

P
November 30, 1931

Mr. Rosenwald: You remember that some months ago I raised with you the question of the use of your Ellis Avenue house as an office for the Fund. You suggested at the time that we think the matter over further and discuss it again. The reasons in favor of it are:

1. It would excellently serve the needs of the Fund. Some of these days I imagine Sears will demand the space that we now occupy, and the question of an office location will become acute. There is no particular reason for our office being at the Sears Roebuck plant. It is a very inconvenient location, not only for those of us who work here, but for our guests and people with whom we want to confer. A location on the south side fairly near the university would be excellent from many standpoints.

2. If you were willing to donate the property to the Fund, it could be carried tax free. Any building used by a university or philanthropic organization is free from all taxes. This would involve a very considerable annual saving.

3. At some time in the future when real estate values return, the Fund could probably dispose of the property advantageously and thus add materially to its resources.

If this appeals to you at all, I think it would be a good idea to have some such person as Ernest Grunsfeld go over the house and make estimates as to the cost of putting it into shape for office use. If we had the building free of rent and taxes, the cost of maintenance would be not much greater than for the office at present since we pay to Sears service charges for janitors, etc. There would be an item for heat, since Sears does not charge us anything on that score.

Would you think well of my making some preliminary investigations as to the costs of alterations and maintenance?

ERE:MLU

EDWIN R. EMBREE

FISK
UNIVERSITY

JKF
(Sent)

Miss Sargent:

Memorandum

Will you please order and charge to
Mr. Rosenwald two hundred and fifty (250) copies
of "Medicine, Science, and Art," by Dr. Alfred
Cohn? I understand that we will probably get a
discount of forty (40%) per cent.

Raymond S. Rubinow.

RSR:HDJ
7/22/31

7

Mr. Rosenwald:

I am delighted that you are helping Berlin with a dental clinic. Preventive dentistry in Europe has lagged so far behind even the little progress that has been made in this country that what you and Mr. Eastman are doing is immensely needed. It will be a profound and lasting stimulus to all of Germany.

I have discussed the matter with Dr. Burkhardt on more than one occasion.

I have been over the form of contract between Mr. Eastman and the city of Paris. There is just one point which may be important. In paragraph #4 the primary purpose of the institution is stated to be "the care and treatment of the teeth of indigent children under sixteen years of age." The word "indigent" seems to me a great mistake. Of course, the service is intended primarily for children whose parents cannot afford to pay for adequate private dental care for their children. But under German conditions, even more than in America, this means a very large proportion of children. The term "indigent" has legal significance and might be used to give a stigma to the recipients and to restrict the scope of the work. It seems to me entirely unnecessary, since there is no chance that the service will be in competition with private practice. I suggest omission of the word "indigent."

MMD:MR
7/1/31

Chas. L. D.

Mrs. Rosenwald: I am enclosing a copy of a letter which I have just sent to Mr. Beers. I am sure it would not have been wise for Mr. Rosenwald to send the suggested letter, even if he had been in full health and vigor. I know a good deal about the Falk Foundation. Among other things, Mr. Falk has said (and I am sure he means it) that he does not want his personal opinion to influence the actions of his Board. I know also that the Falk Foundation is going very carefully about the decision as to its major fields of activity. It is not going to decide upon these hastily nor until the possibilities in various subjects have been very thoroughly explored. Everybody, of course, is trying to get that Foundation to take up this or that charity or favorite program.

I think we can be of much more help by general counsel from time to time than by urging specific projects. The officers and trustees have consulted us a number of times about various subjects just because they knew that they could count upon our giving them unbiased advice.

ERE:VD

July 5, 1931

EDWIN R. EMBREE

me

FISK
UNIVERSITY

Mr. Rosenwald: I am sending on this letter in the New York Times which I think you will find interesting. About six weeks ago, I spent an entire day in Rochester with Miss Frances Perkins, State Commissioner of Labor, and others, going over in detail the public employment agency that has been established as a demonstration in that city. This, and the special Negro demonstration in employment at Atlanta, (with training facilities for the applicants during the period that they are waiting for the employment) are interesting attempts to coordinate the resources of large cities in meeting employment problems. I believe that agencies will have even more significance in good times than in bad, although they are doing an exceptional service at this time of depression.

Some time when you are feeling stronger, I should like to talk with you again about housing. I am increasingly convinced that this is a project of great significance both from the standpoint of social betterment and business improvement. Adequate modern housing is a great industry that for the next generation may be as important in its economic effects as the automobile industry was during the past generation. In the Michigan Boulevard Garden Apartments you have already proved that good housing is also good business investment.

If more sympathetic legislation is adopted, such ventures will become increasingly profitable. I believe this is a matter in which either you or the Fund could go somewhat further and lead the way toward a nation-wide transformation in one of the essential elements of life. No hurry about it. In fact, on the contrary, anything further that might be done should come only after the most careful thinking and planning.

EDWIN R. EMBREE

ERE:VD

July 6, 1931

FISK
UNIVERSITY

Mr. Rosenwald: I am sending on this letter of Dr. Billikopf's in the New York Times which I think you will find interesting. About six weeks ago, I spent an entire day in Rochester with Miss Frances Perkins, State Commissioner of Labor, and others, going over in detail the public employment agency that has been established as a demonstration in that city. This, and the special Negro demonstration in employment at Atlanta (with training facilities for the applicants during the period that they are waiting for the employment) are interesting attempts to coordinate the resources of large cities in meeting employment problems. I believe these agencies will have even more significance in good times than in bad, although they are doing an exceptional service at this time of depression.

Some time when you are feeling stronger, I should like to talk with you again about housing. I am increasingly convinced that this is a project of great significance both from the standpoint of social betterment and business improvement. Adequate modern housing is a great industry that for the next generation may be almost as important in its economic effects as the automobile industry was during the past generation.

In the Michigan Boulevard Garden Apartments you have already proved that good housing is also good business investment. If more sympathetic legislation is adopted, such ventures will become increasingly profitable. I believe this is a matter in which either you or the Fund could go somewhat further and lead the way in what I believe will be a nation-wide transformation in one of the essential elements of life.

No hurry about it. In fact, on the contrary, anything further that might be done should come only after the most careful thinking and planning. The next venture, to my mind, should be in cooperation with some large general organization, such as Mr. Alfred Smith's project in New York City, or the Amalgamated in the same city, or with a large general project in Chicago.

ERE:VD

July 7, 1931

EDWIN R. EMBREE

EDWIN R. EMBREE

FISK
UNIVERSITY

Mr. Rosenwald: I talked over with Dr. Davis the note he sent to you concerning the Berlin dental clinic. I feel even stronger than he does that you have an opportunity in this spectacular gift not only to make a contribution to current practice in medical and dental charity (although that is a great thing in itself) but also to set new standards and get new ideas at work.

The pay or self-supporting clinic is so much sounder than the old charity service that I hope your gift will not simply perpetuate the old order. Even if fees available during the present depression in Berlin can pay for only part of the cost, it seems to me that the principle of self-support should be established from the outset and should be kept in view as the goal to be realized more and more closely as time goes on. I hope this point can be safeguarded before final commitments are made.

