effort. Mr. Ruel was made chairman of the meeting. Several trustees remarked to him that we were able to get through the business in a single day partly because as chairman he was estopped from speaking as much as usual.

ERE:VD

EDWIN R. EMBREE

May 4, 1931



Mr. Rosenwald: I am enclosing a very complete financial
report on the Russian colonization. I
asked Mr. Levin to go over this report before I sent it
to you. His comments are attached.

ERE:VD

May 5, 1931

EDWIN R. EMBREE

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Mr. Rosenwald: What would you think of turning over the
 Ellis Avenue house to the Fund? It would
save nearly four thousand dollars a year in taxes, since if it
were owned by a philanthropic corporation, incorporated by the
state, it should not have to pay any taxes.

It could, I believe, be easily adapted to
office purposes. Somewhat similar houses on the north side
have been used as offices by the American Hospital Association
and the American College of Surgeons. As we approach the end
of the Fund's life and when real estate values have returned,
we could then dispose of it.

I simply pass on the suggestion for what it
may be worth. The house would make handsome, dignified quarters
for the Fund. The nearness to the University community would be
an asset to the officers as we are consulting individuals of the
faculty frequently. I imagine there would be much less objection
on the part of the neighbors than if the property were used for
any other purpose except, of course, that of a family residence.

ERE:VD

EDWIN R. EMBREE

May 6, 1931

Mr. Rosenwald: Before you left Honolulu I wrote you about the little book I am working on about the Negro. I have been plodding away at it nights and Sundays. It has been a terrific job. I am now beginning to see a little daylight on it.

I first began to think of it because so many people whom I talked to seemed to know so little about the Negro and to have thought about him even less. I find that when I can spend a couple of hours with a person talking about recent advance, and the relation of Negro well-being to the progress of the nation as a whole, I can always stir up a lot of interest, but I can't go around spending two hours at a time with any great number of people. Therefore, it occurred to me that I might tell the story in a book. A great many people, both white and colored, such as W. W. Alexander, Dr. Stokes, Mr. Hutchins, Mr. Vincent, Charles Johnson, James Weldon Johnson, etc. etc. have urged me to do so. When at the trustees' meeting last November so much emphasis was put upon the desirability of giving general publicity to the things in which we are interested, it seemed to me that the attempt to get out such a book was a duty.

I am trying to present the Negro as a new race - one with an African background but with a distinctive if limited place in American life. The Viking Press, through which I am hoping to bring the book out, is apparently much interested and believes the book will have a wide circulation.

Hoping that you may be enough interested to read a little of the manuscript, I am enclosing the preliminary draft of the first chapter. While it is not exactly light reading, I hope you will not find it too heavy. I should like very much to have your comments on the whole idea, and your criticisms and suggestions in general and in detail on the chapter I am sending you.

ERE:VD

EDWIN R. EMBREE

May 6, 1931

enc.



5-7-31

Mr. Rosenwald: We are getting under way on plans for distributing the paper on "The Unintellectual Boy." A letter from the Atlantic Monthly gives the cordial permission of that publication for the distribution and reports that a large number of complimentary letters about the paper have been received. We are assembling lists of school people and others. I agree with you that twenty-five thousand is enough - certainly plenty to start with.

As to appraisal by other people - at least a dozen persons have commented upon it to me most favorably. I asked President Hutchins to read it again carefully, and he reports that his reasoned opinion is that it is a remarkably happy statement of fundamental truths. Lawrence K. Frank (who has just been appointed to direct a sweeping review of educational policy of the General Education Board) says the same thing. I have to be in New York over the week-end. I will take that occasion to sound out such people as Mr. Vincent and Dr. Suzzallo. I value the opinions of such "statesmen" more than those of professional educators. The paper is a statement, in much shorter space, of almost exactly the thesis Dr. Flexner developed in his book of three hundred and sixty pages.

Alfred Stern, who at the moment is much interested in vocational training, has some fear that the paper may damage the vocational point of view. Of course it does, for its thesis, as that of Flexner, is that education should be general and fundamental rather than a training for specialized tricks and techniques. He asked for a statement about it from Mr. Keller, head of a large vocational school in New York, who has been helping us on the industrial high schools. And at Mr. Stern's request, I asked for comments from Dr. I. L. Kandel of Columbia, who has also given us some consultation on these schools. I am enclosing these letters. Although they are both rather wordy, you may be interested in reading them. Mr. Keller's criticisms, I should be inclined to discount as he is an interested party. His career is devoted to promoting industrial and vocational training. Naturally he would object to criticism of it. Dr. Kandel's comment is chiefly favorable.

I am struck by the fact that both of these men criticize the article partly on the ground that it states almost naively facts about education that have long been recognized. That to my mind is just the beauty of it. Winsor is not announcing a new and revolutionary doctrine. He is stating, rather better than I have ever seen it done before, the essential elements and values in the educational process. The professional educator, like the professional in any other field, likes to have statements made so guardedly and in such technical language that they carry little weight. An example of a professional statement about education is the paper Kandel encloses with his letter. In this he says many of the things

HARVARD
UNIVERSITY

that Winsor advocates, but he does it in so dull a style that no one is apt to read it or be impressed by it. I can imagine professional politicians saying that Lincoln's Gettysburg Address was naive and contained nothing new. True enough. But it said the old truths in a gripping fashion.