ERE:VD

EDWIN R. EMBREE

July 7, 1931

Mr. Rosenwald: I want to dedicate my book on the Negro jointly to
my abolitionist grandfather and to you. I hope you
have no objections and I hope the book will be a credit even to the
very distinguished and great-hearted men to whom I dedicate it. It
has had the best I could put into it plus an enormous amount of sug-
gestion and criticism from people who are supposed to know most about
the subject, both white and colored. I got a southern friend and
writer, John Wade of Georgia, to read almost the entire manuscript. He
made a number of suggestions, most of which I have used. I was de-
lighted that he felt the book was fair and also that it was important,
in spite of the fact that I have not hesitated to say some pretty hard
things about the treatment of the Negro in the South, both past and
present.

The manuscript has been turned over to the publishers
- The Viking Press. They seem to be greatly pleased with it. The book
comes out in the autumn about the middle of October.

EDWIN R. EMBREE

ERE:VD

July 7, 1931



Mr. Rosenwald: RE: Provident Hospital

To repeated requests of the trustees of provident hospital that some payments be made on account of the subscriptions of the Fund and of you personally, I have replied that it seemed to me not necessary for payments to be made by us until expenditures were required for the new building. Large payments are now due both to the Lying-In-Hospital Board for that hospital and for repairs and renovations necessary to put the building in order. In total, somewhat more than a million dollars is involved in these capital expenditures. The large payments to the Lying-In-Hospital have already been made. The other expenditures will come in the next few months.

In view of this situation, I have promised that a first payment on account of the Fund's subscription will be made in July and that I would recommend a similar payment on account of your personal subscription. We have so far paid nothing, not even interest on any part of our pledges. I think that has been justified so far, but I think it is not any longer. My suggestion is that we make payment over a three-year period, which would make \$83,333 due each from the Fund and from you. The only promise I have made is that the first third of the Fund's pledge would be made the first of July and that future payments would be made in the light of future conditions.

The trustees and authorities of Provident think I have been very severe about our payments. Some of them, I imagine, think I have been niggardly. In view of the fact that we have been pushing the hospital to make collections from other donors and have been making a number of suggestions about the conduct of their affairs, I think we can no longer defer our first payment. I hope, therefore, that you will agree to pay the first third of your pledge at this time.

The state of the subscriptions and collections is as follows:

Subscriptions directly to Provident Hospital....\$2,252,173.40

Subscriptions to the University of Chicago for
the teaching work of the hospital.....1,050,000.00

Of the subscriptions to the hospital, payments have been made as follows:

From the Hubert Estate	\$500,000
From white subscribers.....	573,831
From colored subscribers.....	39,202

Total \$1,113,033

Of the subscriptions still unpaid amounting to slightly over \$1,100,000, nearly half, that is \$500,000, is payable from the subscriptions from the Fund and you. It seems to me pretty clear, therefore, that we can

no longer defer an initial payment.

Collections in general seem to me to have been very satisfactory in view of the fact that most of the pledges were made payable over a three-year period and a large number of them over a five-year period.

The Negro subscriptions as usual are very disappointing. A vigorous, intensive campaign has twice been launched for collections on the south side. In both these cases the payments on pledges scarcely covered the cost of the solicitation. Efforts by letters and personal calls are going forward continuously in the colored community but with very little result. In all future campaigns in which Negroes are concerned, I think we must see to it that emphasis be placed on the sacredness of financial promises. Possibly it would be well to accept no pledge unless at least a third was paid in cash and the remainder in the form of legal promissory notes with dates. In past campaigns, Negroes have felt they could preserve their self-respect by making pledges although in many cases they knew in advance that there was almost no likelihood of their making any payments. Mr. Binga, for instance, inspired by his attendance at a select business men's dinner, at which others were pledging large sums, rose and announced a subscription of five thousand dollars. This was an empty gesture.

(One favorable note in Negro collections comes from Morehouse College where President Hope has already received in cash about \$30,000 on total pledges of \$100,000 from Negroes. This is a gratifying amount of cash, especially in view of the fact that the campaign, although it has been on for two years, did not reach its goal in subscriptions until a week ago.)

ERE:VD

EDWIN R. EMBREE

July 8, 1931



Mr. Rosenwald: Some time when you are feeling stronger, I
~~should like to talk with you again about hous-~~
ing. I am increasingly convinced that this is a project of great
significance both from the standpoint of social betterment and
business prosperity. Adequate modern housing is a great industry
that for the next generation may be almost as important in its
economic effects as the automobile industry was during the past
generation. The rise in the standard of living (which inevitably
results when people move into good living quarters) is in itself
of great significance to general business.

In the Michigan Boulevard Garden Apartments you
have already proved that good housing is also good business invest-
ment. If more sympathetic legislation is adopted, such ventures will
become increasingly profitable. I believe this is a matter in which
either you or the Fund could go somewhat further and lead the way in
what may well be a nation-wide change in one of the essential ele-
ments of life. I have no doubt that this business is going to get
attention from powerful forces within the coming decade - foundations,
or government agencies, or groups of prominent individuals. I would
like to see us help and hasten the coming day of "decent housing for
every American citizen." (A presumptuous slogan, I admit, but think
of the transformation to American life and American business if this
ideal were even approached.)

No hurry about it. In fact, on the contrary, any-
thing further that might be done should come only after the most
careful thinking and planning. The next venture, to my mind, should
be in cooperation with some large general organization, such as Mr.
Alfred Smith's project in New York City, or the Amalgamated in the
same city, or with a large general project in Chicago. And through
it all, we should keep in close association with President Hoover's
Commission and committees which are actively studying and promoting
the matter.

ERE:VD

EDWIN R. EMBREE

July 9, 1931

FISK
UNIVERSITY

Mr. Rosenwald: Here are two matters from the University of Chicago that should come to your attention. I think they will both be easy to decide.

1. A letter from Mr. Steere concerning a proposal to postpone building of the women's dormitories for a year. President Hutchins spoke to me about this personally a few days ago. It is his opinion and that of the business officers of the University that it would be a good thing to postpone for at least a year the women's dormitories project. I should think there is a good deal to say in favor of not making further investments of this sort, if they can be postponed without serious consequences. Even if prosperity returns rapidly, I imagine building costs will not go up very much in another year.

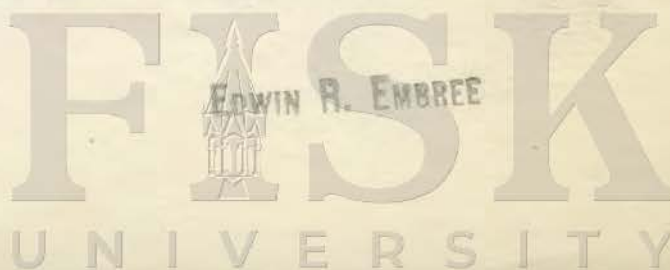
Mr. Steere's letter is a little different in tone from President Hutchins' conversation. Mr. Steere seems to ask you to take the brunt of the decision to postpone the building, whereas President Hutchins inquired simply whether or not you would think the building might well be postponed. If you agree to the postponement, I think we should word the reply so that you do not take responsibility for the delay but simply acquiesce in the university decision.

2. A letter from Mr. Stifler concerning the renewal of your pledge to Miss Abbott's School of Social Service Administration. You will remember that for five years, ending June 30, 1931, you gave \$5,000 a year to this school. Progress has been made toward endowment of the School, to which the Rockefeller Foundation has outstanding a conditional offer of \$500,000. Meanwhile the Foundation has renewed its pledge of current support for another three-year period. The amount necessary to match this pledge is in hand with the exception of \$4,305 a year. The School's budget, however, is somewhat larger than the sum that would be available simply by matching the Foundation's offer. For this budget, the School needs \$6,877 (which, of course, includes the \$4,305 needed to match the Rockefeller gift).