I think we need not worry that the sending out of these reprints by you will be regarded as "reactionary." The reaction against over-specialized education is already setting in. The tremendous wastefulness in human resources and in billions of dollars that has followed the attempt to try to teach everybody everything is being recognized. Unless education can get back to fundamentals, even as rich a country as America cannot afford it. On their present funds our schools and colleges could do a supremely excellent job if they confined themselves to the essentials. Instead of that they are spending more for education than any other country has ever dreamed of. And yet the results, so far as producing a well educated citizenry, are still below England, Germany, or France.

ERE:VD

Ma7 7, 1931

EDWIN R. EMBREE

inc.



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May 9, 1931.

Dear Mr. Rosenwald: It was very nice to have your little note, both as evidence of your continued interest in the Public Health Institute and because it feels good to have something from you directly at a time when I can't see you personally.

Things have been going very well at the Institute. We got our second clinic chief installed two months ago, Dr. Leon Bromberg, a fine young man, formerly in charge of the syphilis clinic at Washington University, St. Louis. He and Dr. Brunet, who came from New York a little earlier, are a splendid team, Dr. Brunet being considerably the senior. They are making numerous improvements in personnel and methods.

They have brought out that while the Institute's advertising has been effective in bringing new patients, a large proportion of the patients cease coming to the clinic before they have had enough treatment really to cure them. This condition has been accentuated by the present unemployment, but there are other than financial reasons, and these can be dealt with. This is very important, since the largest expense is in getting the new patient. If he can be kept coming as long as he needs to, the initial investment in getting him is preserved, and there is gain for the Institute as well as to the patients and the public. Effort will be concentrated on saving this waste.

As you have seen from Mr. King's letter, I have passed your broadcasting suggestion on to him, and also spoke to him concerning it. I think the Trustees may want to postpone action for some months, partly because it may seem best to improve internal conditions further along the lines above mentioned, and partly because, as Mr. King wrote you, we have a scheme for establishing relations with the Medical Society of a durable and satisfactory character, without sacrificing any of the Institute's independence.

I wish you could have been present a few days ago when we had the first meeting of the group of



Mr. Rosenwald

- 2 -

May 9, 1931.

men and women who are to be the board of trustees of the new dental pay clinic. They are all very keen about it. One of the two dentists present was asked to tell how the Chicago Dental Society had been brought to give its official sanction to this undertaking, in great contrast to the Medical Society. He replied that the main factor was "the complete confidence which the dental profession had in Mr. Julius Rosenwald, whose demonstrated interest in community dental service for many years and whose continued fair dealing with dentists made them ready to follow through with him on a plan like this." I felt very happy about that.

I won't burden you now with tales of other things, but do want to wish you the speediest return to strength and your usual activity. We all miss the captain very much, but try to make the ship move forward in the course he has charted.

Sincerely yours,

MMD:MR

Michael M. Davis
MICHAEL M. DAVIS

Mr. Julius Rosenwald
179 Lake Shore Drive
Chicago, Illinois

FISK
UNIVERSITY

(584)

Rosenwald - J

May 11, 1931

Mr. Embree:

Attached is a copy of letter which I sent Mr. Rosenwald.
It must have reached him this Monday morning for within
a couple of hours Mrs. Meyer telephoned me as follows:

"Mr. Rosenwald sent out your letter with the
following notation: 'Please telephone Dr. Davis
and say that I have enjoyed his letter very much
and that if he has any more bouquets like the one
he has just given me, please to send them along.
I can stand a good many of them these days.'"

MMD:kp

W. W. D.

FISK
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CROSS REFERENCE RECORD

FIRM NAME OR SUBJECT ROSENWALD JULIUS **FILE NO.**

DATE 5/12/31 **REMARKS** Regarding Mr. Lawrence's failure to write the biography

SEE BIOGRAPHY AUTHOR **FILE NO.**

DATE **SIGNED**

FILE CROSS REFERENCE RECORD UNDER NAME OR SUBJECT LISTED AT TOP OF THIS SHEET, AND IN PROPER DATE ORDER.
THE PAPERS REFERRED TO SHOULD BE FILED UNDER NAME OR SUBJECT LISTED UNDER "SEE"

YAWMAN AND ERBE MFG. CO.
ROCHESTER, N. Y.

FISK
UNIVERSITY

FORM NO 099CR

May 13, 1931

Rosenwald - Julius

Dear Dad: I passed on the notations you made on a copy of the Garden News (erased your greetings to the family) to members of the staff of the apartments. They were all delighted with your favorable comment about the last issue.

The Public Library Branch at 48th and Michigan is nearing completion and should be ready in the fall. We have been in touch with Mr. Roden, Librarian of the Chicago Public Library, and he has in mind choosing a very able and well-trained Negro girl to take charge of the library.

You asked about the vacancies at the apartments. There are at present five 5-room and two 4-room unapplied for in the new building and five in the Sheridan-McClintock building. Mr. Taylor and the renting agent, Mrs. Prescott, feel assured that they can rent the apartments in the new building although we have had a great deal of difficulty with the 5-rooms, as you know.

The Sheridan-McClintock apartments have given us much more trouble and concern. Early this spring a general reduction was made there in order to keep these apartments in line with the prices being charged in the district but even with this reduction, applicants who come into our office want to move into the new building, and tenants who have to leave the new building for financial reasons and whom the management have attempted to bring into the Sheridan-McClintock apartments have refused to go there as they do not make a satisfactory substitute even at lower prices.

Mrs. Prescott has been telling me of many instances where owners have reduced rents when tenants seriously considered moving into our buildings. They have made reductions of from 10 to \$15. a month in such instances. In one case, Mrs. Prescott related that an applicant had made her deposit on one of our apartments when a reduction of \$12. was given her. The next day the apartment was broken into and she was robbed of some of her belongings. She then came over determined to take our apartment. When the owner heard of this, he paid for everything that had been stolen and gave her an additional reduction. This is the kind of competition we have to meet.