In view of your long interest in this school and the excellent work which it is doing, I hope you will renew your pledge for the three-year period covered by the new pledge from the Rockefeller Foundation. (I know that the Foundation's gifts have been made partly because of your interest and support.) Under the circumstances, I do not know that you need to make as large a pledge as in years before, although the School can make excellent use of a good deal more money than they now have at their disposal. A gift of \$4,000 a year from you would meet the pressing needs and insure the full Rockefeller gift. I hope that you will do at least that. If you feel like it, it would be a fine thing to continue your present gift, that is, \$5,000 a year for three years.

ERE:VD

July 10, 1931



Mr. Rosenwald: I think you will be interested in this
letter from a Morgan banker. It is
nice to have one's judgment confirmed from so high a source.
Of course we have sent him the fifty copies of the reprint
and told him that we can give him still more if he wants them.

ERE:VD

July 10, 1931

EDWIN R. EMBREE

enc 2

Mr. Rosenwald: Mr. Burt Massee, vice president of the Palmolive Company, asks for a contribution from you to the Crime Detection Laboratory which he has been instrumental in setting up, under Colonel Calvin Goddard at Northwestern University. General Wood tells me that he was present when, two or three years ago, Mr. Massee spoke to you about his plans and you said that you would go in with him, if for no other reason, because you wanted to encourage young men who were taking an interest in civic causes.

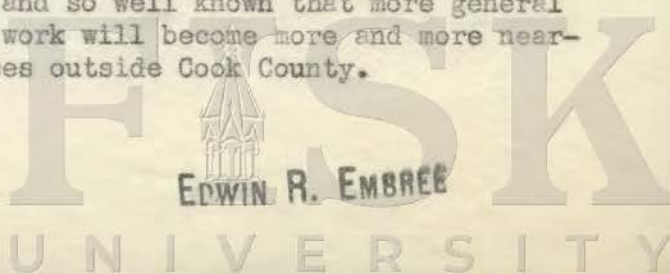
Mr. Massee did not call on any of his friends for help during the organizing years, but now that the work is thoroughly established and he as others is in a much poorer condition, he is asking for cooperation from those who were originally interested and others. Mr. Massee reports that he has contributed to the enterprise from his own money a total of \$60,000. He has also pledged \$10,000 for the coming year. The amount that he is trying to raise for this year is \$80,000, which he and Colonel Goddard regard as a minimum budget. He very much hopes that you will come in for at least as much as he is giving. He would like a pledge for two years, but I imagine all he needs is a contribution for this year and an opportunity to come back again a year hence.

I think you know something about the work. It is said to be the best, and in fact the only, bureau of scientific crime detection in North America although in Europe, especially at Scotland Yard and Berlin, this sort of thing is well established. The most picturesque aspects are ballistics, that is, the study of bullets and guns from which they were fired, which apparently has been reduced to a very exact science; and the lie detector, which also appears to be surprisingly exact. This latter device, on the basis of breathing and blood pressure, reveals in the most astonishing fashion, guilt of innocence.

Services in these and other aspects of crime detection are lent free to all the public agencies of Cook County and are sold to persons outside the county. The total income from fees for these services to outside agencies amounted last year to almost \$20,000. In addition, courses are given to police officers and detectives, and these courses have been attended by persons from coast to coast. Colonel Goddard is the authority in such matters in this country and is by way of becoming a world authority.

I think there can be no doubt of the excellence and importance of the work. Whether you want to support it, I suppose, depends largely on your interest in the subject and in cooperating with others in Chicago who have pretty heroically stood by in getting it established. Mr. Insull has promised to contribute. It is expected that he will give at least \$10,000, although he has not yet designated the sum. Although it is hard sledding just now, Mr. Massee hopes he can find five or ten people who between them will care for the budget for the next year or two. After a little while he hopes that the work will be so well established and so well known that more general subscriptions will come in; also that the work will become more and more nearly self-supporting through fees for services outside Cook County.

ERE:MWS
7/15/31



Mr. Rosenwald: I have gone over again in great detail the whole situation of Provident Hospital, with A. L. Jackson, the president of the board; with Admiral Blackwood, superintendent of the Hospital; with Dr. McLean; and with several of the individual trustees. The character and responsibility of the board has been a good deal improved by the addition during the past two years of such men as Willoughby Walling, James Becker, Dr. Ball, and Mr. Alfred Meyer. I am convinced that the board, including its president, is taking its responsibilities seriously and that Admiral Blackwood is proving an unusually capable and tactful superintendent. The influence of Dr. McLean is also important, and Dr. Davis, by invitation, is helping on a great many of the duties of the reorganization.

However, I am inclined to think that it might be just as well for you not to pay any part of your capital subscription at this time. Instead, I recommend that you pay interest at 5%, and since more than half of the Chicago subscriptions have been paid, that this be paid on half of your subscription. I suggest that you pay semi-annually and am therefore enclosing an order for payment at this time of \$3,125.

EDWIN R. EMBREE

ERE:MS

7/16/31

2
C-

Mr. Rosenwald: I am attaching redraft of the suggested contract between you and the city of Berlin. You will see, by comparing this draft with the one sent by Dr. Burkhardt, the changes that have been made. The alterations concern chiefly shifting of emphasis to part-paying services instead of charity. I have also changed the last paragraph, since I see no reason why it is necessary for you to set up a separate fund in advance to cover this obligation.

Please return the proposed contract with any suggestions you have to make. We will then send it on to Dr. Burkhardt to be put into final legal form addressed to the proper authorities in Berlin.

ERE:MS

EDWIN R. EMBREE

7/20/31

Mr. Rosenwald: I am enclosing two letters: (1) A request that you contribute an article to a volume on the life of Mr. Messer. It seems to me that it would be a very appropriate thing for you to do this. If you are willing to have your name used in such a chapter, Mr. Arthur agrees to get the material together and we can see to putting it in form here in the office. (2) A letter from W. O. Saunders of Elizabeth City, North Carolina. This is the man, you remember, who made a courageous stand when an evangelist was trying to stir up emotion by vicious attacks on Jews and Catholics, and especially you. It seems to me it would be a very good thing to have additional copies of his pamphlet "The Book of Ham" printed. At his estimate, \$300 would cover the cost of providing a fairly large printing of these booklets.

I am glad to learn through Dr. McLean that you are willing to send out some copies of Dr. Alfred Cohn's book of unusually delightful essays on medicine and philosophy. We are getting prices from the University Press and Dr. McLean is furnishing us with lists of names. I should think 250 copies of this book would be all that we need to send out. We will, as usual, enclose your card.

ERE:VD

EDWIN R. EMBREE

July 21, 1931

enc.

FISK
UNIVERSITY

Mr. Rosenwald: I am enclosing a copy of the letter I have just sent to former Congressman Crampton. I am sending a copy of this letter, together with the reprint of his address, to the persons that you suggested, including each one of the trustees of Howard University. We have ordered extra copies of this address and I am making up a list of additional persons to whom they may be sent with profit.