You will recall that at the last meeting of our Board, it was recommended that plans and specifications be put in final shape for the corner addition at 46th and Michigan so that bids could be secured from time to time in order that the Board might be better informed as to the most advantageous time to build. The architects submitted a figure of \$4,750. to complete the working drawings and specifications. A large amount of this goes for mechanical and structural engineering fees. The working drawings consist of fourteen sheets, and a complete set of the


FISK
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May 13, 1931

specifications. This has been carefully gone over by George Carr who thinks it is a fair charge. It is understood that if we proceed with the construction, this would be included in the regular architectural fee. There would be no extra charge for the obtaining of bids periodically.

I put this up to Ned Brown and Hugo Sonnenschein. It was Hugo's opinion that although it no doubt is a fair architectural charge for this work, we should not spend \$5,000. unless there is some assurance that either in six months or a year or more the additional funds necessary to rebuild these apartments would be forthcoming. In other words, the Board should not be put in a position of having to approve or disapprove a proposal which was not within their power to carry out. When this reconstruction job was presented last spring, a rough estimate indicated a cash outlay of \$360,000. necessary to build the new units. This of course should be materially less as this figure was little more than a guess at a time when building costs were higher.

Although we did not go into the red on the operation of the Sheridan-McClintock buildings last year, it looks as though, with every effort possible expended to operate at a profit, we are likely to show a loss for 1931. It will only be a question of time when it will be good business to rebuild this corner rather than to lose money on these depreciated buildings.

AKS:CM

ALFRED K. STERN

FISK
UNIVERSITY

5/14/31

Mr. Rosenwald: The time has come when we must sell some more stock to cover payments on outstanding commitments of the Fund. We are up to our maximum borrowing power authorized by the Finance Committee, namely, \$1,200,000. We therefore must sell either to you or on the market in order to meet further payments which are falling due.

If you are willing to continue to buy the stock from us, and let us buy it back from you again after two years, I suggest that we transfer at this time ten thousand shares so that we will not need to keep bothering you too frequently.

Assuming that you are willing to do this, I have had Mr. Levin draw up an agreement on the basis of ten thousand shares as of the close of the market yesterday. This we hope will carry us at least until the time of the next cash dividend on August 1.

Our payments continue at the rate of about \$200,000 a month. These are largely on commitments made a long time ago and over which we have no control; that is, when the conditions are met, we are bound by our pledges to make payments. We have been pushing off payments which, with any propriety, could be deferred. Unfortunately at just this time, when the market is so low, a great many commitments made more than a year ago are falling due. We are making few new commitments, and after one more year we will have our old obligations fairly well cleaned up. But for a number of months, we are going to have to make large payments.

Your offer to buy the stock from us and let us have it again two years later at the price you paid will (if and as the market goes up) save us from the great loss that would otherwise come through making payments from the sale of capital when the market is low. If you are willing to continue to stand by, will you please sign the enclosed agreement and also the order on Sears for payment? We shall use this cash to repay our present bank loans, and make new loans from time to time only as the cash is actually required.

ERE:VD

May 14, 1931

EDWIN R. EMBREE



5/19/31

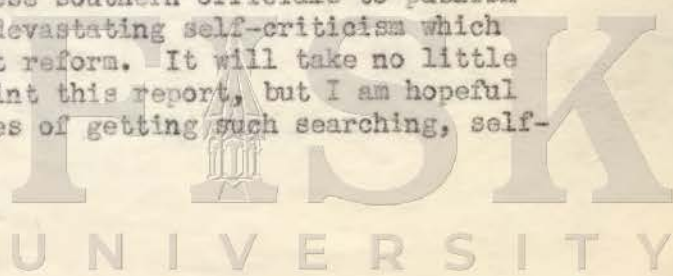
Mr. Rosenwald: A new set of men have come into southern school management whom I am anxious to seize for help in Negro schools. They are called "state research directors." Such officers are now in almost every state of the Union. They have been appointed largely under the stimulus of Professor Judd of the University of Chicago. These men are supposed to study the school work generally, to analyze taxes and the uses of tax money, and to recommend new types of education, or rearrangements of present work. They are more or less in charge of "operation and business" and perform some such function for the state school system as I understand Lessing Rosenwald is doing now for Sears.

These new officers have recently been appointed in all of the southern states. They are young men well educated and for the most part full of ideas and energy. They more than any others will direct the course of the public school systems in the southern states during the next decade or two.

I have asked Mr. McQuiston to get the five best men of this group together and he and I are meeting with them over the week-end. I hope we can get them interested in Negro schools, especially in equalizing (to some extent) the facilities and expenditures for the education of the two races.

I have a specific proposal to present to them at the outset, namely that they publish over their own names a study which Mr. McQuiston has made of southern school finances. This study shows the most shocking inequality in funds expended for the two races. Among other things, it shows that even the equalization funds received from the State and the Federal Government and obtained on a per capita basis are not expended on the colored children by whose count the funds were obtained. In many counties, for example, while two dollars per head are received for each school child enrolled, only fifty cents in total is spent on the education of the Negro child. In other words, not only does the county not add to the fund received from the state for Negro children, but it actually takes three fourths of the money given for the Negro child and adds it to the expenditure for educating the white child. For such a report to go out from our Fund would carry some weight, but it would also stir up a great deal of resentment on the ground that it represented Yankee criticism of the South.

If we can get these southern officials to publish the report themselves, it would be devastating self-criticism which I think will inevitably bring prompt reform. It will take no little salesmanship to get these men to print this report, but I am hopeful that we can do it. The possibilities of getting such searching, self-



critical studies made and published by southerners are incalculable. If they would publish and then act upon this single study of the use of equalization funds, millions would be added to the funds available for Negro schools.

ERE:VD

EDWIN R. EMBREE

May 19, 1931

FISK
UNIVERSITY

J

CROSS REFERENCE RECORD

FIRM NAME OR SUBJECT	FILE NO.
ROSENWALD JULIUS	
DATE 5-20-31	REMARKS Letter from AKS to JR re mortgage on apartments.

SEE	FILE NO.
HOUSING (MORTGAGE)	

DATE	SIGNED

FILE CROSS REFERENCE RECORD UNDER NAME OR SUBJECT LISTED AT TOP OF THIS SHEET, AND IN PROPER DATE ORDER.
THE PAPERS REFERRED TO SHOULD BE FILED UNDER NAME OR SUBJECT LISTED UNDER "SEE"

YAWMAN AND ERBE MFG. CO.
ROCHESTER, N.Y.

FIISK
UNIVERSITY
FORM NO. 099CR

X

Mr. Rosenwald

May 20, 1931

Dear Dad: I am enclosing herewith some correspondence which I think will be of interest to you. The letter from Governor Lehman is in reply to one which I wrote to him at your suggestion.

Regarding your notation as to what was done about a mortgage on the apartments, Hugo Sonnenschein took this matter up with the Metropolitan Life Insurance Company under the best possible auspices. They offered an eight hundred thousand dollar mortgage to mature in either ten or fifteen years with interest at six per cent per annum, amortization at \$40,000 per year, with a commission expense of \$25,000, a little over three per cent. As Hugo said in a letter to Ned Brown, if this were white property we should have a larger mortgage at a rate of not more than five and one-half per cent interest, possibly shaded down the last years of the loan, with a commission of not more than two and one-half per cent.

After consulting with Ned Brown and me, Hugo offered as a counter proposition, a loan of eight hundred thousand dollars at five and one-half per cent with no commission, but an increased amortization over what they proposed. The best proposition that they were willing to consider was six per cent interest and two per cent commission, which only meant a reduction of about half of one per cent. We all agreed that this was too high a price to pay for the fact that Negroes lived in this property. It did not seem to be justified on the basis of this being a demonstration, or as a good business proposition. We would prefer to wait a year or two until the building has a longer record of stability on the score of its financial standing. The only consideration which might induce the board to make such a mortgage would be that you would like to have these additional funds at this time. I am quoting the following from a letter of Hugo's:

"Accordingly I feel that the deal is off, and as far as I know there is presently no other loan on the horizon, so we will go ahead, for the time being at least, on the theory that Mr. Rosenwald will continue to hold the mortgage which he now has."

I spent yesterday morning at the housing project in conference with Messrs. Arthur, Taylor, Levin, Burke, who is a mechanical engineer formerly one of Colonel Westervelt's men and now in the building construction department in Sears, and Mr. Podd, who has a responsible position in the local office of Horwath and Horwath, the auditors in connection with the building corporation. We went over very minutely the question of how economies might be instituted both on the score of personnel, purchasing and general operation of the building. By doubling up in the office and in the supervisory

work of the maintenance force and engineers, we figured out how we could cut one person out of the office. We had previously worked out an arrangement whereby we will be able to release permanently one of the engineers, and Mrs. Lawson the social director on a half time basis.

I wanted to get the advantage of Mr. Burke and Mr. Podd's advice as being objective and experienced in relation to somewhat similar types of operations. Our records show a more economical maintenance cost than the Marshall Field Apartments, and Mr. Podd and Mr. Burke are both convinced that we are applying every business method to properly maintain and operate the building.

Today our vacancies of apartments are a little over one per cent in both the new and the old buildings. We have had great difficulty renting the store which Sears Roebuck formerly occupied, and have not been successful to date. I am enclosing a statement showing the comparison of collections on May eighth.

We have not yet settled on our real estate taxes for last year. I have spoken to Ben Lindheimer, and we are going over this with the officials of the county board shortly after the first of June to settle upon a fair rate for the building.

I have a meeting with Mr. Brown tomorrow morning when I will go over with him the question of proceeding with the plans for the new units.

ALFRED K. STERN

FISK

UNIVERSITY

5/20/31

Mr. Rosenwald: I am enclosing a few items of interest.

1. A report which Mr. McCuiston has prepared of the celebration of Rosenwald School Day this year. This function is becoming more popular and is increasing in influence each year. It is a rallying time for white and colored friends and it gives the schools a fixed point in the year to consider repairs, improvements and review. Our southern officers, the state superintendents, Negro agents, and the Jeanes teachers are giving more attention and putting more emphasis on this program each year.

(By the way, it did not seem to me or to others with whom I discussed it, a wise thing to distribute copies of the Rosenwald Day programs to northern friends or potential friends. The programs themselves would have little significance to one unacquainted with the school work unless a rather long letter went along as an explanation. I believe there are better ways of stirring up interest.)

2. A letter from Dr. Woody suggesting a book on Mayor Thompson, similar to the one he did on Frank L. Smith. Unless you happen to be very much interested, I should not think it a particularly good use of money to invest in such a book. The Smith case was unique and had you not made possible the book, the whole episode might have been promptly forgotten and its lessons not driven home. Thompson is a different case. He has been before the public for years. Everybody knows about him. He is all too typical of the demagogue who corrupts the politics in many cities of America. In the course of the next few years, without any special subsidy, a number of persons, quite as capable as Woody, will be doing books on Thompson.