You did not make any reply to the letter from W. O. Saunders who would like to make reprints of his pamphlet, "The Book of Ham." It would seem that it might be a good thing to provide the \$300 needed for this purpose.

ERE:VD

EDWIN R. EMBREE

July 23, 1931



8-21-31

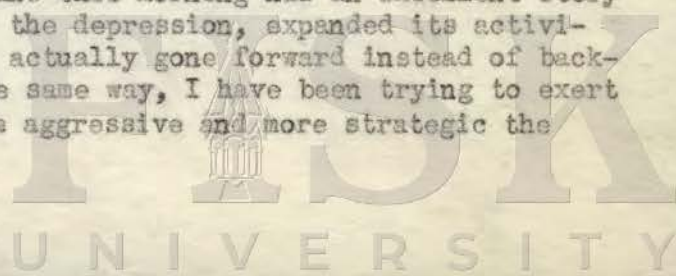
✓
✓
Mr. Rosenwald: I want to say a few things about our present activities in the Fund. The job of philanthropy in these days is many times harder than before because we are trying to accomplish as much with one dollar as we previously did with three or four. In the rural schools our job is to wield as much influence this year with an appropriation of less than \$300,000 as we did in each of the past three years with appropriations of over \$600,000. In pay clinics we are now using moral suasion and very small allocations where before we made large appropriations.

Furthermore, while we are making much smaller total appropriations, we are making very large cash payments on commitments made two and three years ago. And we are giving the most active scrutiny to every payment and using our gifts to try to improve the management and accomplishment of every one of our beneficiaries.

During the year just ended - July 1, 1930 to June 30, 1931 - we paid out (largely on appropriations made during the boom years) two million four hundred thousand dollars. And we shall have to pay out this present year something around one million eight hundred thousand dollars. Then we shall be pretty well caught up on our big outstanding pledges. It is hard luck that these payments come in these terribly depressed years but the fact that they do, means the most active, painstaking supervision in this office if these large sums accomplish their maximum good.

For example, we have given much more time and attention to such institutions as Dillard University and Flint-Goodridge Hospital in New Orleans since our appropriation than we did before. The same is true of the Provident Hospitals in Chicago and in Baltimore, and of Fisk and Howard Universities, and the Negro state colleges and city high schools and Negro health agencies to which we have outstanding pledges. Dr. Davis has given an enormous amount of time to the Public Health Institute, which has been completely reorganized under our auspices, although we have not had to appropriate a cent to it. Mr. Arthur is giving almost all of his time to investigating Negro fellowship applicants and to directing and supervising their studies after they are appointed. (By the way, Dr. Will Alexander, Dr. Charles Johnson, and Mr. Henry Moe of the Guggenheim Foundation, are now serving on a committee of award of these Negro fellowships and are helping enormously. Mr. Moe especially has helped in giving us a lot of ideas for wise selection on the basis of his unusually successful experiences with the Guggenheim fellowships.)

The Chicago Tribune this morning had an excellent story of how that newspaper had "attacked" the depression, expanded its activities, increased its services, and so actually gone forward instead of backward during these hard times. In the same way, I have been trying to exert every effort to improve, to make more aggressive and more strategic the efforts of this Fund.



All this I say for fear you have any idea that we conceive of our job as a diminishing one, just because we have less money to appropriate. Our task is different from what it was two years ago; but it is harder, more exciting and more interesting than ever. We want to keep our work economical and efficient but this is no time to let up or lie down. If and as I find a man of superior brains for any of our programs, I should not hesitate right now to add him to our staff. The constructive efforts of a wise worker may be worth more than outright gifts of a hundred thousand dollars.

The Julius Rosenwald Fund is an astonishingly active yeast and it is so recognized very widely throughout the country. It is the more significant at this time when the older foundations seem to be becoming more and more conventional and perfunctory. Whether our total annual appropriations are two million dollars or two hundred thousand dollars, we will be serviceable only if we keep the pot boiling actively.

Let me say just one more thing. The chief reason I find the atmosphere so stimulating here and the yeast more active in your fund than in other foundations is because you are so aggressive, so open-minded and so courageous. (Confidentially I think you have some shortcomings, especially that you are often unreasonable. But you are a marvelous person.) You are the least timid rich man I have ever known. That makes it easy for all of us to keep plunging ahead and trying to do things - because we know you are not afraid to stand by even if it means taking criticism from stupid or selfishly interested persons. May the Lord continue to make his face to shine upon you!

ERE:VD

EDWIN R. EMBREE

August 21, 1931

FISK
UNIVERSITY

6

Mr. Rosenwald: The time has come when we must sell further securities to meet current obligations of the Fund. You have said that for the present you would continue to buy our stock, giving us the option to buy it back from you any time within two years at the price at which we sold it to you. To avoid having to come to you too frequently with these sales, I suggest that again we sell to you a block of ten thousand shares. Assuming that you would be willing to continue this procedure, I am enclosing a form of agreement for the sale of these shares as at the close of the market of today.

Since we do not need all of the cash now, I suggest that you pay \$100,000 now, \$200,000 on October 1, and the remainder on December 1. I am enclosing notes on Sears for these amounts, which please sign if you are agreeable.

I am hoping that we may hold payments somewhat under these sums named above, but there are so many large outstanding commitments that it is impossible to foretell with any accuracy what the demands will be, and since we have borrowed up to the limit allowed by the finance committee, I like to have a little cash on the safe side. Of course, we do not carry this cash in the bank but use it to pay up outstanding notes and then make new notes of twenty-five thousand dollars each as and when we have to make payments.

Your willingness to carry this stock on a re-purchase basis I hope will mean a great deal to the Fund. Surely the market will be very much better within two years.

EDWIN R. EMBREE

ERE:VD

September 9, 1931

FISK
UNIVERSITY

Mr. Rosenwald: Here is Dr. Burkhardt's reply to my inquiry as to how much time and expense Dr. Bertling went to in connection with the Berlin Dental Dispensary. My own feeling is that we should not confuse payment for services rendered with a contribution to his Institute. I should feel, therefore, that a draft for \$300, the maximum estimate of his expenditures, would be more appropriate than a larger check.

ERE:VD

EDWIN R. EMBREE

September 9, 1931

7

Mr. Rosenwald: The attached note from President Keppel of the Carnegie Corporation opens a question about which I have been thinking for a long time and around which your mind must have been turning for many years. The ideas and plans I have in mind are so important that I am outlining the matter at length in a series of memos. under the heading, "Race Relations in the Near East," a kind of continued story for you to amuse yourself with between radio programs. I ask you to keep your mind open until you have the whole picture.

ERE

ERE:MWS

September 10, 1931

X

Mr. Rosenwald: This is in response to the appeal from Mrs. Morrisson and the note from Mrs. Rosenwald asking in your behalf for further information concerning your gifts to the Institute of Pacific Relations.

In recent years, your gift to the Institute has been \$5,000. Mr. Carter's appeal this year was for an increase of your pledge to at least \$7,500 and a commitment for a three-year period. I heartily recommend that you continue your support of this important enterprise, but I see no reason why you should increase your gift or commit yourself for more than a year at a time.

The work of the Institute has really been astonishingly successful. It has ironed out difficulties in an area where there has been so much conflict of interest and threat of war. I am enclosing the formal appeal received from Mr. Carter in the spring. Carter always sends long documents. You may not care to read this one, but I am sending it along in case you want to refer to it.

The chief sponsor is Jerome D. Greene, the Chairman of the American Council of the Institute, who has given to the work not only his time and influence but funds large in proportion to his means. In recent years he has given twenty thousand dollars and he is not a man who possesses any considerable personal wealth. The second most important sponsor is Secretary Wilbur who until he entered the Cabinet was Chairman of the Council, and who in the early days was the most influential man in the Institute.

The largest amount of money comes from Rockefeller sources. In addition to the contributions from Mr. Rockefeller to the general budget, much of the fundamental research carried on by the Institute is financed by the Rockefeller Foundation.

The important accomplishments of the Institute and the eminent backing that it has seems to me amply to justify a continuation of your support by a pledge for this year of five thousand dollars.

ERE:VD

September 11, 1931

ERWIN R. EMBREE
FISK
UNIVERSITY

X

Mrs. Rosenwald: While I was in Canada you sent some correspondence concerning the Hadley Correspondence School for the Blind to this office, asking that it be held for comments by me after my return.

This appears to be a sound institution. There can be no doubt about the kindness and helpfulness of its efforts. Of course, it is one of these purely alleviative projects. The numbers concerned are very small. By its own claims, the organization has helped in teaching only three thousand blind persons during the ten years of its existence. It is dependent on a relatively small circle of private supporters. I am not at all sure that such organizations can survive periods of depression. On the other hand, its services doubtless mean a good deal to the happiness of the individuals whose lives it reaches. It is not the kind of thing to which I should recommend a gift, but at the same time, I should certainly not want to do anything to check the kindly impulses of a person who was already interested.

In view of other contributions, I should think a gift of one hundred dollars would be very generous. I am enclosing a recent letter sent to Mr. Rubinow and a list of contributions of other persons.

ERE:VD

EDWIN R. EMBREE

September 14, 1931

enc

X

filed
9/19/31

Mr. Rosenwald: I am enclosing a letter from Willoughby Walling, which explains itself. For reference, I am sending a copy of the contract between you and the Personal Loan Mortgage Company.

Mr. Walling spoke to me twice about this matter during the summer. He was very reluctant to bother you at all, but I told him that under the circumstances I was sure you would be glad to have the whole matter fully explained. I imagine you will want to follow the procedure suggested in his letter as to repayment of the loan from you. In so far as I know about the work, it seems to me that he has done a constructive piece of work, and his proposed liquidation of loans (although not as prompt as originally expected) is at a rate which is very encouraging indeed.

Willoughby Walling seems to me one of the substantial hard-headed and sensible citizens of Chicago. I have been wondering whether he might not be a good man to suggest to take the place of Harold Swift on our Board of Trustees and Executive Committee. You will remember that Mr. Swift's term expires this autumn, and under the terms of the constitution he is not eligible for re-election, at least within a year. We need a substantial Chicagoan, both for the board and the committee. It seems to me that Walling may be the man.

The only other vacancy on the Board of Trustees that is to be filled by a new individual is that of Alfred Stern. I have assumed that his wife will take his place as a trustee.

ERE:MLU

EDWIN R. EMBREE

FISK
UNIVERSITY

P

CROSS REFERENCE RECORD

FIRM NAME OR	SUBJECT	FILE NO.
	ROSENW LD JULIUS	
DATE	REMARKS	
Sept 1930	Articles on Race Relations in Near East	

SEE	RACE RELATIONS IN THE NEAR EAST	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

Mr. Rosenwald: The Executive Committee has just concluded its meeting. The full membership was present, Dr. McLean serving as alternate for you.

We first discussed seriously the general policy in the light of the present depressed and uncertain financial situation. The attitude of the committee was that we should proceed to any new commitments with the greatest possible caution, but that we should not fail to stand by important undertakings on which we are already engaged. My expectation is that the new appropriations this year will be very very small. We already have outstanding commitments of three and three quarter million dollars. It would seem foolhardy to take on any new obligations until our financial position is much improved, but since you created the Fund not to be hoarded but to be expended, I and all other members of the committee feel that we should not sit absolutely tight and refuse to give continued help in our established fields.

It seemed best, however, not to change at all the terms of our appropriations for the county library services. While the amount involved in the request from Webster Parish was only two thousand dollars, this would set a precedent which other counties would certainly expect to be followed. Furthermore, all such public services are likely to have to be carried on at reduced budgets. This situation might just as well be faced by the public authorities concerned now as later. It might be a disservice to enable officials to postpone the inevitable day of reckoning.

There can be no doubt that the members of the committee take their responsibilities very seriously and are a fine group with large hearts but hard heads.

KRE:MLU

September 21, 1931



P. Goldberg's Book

September 22, 1931

Mr. Rosenwald: On the back of recent correspondence concerning the proposed biography of Dr. Goldberger, you made this note: "You might, if you care to, say to Macmillan's that you would recommend my giving \$1,000 toward publication, although you doubt my doing anything about it, as I am ill now and very few matters are submitted."

This note leaves me in some doubt as to where you stand on the matter. You will remember that I spoke to you during the summer on the basis of a letter from Surgeon General Cumming, and you replied very definitely that you did not care to subsidize this book, your feeling being that if it were an interesting or valuable biography, the publisher would doubtless be prepared to handle it commercially, and that so far as a memorial to Dr. Goldberger was concerned, you were not so much interested in memorializing the dead as in helping the living.

Both these conditions seem to be sound. If, however, you now wish to contribute to make possible the publication of the book, I will, of course, take any steps you suggest, but unless you are prepared now to subscribe the \$1,000 suggested, I think it would be best not to carry correspondence any further.

EDWIN R. FINE

ERE:MLU

September 24, 1931

Mr. Rosenwald:

Memorandum - Christmas Toys

Would you care to send Christmas gifts this year, as formerly, to Negro children in the first four grades of the practice schools of the Land Grant colleges and four outstanding private and church schools?

Total number of children receiving gifts in 1929 - 1,575
" " " " " " " 1930 - 1,622

Total amount spent in 1929 - \$817.36
" " " " 1930 - \$867.07

Total number of schools served in 1929 - 15
" " " " " " 1930 - 18

Discount given by Sears, Roebuck and Company in 1929 was 15% and in 1930 10%.

I have attended several of these schools just before the Christmas holidays. There is great joy on the part of the children, teachers, and parents anticipating these gifts. In some cases the school room floors are scrubbed, walls cleaned, and holiday decorations hung up for the day upon which the gifts will be distributed. Should you care to continue this year, I am sure that your gifts will be appreciated more than ever.

GRA:VH



Mr. Rosenwald:

I think you may be interested in what Surgeon-General Cumming said last week about our syphilis control experiments in the South. You will remember that we have been cooperating with six states according to a plan worked out with the U. S. Public Health Service, to find out how prevalent syphilis is among Negroes in rural areas and how treatment can be made available in these areas which is not too expensive. These experiments got under way at various times in the different places. The year-and-a-half minimum period through which we are carrying a share of the expense will be completed next spring for the most recently started experiment.

At the annual meeting of the American Public Health Association in Montreal last week, I took part in a number of conferences with the Surgeon-General and his assistants, several southern state health officers and other persons. There was an immense amount of interest expressed in what had been accomplished so far. After one of the main conferences, I went off with the Surgeon-General for a private talk and he said, "I think that in getting at syphilis in this way, we have probably hit upon the most important piece of public health work that has ever been undertaken in the South since the campaign against hookworm."