3. Memoranda concerning the proposed professorship in philanthropy at the University of Pennsylvania. I recently had a conference with Judge Stern and Dean Johnson, of the Wharton School at Pennsylvania, about this chair. The two men who have been seriously considered and who have written the enclosed outlines are Samuel McCune Lindsay and Karl deSchweinitz.

Lindsay is an excellent sociologist. He is, however, sixty-two years old. I should rather see a younger man take up vigorously this new topic. Furthermore, Lindsay has been in very poor health for several years. deSchweinitz is a capable and aggressive man. He is the one that we thought of for the marital clinic and whom you talked to with me in the Rockefeller Foundation offices a year and a half ago. I think deSchweinitz would do a good job if he were free to give his full time or even most of his time to it. But he has just taken up the direction of the Council of Social Agencies in Philadelphia. This is the coordinating agency of all the Philadelphia charities. It is a large administrative responsibility which in itself requires every moment and every effort that a man can give.

UNIVERSITY

The suggestions which come from these two men outline developments as each would like to organize them if he were to be the professor. Lindsay's seems to me scopy. There is no use setting up a big institute until we have found out whether a single professorship will accomplish anything. deSchweinitz' seems to me on the other hand too small in that he as professor would give only a fragment of his time.

My attitude all along has been that this chair would stand or fall almost entirely on the man chosen, and that until we find just the right man, we ought not try to set it up. What I should like to see is a person with a creative and "ranging" mind come in and see what he could do with it without all the elaborate paraphernalia of assistants, research workers, and paid fellows. Such a man as Eduard C. Lindeman, or Walter Lippmann (if he could be had) would seem to me just the type. Until such a creative individual can be found, I think we should stand pat. It would be worse to have the thing poorly done than not to do it at all.

EDWIN R. EMBREE

ERE:VD

May 20, 1931



Rosenwald J

May 20, 1931

Dear Dad: I am enclosing herewith some correspondence which I think will be of interest to you. The letter from Governor Lehman is in reply to one which I wrote to him at your suggestion.

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Mr. Rosenwald:

Re: Committee of Fifteen

Mr. George Paddock, Assistant Treasurer of the Committee of Fifteen, urgently requests your making a contribution to their program for the calendar year 1931. Last year you reduced your commitment to \$1,000. and they are asking for a renewal this year.

Mr. Paddock states the following, as of May 11:

"The Committee of Fifteen began the year with a bank loan of \$1,000, a bank balance of \$157.87 and unpaid salaries of \$6,448.33 owed to the General Director, Charles E. Miner.

"During the first four months of 1931, the Committee took in \$11,480.74, paid out \$8,618.67 in operating expense and reduced the indebtedness by \$2,605.61.

"On May 15th the Committee will have salaries, accounts payable and notes payable totaling \$1,282.17 to meet. The Committee's bank balance now is \$798.12."

We have had an opportunity to observe Mr. Miner's work around the apartments. He has done a remarkable job and is coming out there periodically to rout out new disorderly houses which move in across from us and greatly annoy the tenants. The apartments have contributed \$100 to the Committee of Fifteen chargeable against special watchmen's fees. Marion and I are also contributing \$100.

I would not bother you with this appeal at this time but there seems to be great urgency due to the depression and the fact that there is in certain communities an increase in disorderly houses. I thought that because of your long association with this organization and the urgency of their present financial situation that you might want to stand by them in their present difficulties. We did not want to ask for additional information as to their budget requirements and the list of contributors, if you desire it, until we have had some assurance of your willingness to make a contribution for 1931.

A.K.S.

May 22, 1931.

FISK
UNIVERSITY

CC Hugo Sonnenschein
L.M.Rieser
Ernest Grunsfeld
B.F.Lindheimer

~~HOUSING~~

J. Rosenwald

Dear Dad: I had a long talk with Ned Brown yesterday. He does not feel that we should go ahead at this time to complete the plans and specifications of the addition to the apartments as he believes it inadvisable to start building operations within the next year or two. Mr. Brown is of the opinion that labor costs which are about two-thirds of the construction costs will be materially reduced within this period. Besides, it is not ever very satisfactory to expect bona fide bids from contractors unless there is definite assurance that the project will be started in due course thereafter.

I am entirely satisfied with this decision and will let the matter rest until next spring.

AKS:CM

ALFRED K. STERN

Mr. J. Rosenwald
Chicago, Illinois

FISK
UNIVERSITY

Mr. Rosenwald: Well, we succeeded in selling our package of goods to the southern school men. The Association of Southern State Directors of Research agreed to publish over their own names Mr. McCuistion's study of southern school finance. The most important and striking item is the discrepancy between per capita payments for the education of white and Negro children. The report is being carefully checked for accuracy and we are getting Dr. Judd's Department of Education at the University of Chicago to go over it for the form of presentation.

It seems best to bring it out not now, but in the early fall. It will ~~cause~~ stir and I think will do something to ~~shame~~ the southern states into fairer treatment of their Negro pupils. It is a great thing to get this published by southern officials so that it will come out at self-criticism, rather than northern denunciation.

This new group of research directors in the southern states is a good body of men. They are not quite as keen and forceful a group as I had hoped. But on the whole, they are the best set of men yet to appear in southern public education.