Dr. Cumming by the way inquired about you and asked me to convey to you his kindest regards.

In the six counties, 40,000 people have been examined and while the proportion of persons infected varies quite widely in the different counties, an average of nearly one person in every four has the disease. A majority of the cases are found among comparatively young people when the loss of working efficiency is serious. The disease is most prevalent among women during the child-bearing period when it has direct effect on the coming generation.

Until after the end of 1931, it will be too soon to pass final judgment as to the results of the work and the best and most economical methods for expanding the treatment from the experimental scale of these counties to a large-scale basis. It is likely to need a longer time than a year and a half to test out costs and the best methods of large-scale administration. There is always a good deal of costly experimental trial-and-error during the first year or so.

I wouldn't bother you with all this if I did not recall your personal interest when we started the first of these experiments with the Public Health Service.

You may also remember the luncheon we had about three years ago to which nearly all the health officers of the southern states were invited and that when each was called upon to speak of the chief



9/24/31

public health problems in his state, not one of them mentioned syphilis. When one of us asked them about it, they said "Oh, yes, syphilis is important." But nobody was doing anything about it. The meeting at Montreal shows that they are beginning to appreciate that they must do something about it.

I don't yet know what we can do about it in the future, until we have studied out with the Public Health Service the results in the six counties. The baby threatens to grow so big that he will mash us if he sits in our lap. But I don't want to turn him loose till I'm sure he can live alone in a cold world.

MICHAEL M. DAVIS
md

MMD:MR

September 24, 1931

My dear Mr. Rosenwald: A note from Mr. Willoughby

Walling, acknowledging my notification of your acceptance of his proposal in the second mortgage business, reads as follows:

"I wish you would tell Mr. Rosenwald of my deep appreciation of his understanding, and tell him further that quite outside of the material importance of his acts, his personal example is a deep reassurance during trying times."

EDWIN R. EMBREE

ERE:MLU

Dear Mr. Rosenwald: I am enclosing carbons of letters
which at your request, I have
sent to Mr. Justice Brandeis and to Dr. Burkhardt.

In consultation with Dr. Davis,
I am preparing with great care a letter to go to Ober-
burgermeister Sahn. When we get that letter ready,
I am going to ask you to look it over before sending
it.

ERE:MLU
October 7, 1931

EDWIN R. EMBREE

October 7, 1931

Dear Mr. Rosenwald: I am enclosing a copy of the
auditor's report of the Fund
for the year ended June 30, 1931. The auditors con-
tinue to give very careful scrutiny to minute details
and have made a number of helpful suggestions as to
general procedure in our accounts.

ERE:MLU
Enc.

EDWIN R. EMBREE

7
October 9, 1931

Dear Mr. Rosenwald: The representatives of the Committee on Crime Prevention have been having a number of talks with us. The people who have been out are Colonel Randolph, Mr. Stewart, W. J. Parker, and Mr. Jamie, who is their operating agent. Mr. Stern, Mr. Rubinow, and I have been talking with them.

The purposes of the conferences were:

1. To acquaint us as your representatives and as citizens of Chicago with the serious condition of crime in the city and with the steps which this committee is taking to try to check it and bring the criminals to justice.

2. To discuss the present overlapping of bodies engaged in fighting one or another aspect of lawlessness. These groups, as you know, include this committee, the Crime Commission and four other groups that are engaged in attacks on special aspects, the Employers' Association in its fight on rackets and the Better Business Bureau in much the same field, the Committee of Fifteen in its fight against organized vice, and the Vigilanti, who are fighting communistic expression. These groups mean diffusion of energies and also great expense. Mr. Stewart said that the overhead supervision alone of these six groups amounts to more than \$60,000 a year. A special committee has been appointed by the Association of Commerce to study the situation and to see if concentration and unification can not take the place of the present scattered action. When this committee makes its report, it is hoped that you and other large supporters of these several agencies will insist upon unification or at least coordination of effort.

3. To ask either a partial payment of your pledge at this time or an agreement to modify somewhat the terms of your pledge. You will remember that you promised "\$25,000 on condition that a total of \$500,000 is secured for the use of the committee". The committee has in hand in good pledges which it regards as collectable somewhat more than \$400,000 of which more than \$200,000 has been received in cash. Mr. Stewart reports that because of the drive for unemployment relief the committee

was asked to discontinue its intensive campaign for more pledges. They claim that for purely civic reasons they stopped at the \$400,000 figure when they believed that they could easily have got \$500,000 if they had been allowed to continue to solicit.

They asked if, in view of the situation, you will regard your condition as having been met by the \$400,000 already subscribed, or if not, if you will scale down your pledge so that it will now read \$20,000 against \$400,000. An alternative suggestion by Mr. Parker is that you keep your pledge as it stands at present (since the committee hopes in the course of a year or two to raise the full amount) and make payments prorated to cash received from other sources. Under such an arrangement, \$10,000 would be due from you now, and other payments would come in only in proportion to the amount actually received in cash from time to time.

I should think that this latter suggestion is best. The committee in the course of another year or two will certainly require at least a total of \$500,000, and with their leadership and support, I think they will not have too much trouble in getting it. Meanwhile, it would be a simple arrangement (one which you and the Fund have often followed) to make payments in direct proportion to the amount received from other sources.

I am enclosing a list of other large contributors.

ERE:MLU

EDWIN R. EMBREE



25

Mr. Rosenwald: I think you will be interested in this first batch of clippings about the book. The headings are a bit startling. One would get the impression that I, as an explorer in strange lands, had suddenly discovered a new race previously hidden on this continent. At any rate, there must be a great deal of interest in the subject and also in the book. The review from the Herald-Tribune is very gratifying.

ERE:MLU

October 9, 1931

EDWIN R. EMBREE

X
October 9, 1931

Dear Mr. Rosenwald: I do not know whether you ever knew Dr. Robert M. Yerkes, who in the old days was professor of psychology at Harvard, and who for the past decade has been at Yale. He was one of the men whom the Rockefeller Foundation supported under my Division of Human Biology. His specialty is the study of the psychology of man's contemporary ancestors, the great apes. The following is a paragraph from a letter that I have just had from him:

"By the kindness of Mr. Rosenwald, and presumably through your office, I recently received a copy of Frederick Winsor's 'The Unintellectual Boy'. As it happens, I had not read the article in the Atlantic Monthly and it gives me great satisfaction to express now my personal gratitude for Mr. Rosenwald's act and my conviction that the wide distribution of Mr. Winsor's article is of profound importance. My educational and other experience of the past thirty-odd years strongly indicates and supports his main contention, and I firmly believe that were such radical reform in secondary education as he recommends effected, many of the perplexing problems of collegiate and professional education would be resolved and the status and spirit of collegiate work vastly improved."

We have received a raft of letters about the Winsor article. I have sent only a few of the most interesting on to you. So far the comment has been entirely favorable. I am sure that this distribution has been good seed on good soil.

ERE:MLU

EDWIN R. EMBREE

FISK
UNIVERSITY

JRF

RE: UNIVERSITY CLINICS REPORT

Mr. Embree:

I think if you read pages 1, and 24-26 in Dr. Bay's report you will get the gist of it so far as you will want to appear informed on these medical matters. Dr. Bay understates both the excellencies and the deficiencies found in the clinics. He takes too many of the excellent points for granted, as he is not familiar with conditions found in the average or even the better organized clinics. He understates some of the deficiencies mentioned on pages 24-26 because he is talking as an insider to his colleagues.