ERE:VD

May 26, 1931

EDWIN R. EMBREE



Mr. Rosenwald: I am enclosing recent correspondence with Raymond Fosdick concerning your pledge of \$150,000 to the National Institute of Public Administration. You will see from the copy of my letter of May 7 that I held up the whole question until we had definite assurance from the Institute that it was going to treat at least nine hundred thousand dollars of the new funds as temporary endowment rather than perpetuity. (The Rockefeller Foundation had made their appropriation in such a way that it permitted but did not require the handling of the fund on the basis of temporary endowment or working capital.) The formal votes of the trustees of the Institute and their Finance Committee, as reported in Fosdick's letter of May 18, seem to clear up this point completely and his letter of April 30 reports the completion of the financing. Thus, conditions of your pledge seem to have been met in full.

The new financing begins as of July 1, 1931. Mr. Fosdick's letter indicates that the Institute is willing to receive interest on your pledge for the time being. I imagine you will want to take advantage of the option to pay interest for the present. If so, payments at the rate of \$7,500 a year should begin to be made by you on July 1, 1931. I imagine it will be perfectly agreeable to the Institute, if more convenient to you, to make these payments quarterly.

ERE:VD

EDWIN R. EMBREE

May 26, 1931

FISK
UNIVERSITY

May 29, 1931.

Dear Mr. Rosenwald: I have your note to Dr. Davis who is in California at the present time. We share with you the pleasure of learning, through Mr. Edgar Stern, of the splendid cooperation on the part of the leading physicians of New Orleans and think the plan suggested will eliminate in a measure some of the difficulties that have been encountered elsewhere in the development of the staff.

I expect to be in New Orleans the latter part of next week and have so informed Mr. Stern. The purpose of this visit is to discuss with them their plans and come to a decision as to the part the Fund will play in the training of the Negro physicians of the city who are recommended. I will keep you informed.

We are all mighty glad to know that you are feeling so much better.

Sincerely yours,

CLYDE D. FROST, M.D.

Clyde D. Frost, M. D.

CDF:MR

Mr. Julius Rosenwald
~~179 Lake Shore Drive~~
Chicago, Illinois



May 30, 1931.

Mr. Julius Rosenwald,
179 Lakeshore Drive,
Chicago, Illinois.

Dear Mr. Rosenwald:

7
Your note about the Chicago Medical Society came to me here. Mr. Embree may have already spoken to you concerning it.

While one of the two candidates for president is a much better man than the other I doubt if it makes very much difference to real progress in medicine during the next few years as to which is elected. The present political forces within the Society are conflicting. No great result might be expected from furnishing financial aid to one candidate even for an educational campaign. Moreover it might do the candidate more harm than good.

I have been having a most interesting and profitable time in San Francisco. The medical people here are far more progressive; there are many things under way or projected of a really progressive sort.

You will be interested to know that the President of the board of trustees of one of the hospitals here said that your articles against perpetuities were leading them to reconsider ^{entire} the altering of their hospital program, and I also was told of a ^{lady} in Berkeley who turned a sum of money to council uses instead of building up an endowment fund, as a ^{current}



Mr. Julius Rosenwald:

(2)

May 30, 1931.

direct result of your articles. The gospel is spreading.

I do hope that this letter will find you feeling first rate. Mrs. Davis joins me in kindest regards to you and Mrs. Rosenwald.

Sincerely,

MICHAEL M. DAVIS



Mr. Rosenwald: We have acknowledged, as you requested,
the letter from Mrs. Mary Breckinridge
concerning the Frontier Nursing Service in Kentucky. I
know a good deal about this service and I have known Mrs.
Breckinridge for more than ten years. She is an enthusias-
tic person, doing a rather picturesque work among the moun-
taineers, but she refuses to work with public authorities.
Her efforts are in part self-glorification. She is a good
advertiser. I doubt if her work is at all permanent or
will outlast her own enthusiasm.

ERE:VD

June 1, 1931

Mr. Rosenwald: The other day I had a long distance telephone call from Mr. Newton D. Baker who was in Washington. He reported that a study of federal courts started by the Wickersham Commission could not be completed because that Commission was winding up its affairs this month. The responsibility for the study has therefore been turned over to the American Law Institute, \$50,000 is required to finish the survey, and of this amount the Rockefeller Foundation has pledged \$25,000.

Mr. Baker called the matter to my attention (and Mr. Wickersham followed it up by a letter) since the study involved, among other things, the question of the handling of Negro cases.

I told both Mr. Baker and Mr. Wickersham that while we were much interested in the question of the Negro before the courts, we felt the chief problem of the Negro was in the local criminal courts and that a survey of the federal courts, even though it might be useful from the standpoint of prohibition enforcement, was of minor significance so far as legal justice for the Negro was concerned. For these reasons it did not seem to me that I could recommend an appropriation of so large a sum as \$25,000 from the Fund at this time. As a matter of fact, I was not particularly anxious to see us take part in work even indirectly related to the Wickersham Commission since no one seems especially impressed by its work so far.

Mr. Baker has responded by an urgent request that the matter be placed before you for a possible personal gift. In view of the high source of the appeal, I feel I should let you know of it. But unless your attitude is different from what I expect it to be, I shall simply write Mr. Baker that you are not now in a position to take up new things.

EDWIN R. EMBREE

ERE:VD

June 8, 1931



Mr. Rosenwald: In reply to your inquiry, Dr. Davis is in California for the Fund. He is visiting San Francisco and Los Angeles in connection with various proposals for medical and dental pay clinics and for a hospital for persons of moderate means comparable to the experiment at Massachusetts General. While we have made it clear that only incidental aid, if any, could be expected from the Fund, the projects seem interesting and important enough to help by advice and counsel and possibly, if necessary, even a small underwriting in one or two cases.

Even more important than these specific projects, are the general conferences that Dr. Davis has been invited to have with the San Francisco County Medical and Dental Societies and the Southern California Dental Society. The professions seem to be much more open-minded on the Pacific Coast than elsewhere. Or it may be that they are simply more intelligent in seeing the trend of the times.

At this time when the Fund can at best help only slightly with money, it seems to me highly important to give as much as we can in moral and intellectual support. In fact, I believe foundations can do more by expert counsel than most of them have realized. If we are wise enough and active enough, I think our influence can be great even if our gifts are relatively small. At any rate, that is the theory on which I am working.

EDWIN R. EMBREE

ERE:VD

June 8, 1931

FISK
UNIVERSITY

Mr. Rosenwald: Judge Bartelme and Cyrus McCormick, Jr. have talked with me about the renewal of your pledge to the Behavior Research Fund. Judge Bartelme seemed a good deal distressed that she could not see you personally as she said that you had always been willing to see her. I explained that at the doctors' orders you were not seeing anyone just now, and agreed to transmit to you letters from them which are enclosed herewith.

I don't know what may have been the reason for your interest when you made your initial pledge of \$5,000 a year for five years. From what I know of the work, considerations that may have moved you then obtain to a greater degree now. There is a movement to unite this research (which uses as its clinic the Institute for Juvenile Research) with the University of Chicago. I know that President Hutchins and Dr. McLean are much interested in this union and are very anxious that the work be maintained as a beginning of the developments in psychiatry and mental hygiene at the University of Chicago. If you should be interested, I see no reason why you should make a pledge for more than a single year.

In the original financing you were the largest single giver. The next was Mr. Cyrus McCormick at \$2,000 a year, which his son is confident of having renewed. Other sizeable contributors to the original fund many of whom Judge Bartelme and Mr. McCormick expect to persuade to continue, are listed on the attached sheets.

ERE:VD

EDWIN R. EMBREE

June 12, 1931



GRA	6-17	JRA	
ERS	6-17	ERS	
NWL	6-17	NWL	

Mr. Rosenwald:

The following is quoted from a letter received from Mr. R. W. Wenzlick who is Vice President of the Albert Wenzlick Real Estate Company of St. Louis. This is an old Company, founded in 1877. They manage real estate in St. Louis and have an excellent standing in the community.

"I enjoyed very much a trip through the Michigan Boulevard Garden Apartments with Mr. Taylor on Tuesday afternoon. I think both you and Mr. Taylor are to be congratulated on the splendid maintenance of this development. We make a business of managing apartment properties and, therefore, can appreciate the difficulties involved. I have never been in a development which was maintained in as attractive and clean condition as yours."

A.K.S.

June 17, 1931

Mr. Rosenwald:

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A.K.S.

June 17, 1931

FISK
UNIVERSITY

Mr. Rosenwald: In response to the memorandum which you noted on Mr. Lederer's letter, Mr. Levin and I are getting together a list of your outstanding pledges. There are a great number of these in addition to the large ones that I wrote you about some days ago. I should like to check over all these pledges carefully before asking you to sign or otherwise authenticate them.

I have just spoken to Mrs. Rosenwald about having a little visit with you Sunday morning. Maybe we can have a word about this at that time. But chiefly I want simply to have a personal visit with you - not talking too much business.

ERE:VD

EDWIN R. EMBREE

June 18, 1931



X

June 18, 1931.

Dear Mr. Rosenwald: At Dr. DeLee's request, I have had a talk with him regarding his appeal for help to keep going the home delivery and obstetric teaching service of the Lying-In Hospital.

This seems to me a matter of exceptional importance. I am not sure whether the total amount of money which he names is required to meet the situation, but I do feel that in general, his proposal is one worthy of favorable consideration.

I don't want to bother you with a long letter since you may decide that you do not wish to go into the matter at all. I hardly need say that if you do, I will be happy to write you more fully about it or come to see you, if you wish.

Sincerely yours,

LMD:MR

Mr. Julius Rosenwald
179 Lake Shore Drive
Chicago, Illinois

MICHAEL M. DAVIS

FISK
UNIVERSITY

Mr. Rosenwald: Here is the way the reprint of Frederick Winsor's article appears. I think you will also be interested in the enclosed correspondence from Mr. McGuistion of our southern office. When I was last in Little Rock, I visited the Dunbar High School, one of those to which the Fund gave special aid. I was delighted with everything I saw, especially with the fine spirit and interest of Superintendent Hall and the other school officials. The by-products of our cooperation are often more valuable than the direct results. In this case, I think, we have helped to transform the whole attitude of the officers in the chief city of what is a rather backward state in its race relations.

ERE:VD

June 19, 1931

EDWIN R. EMBREE



Julius Rosenwald Fund

925 S. Homan Avenue

CHICAGO

To

Mrs. Julius Rosenwald

Credit Voucher No. 502

Date June 22, 1931

Reimbursement for 1000 Printed gummed labels purchased from

Seaton - Scott, Inc. - - - - - \$5.39

F. H.

Accounts	Appropriation No.	Debit	Credit
Working Capital Control			
Miscellaneous Accounts Receivable			
Mrs. Rosenwald			\$5.39

Prepared By

HGJ

Checked By

Posted By



For Controller

Mrs. Julius Rosenwald

c/o Mrs. Meyer

Dr	6/19	Dr	

Cr. No. #
6/22/31

To - Julius Rosenwald Fund

900 So. Homan Avenue

1000 Printed gummed labels purchased from

Seaton Scott, Inc. - - - - - \$5.50

Less 2% - - - - - .11

\$5.39

Cr WCC
Miss A. P. Rosenwald

FISK
UNIVERSITY

Mr. Rosenwald: It was nice to see you yesterday, especially to see you getting about and sitting in the sun. We are all hoping for a steady convalescence. I know it must seem very slow to you but the main thing is continued progress, however annoying the delay may be.