As to Rorem's report, I think you will want to read this, especially as it is only seven pages. The reference to the interests of the JRF in the third paragraph on page 1, in paragraph 25 on page 5 and in paragraph headed "General Comment" on page 7, will naturally receive special attention.

MMD:MLU

M. M. D.

Mr. Rosenwald:

I am enclosing a copy of the report of the Committee of the Trustees on Reorganization of the Southern School Program. This report and its recommendations were adopted after a two day discussion among all the officers of the Fund and after an all day discussion between the officers and the members of the committee.

The essential points are:

1. A reduction in the extensive school building program. Our expenditures for the old program will be less than \$250,000 this year as compared with \$550,000 last year. I think we can continue to make reductions gradually without impeding the momentum that we have built up in the building of schoolhouses for Negroes throughout the South.

2. The shifting of our major emphasis to improving the quality of the teachers and of the activities that go on inside the schoolhouses, which alone justify the buildings. A comprehensive report presented by Mr. Foreman and Horace Mann Bond at the Trustees' meeting last spring indicates that while Negro schoolhouses (due in part to the stimulus of the Fund) are now in very good shape, the educational results are today as deplorable as the schoolhouse situation was when you first started that work eighteen years ago. Developing an adequate teaching staff is a much more difficult and complex matter than building schoolhouses, but I hope we can do something in that field comparable to the magnificent results in the buildings. At any rate, it is unwise to continue to put money into the exterior until we are reasonably assured that something as worth while as possible is going on inside.

3. Attempts to improve county organization as a whole. This is a matter which has been often discussed among us, the officers of the General Education Board and the Spelman Fund. While various agencies have worked in special fields, schools, health, etc., county organization is still archaic and inefficient. We hope to demonstrate in a few counties, not more than two or three at the outset, what can be done by better organization, especially by the cooperation of all agencies, both public and private.

The General Education Board and the Spelman Fund have each expressed great interest in such experiment, and a willingness to join at the outset in financing a few experiments. Meanwhile, the National Municipal League is taking up vigorously the question of county government and has some specific proposals for reorganization. I think we have got hold of something pretty important here. It will be difficult and slow in the working out, but it may have a great deal to do with better handling of these governmental units which are all important in the South and of considerable significance also in the North and West.

ERE:MLU

EDWIN R. EMBREE

FISK
UNIVERSITY

October 12, 1931

Mr. Rosenwald:

(1) I am enclosing letters from Paul Kellogg soliciting a renewal of your annual contribution of \$1,000 to the general fund of the Survey Associates. You have been making a contribution to the Survey for many years. I hope you will renew it.

(2) I am enclosing a letter from Mr. Shepard of Punahou School. You know my personal interest in this school and my belief that it is one of the important educational enterprises under the American flag. Not only is it giving sound education with due but not fanatical regard to progressive ideals, but it is also a power in racial understanding in the Pacific area. If the resources of the Fund are larger some day, and if we find it possible to go into such fields, I hope that the Fund may make some small contributions to the work of Punahou. I do not see how you have any special personal obligation in the matter. Of course if you wanted to make a gift, I should be delighted, but I can not recommend it as one of the important calls upon you.

(3) I am distressed at your note to Mr. Levin asking him to notify the Jewish Telegraphic Agency that they must not count upon any contribution from you after this year. I hope you are doing this simply to avoid any feeling of commitment on their part or yours. I hope it does not mean that you have decided to discontinue your gifts. It seems to me of the highest importance that such an agency be enabled to furnish continually accurate news concerning Jewish affairs the world over. It is so easy for news to be colored and perverted. The only constructive way to fight this condition is to see to it that accurate news is made available at all times. Mr. Landau has always impressed me as a very able and sensible man. The Telegraphic Agency seems to me to be doing a world service not only to Jews but to all races who are now so closely bound together in world affairs. I hope that you will continue to support this service.

(4) I have noted your suggestions concerning the contributions to the Committee on Crime Prevention, by Mr. Crane and Mr. Cyrus McCormick. Mr. Stern and I are to have luncheon with members of this committee some time soon, and I shall pass on to them orally your comments with a view to their trying to get larger contributions from these two sources.

(5) I am enclosing letters bearing on your appropriation to the Social Science Research Council. You remember that in 1928 you pledged \$10,000 a year to this Council for a five year period. You made regular payments up to last June when you suggested to Mr. Levin that you

defer further payments until there was evidence that the Council was in need of cash from you. The statement that they now present shows a cash balance, but I know they are counting on your pledge for their operating budgets, and I think you will not want to penalize an organization for keeping its finances in excellent shape. In view of the fact that payments have been made regularly by the Rockefeller Foundation and the Carnegie and Russell Sage people, as well as by individual donors, it seems to me that your payments should also continue to be made regularly. I do not know that back payments need to be made at this time, but I think you would want to begin now to make regular semi-annual payments of \$5,000 each until the remainder of your pledge is cleared up.

In addition to its general work, this Council has been very active in stimulating studies of social conditions, including interracial relations in the southern universities. The Fund has used the Council to administer special fellowships and grants in aid in certain social studies in the South.

ERE:MLU
ENC

EDWIN R. EMBREE

FISK
UNIVERSITY

X
October 14, 1931

Mr. Rosenwald:

Answering your questions on the attached memorandum - Tuskegee and Hampton Institutes are included in the figures submitted to you. We have written eight additional institutions and asked if they conducted practice schools. Only one answered in the affirmative; namely, the Cheyney Training School for Teachers, Cheyney, Pennsylvania. They have a dual arrangement with reference to practice school teaching - 26 children are enrolled in a small building on the campus, and 225 students in the first four grades of the city schools are taught by teachers from the training school. May I suggest that the 26 children only be included in this list?

We have now exhausted the list of Negro teachers colleges with practice schools.

GRA:VH

GEORGE M. ARTHUR

FISK
UNIVERSITY

October 15, 1931

Mr. Rosenwald:

While the number of children is small at the Cheyney Training School for Teachers, Cheyney, Pennsylvania, I am sure they would be made happy by Christmas toys from you this year. No other Negro schools in the North, except public schools, maintain practice training classes.

GRA:VH



Mr. Rosenwald: It is very interesting to see a man taken up in the popular mind and made into a public institution. This has happened to Mr. Rockefeller and it is happening before our eyes to you.

A great many of the comments on Brown America refer to me as "Rosenwald expert," "famous Rosenwald sociologist"(!) "Rosenwald authority on the Negro." The significant point is that connection with you gives any of us institutional standing. Similarly what we do becomes a part of the Rosenwald tradition, helps mould the "Rosenwald institution." This is conspicuously true with Dr. Davis and his medical staff. Their acts take color and significance from their association with you. And these men have popularized and given substance to the Rosenwald movement. This is true, too, of the group in the southern office and their activity and standing in Negro education.

All this seems to me a very interesting phenomenon. We are all amplifiers or loud speakers either for you or for the Rosenwald institution.