I have been again going over in detail every item of our office budget. I agree heartily that during this time when we are initiating few new things, we should keep our administrative overhead as low as possible. On the other hand, at just this time we are supervising and watching every one of our projects with especial care. I am sure we would not do well to impair our constructive aid in supervision and consultation. We have already reduced our staff by three people and we shall continue to keep it on a basis of efficiency.

This is the last year of our large allocations to a great number of rural schools. A great pressure of applications is coming into the southern office at the very close of the fiscal year which ends June 30. In order to double check every one of these items, I am having Mr. Levin go to Nashville and spend Monday and Tuesday with Mr. Smith making sure in the case of every payment that all of our conditions have been met to the letter as well as in spirit. I have every reliance on Mr. Smith but his sympathies are so involved with the school people that I think there may be an advantage in having a cold outsider share the decisions for the large number of cases that will have to be acted upon at the very end of the year.

I report this to you since I fear Mr. Smith has an idea that we are being pretty stern. He suggests that in the days when he was working directly for you there was not so careful and insistent a check on his payments. I have told him that I was sure you would be in sympathy with our insistence on most detailed accounting and on careful scrutiny of every item even though it might represent but a few dollars. Of course, I am just as much interested in getting schools built as Mr. Smith can be, but in view of unfortunate experiences in Mississippi and Louisiana, I insist that we have evidence that the state has done its share before we give our dollars.

ERE:VD

EDWIN R. EMBREE

June 22, 1931



P

	7h	6/25	mlh	
	DeB		DeB	

Mr. Rosenwald: We are getting together a detailed summary of your outstanding pledges, both those that are definitely commitments and those that are subject to various conditions which have not yet been met. In looking over the list, there seemed to me a considerable number of offers still on our books that might properly be dropped completely from our records. We shall send you lists of those that we think should be dropped in order to have your approval before we wipe them off the books.

I have a suggestion to make about one of your pledges. You will remember that you promised \$250,000 to the American University of Beirut. The conditions have been met fully, but instead of turning over the principal of the gift you are, with the consent of the beneficiary, paying interest on it at the rate of 5%. The next semi-annual payment of interest is due July 1. In view of the fact that you are paying 5% on this pledge, while you are borrowing at 8½%, would it not be a good thing to pay the principal on this pledge?

ERE:VD

EDWIN R. EMBREE

June 24, 1931

Recommend that J.R. pay principal &
am. their of Beinet -
he is paying interest @ 5 %.

Next semi annual interest due July 1 -

Mr. Rosenwald: Thank you for your notes concerning the Executive Committee docket items and also for the spirit in which you sent them.

Before I saw these notes, I had already removed from the docket the item extending the time of the pledge to the hospital at New Bern, North Carolina. When our capital resources were thirty million dollars, we could readily consider an extensive program in the promotion of Negro hospitals. With resources of only about ten million dollars, we must concentrate on a few special centers. New Bern fits into an extensive program but not into an intensive one. For the time being, this is not the kind of thing that we should renew.

On the other hand, the project at Knoxville, Tennessee, is strategic because of the importance of the center, the fact that it is a municipal hospital and also because of the great interest of the city manager and the competence of two or three of the local Negro physicians. I am glad that the Executive Committee was willing to liberalize somewhat the terms of our offer to this hospital.

In answer to your question concerning Livingstone College, the Fund has made payment of only \$2,500 on a pledge of \$30,000. You have personally pledged also \$10,000. I think it highly unlikely that the pledges either of you or of the Fund will be called for because of lack of success in collections from other sources. The proposal in the docket was to get an official time limit set by the Committee so in the reasonably near future we could wipe this commitment off our books.

We had a very good meeting with Messrs. Swift, Sulzberger, and McLean present in addition to the officers. All asked about you and requested that their personal greetings be sent to you.

EDWIN R. EMBREE

ERE:VD

June 26, 1931



Mr. Rosenwald: In response to your question concerning Dr. Wilder: There has been increasing dissatisfaction because of his pre-occupation with clinical service as contrasted with scientific interest in medicine. He is an excellent clinician and is probably best fitted for such a large service institution as the Mayo Clinic from which he came and to which he is returning. The year culminated with his making what seemed unjustified demands for reorganization of the department on a basis which would make it not university medicine but essentially another Mayo Clinic. This brought matters to a head and seven out of nine members of his own department rejected his proposals.

From the standpoint of university medicine (the only thing that justified the building up of the south side medical school) I think the University is much better off without such a man, however good he is in general medical practice.

Confidentially, my hope is that Dr. McLean will return to the headship of the Department of Medicine and that in the course of the year Dr. Henry S. Houghton, who built up the fine school in Peking and who is now Dean of the Medical School of the University of Iowa, can be secured to be general dean of the medical school. To my mind, McLean is ideally fitted to be head of the Department of Medicine, but I think Houghton can administer the whole institution much better and with much less friction than any one else. Such an arrangement would involve no new expense. It would simply substitute the salary of Houghton for that for Wilder, would put McLean in a strategic position and one in which he could work to better advantage, and give the medical department what to my mind is the best administrative leadership in the country. It would also add another fine and rich personality - Houghton - to the university community. This is simply my idea and of course is not for general consumption.

What a magnificent offer you have made to Germany! It stirs the imagination. It is splendid. Neither depressions, nor doctors, nor acts of God can curb your fine munificence.

ERE:VD

EDWIN R. EMBREE

June 27, 1931

FISK
UNIVERSITY