This has some useful results. As the Rosenwald tradition grows and gets status, it has increasing influence. Everything that any of us does or advocates carries greater weight because of the standing of the whole organization of which we are a part. This influence is now very considerable. Significance attaches to the counsel of Davis and Stern and Smith and Arthur because it is understood that they are members of an organization that is supposed to be wise, thoughtful, and effective. That makes it important for us to sponsor only really valuable movements. (Hence I was so disturbed for fear we were lending our influence--as well as giving money--too greatly to vocational education, a very questionable movement to my mind. Happily we have about wound up our activities in that particular field.)

The situation also makes it possible for us to carry great weight--even without further large gifts. As one concrete example, I believe in the past three and a half years I have got twice as much money from the Rockefeller Boards for Rosenwald projects as I have had appropriated by our own Fund. (Howard, Meharry, Dillard, Provident Hospital, Negro health, etc.) But even greater is our general influence on government officials and the public at large.

This is one reason why I am not too much disturbed because we have to cut down appropriations just now, and why I am eager to keep our expert, authoritative staff going at full steam.

ERE:MLJ
October 16, 1931

EDWIN R. EMBREE



October 19, 1931

Mr. Rosenwald: You will be interested in the enclosed letter from Abraham Flexner. It was a fine stroke to get him on the board of trustees of Howard, and I am sure he will be a great help in forming the policies of this institution.

I am enclosing also a letter from President Johnson of Lincoln University, one of the good Negro colleges, to which we have just completed payment on an appropriation for a new building.

It is astonishing how many Johnsons are active in Negro affairs. This one is a white man, a scholar who does not appear to be very effective in his personality, but who has been surprisingly successful in improving the organization and in raising substantial funds for this small but good college.

EDWIN R. EMBREE

EREFMLU
Encs. 2

FISK
UNIVERSITY

R

October 19, 1931

Mr. Rosenwald: It was good to have the visit with you yesterday. It means a great deal to us to have your mind continually active on the affairs of the Fund. I want you to know that I--and I am sure all others in the office--welcome suggestions, criticisms, and ideas from you, not only because you are the founder of the Fund and its chairman, but because you are so deeply concerned with our programs and have had so much experience in this kind of thing.

I agree with you entirely that at the November meeting of the Trustees, we must face squarely our present financial condition, and must keep our new commitments at the very minimum.

I am also in accord with every economy in the administration of the Fund that can be made without injuring our effectiveness. I do not think we should try to make savings in the administration on the basis of trying "to establish a record." The payroll of the Fund's own office is only a drop in the bucket of our current expenditures. We have already brought a saving of more than \$12,000. If we should succeed in cutting off another \$12,000 this would still be only a fraction of one per cent of our current payments, which for this year and next, even without new appropriations, will have to run to nearly a million and a half dollars annually.

As our appropriations diminish, the importance of the influence of the staff must increase if we are to continue to be effective. I agree that we should economize so that our office will continue to be a model of efficiency, but to economize to the point of hampering our active influence would be the worst possible policy at this time. Our present problem is to accomplish by the direct efforts of a small staff what we have previously been accomplishing by that staff plus very large appropriations. I think we can let go one man and a clerk from the southern office, and two men and two clerks from the Chicago office without seriously injuring our effectiveness, but to go beyond that would be to cripple our usefulness at vital points. The office at present is working long hours six days a week; to cut down the office time would simply mean the putting on of additional workers. I am talking with General Wood, also with people at the University of Chicago and others about what they have done and are planning, so that I can take advantage of procedures and proposals in other fields to continue to keep our administration at the point of greatest economy and highest efficiency.

I gave to Mr. Davis your congratulations upon his book and your offer to see that it is distributed properly. He appreciates very much your thought. It seemed to him remarkable that with so many other activities and cares you should have gone out of your way to be so nice and cooperative. We see no need just now for distribution be-

yond that already arranged for through the Fund. If after further thought we have suggestions, we shall not hesitate to make them to you.

Let me take this occasion to thank you for your most generous contribution to the distribution of Brown America, as suggested by Dr. Alexander. He believes that the proposed distribution to the important white leaders will accomplish much. We are proceeding to make up lists with great care, getting suggestions not only from Dr. Alexander but from a number of other sources.

The things you said about my magazine articles on the Negro and about Brown America were among the greatest rewards that have come to me from my writing. I put an enormous amount of effort into the preparation of this material. The nights and Sundays of almost a year went into it. I am naturally delighted that the response is proving so enthusiastic.

ERE:MLU

EDWIN R. EMBREE



Written late on 1931

P

Mr. Rosenwald: Edgar Stern spoke to me Friday about the possible desirability of making a general reduction in the salaries at the Fund in accordance with general procedure elsewhere. I should like to talk with you about it at the next convenient opportunity.

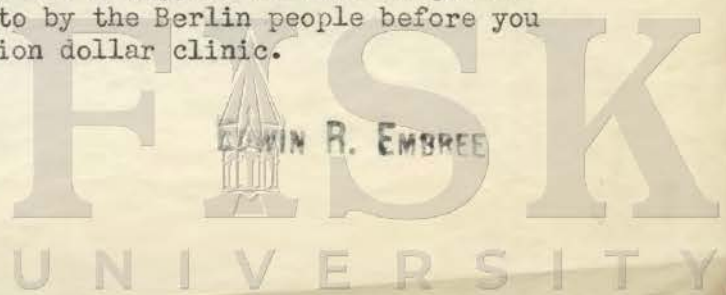
I am to be this week at a conference of officers of all the important foundations which has been called by the Twentieth Century Fund, to consider certain activities in which several of the foundations might take somewhat uniform action. I will take this occasion to sound out the other groups and see what their plans are for administrative economics during this period. We may not want to follow their practice, but I think we will at least want to know what they are doing. This is probably a matter that should be discussed and acted upon by our trustees at the November meeting.

While I am east, I hope also to have a chance of seeing several people who may be interested in the Near East Council, such as Raymond Fosdick, Charles P. Howland, Professor Duggan of the International Institute, and Judge Julian Mack. Of course I shall make clear to these people that you are not at all committed to the idea, but that you have simply consented to allow me, without implications to you, to make inquiries as to the opinion and interest of others.

I am still a good deal concerned about the Berlin Dental Clinic. Dr. Burkhart is to be in Chicago early next week, and Dr. Davis and I are to have luncheon with him with a view to finding out in detail how definitely arrangements have been made up to this point. I am sure Dr. Burkhart would like to see you while he is in town, but I do not suggest this unless you would really like to have a little visit with him.

A million dollars impresses me as being so huge a sum and the implications for welfare in such an institution are also so great that it seems to me everything possible should be done to assure the success of the enterprise before the formal contract is signed between you and the Berlin authorities. I have, of course, no question of Dr. Burkhart's interest and capacity, but it seems to me that if possible we should make sure of the interest and cooperation of the dental and medical profession as well as of the public authorities, so that when the clinic is open, it will give a maximum of service. I have heard some rather disturbing rumors from recent visitors to London that the Eastman Dental Clinic there is running to only a fraction of its capacity. It is very easy in these times of unemployment for a country to seize eagerly an offer of funds for a new building without having thought through carefully enough the implications of the project, and the possibility for maximum usefulness. All I suggest is that we get as much as possible set up and committed to by the Berlin people before you sign a formal contract to build a million dollar clinic.

ERE:MLJ



SEP 21 1932

October 20, 1931

Mr. Rosenwald: The dental problem at Howard is one that all universities face when they attempt to transform a perfunctory school, whose instructors are chiefly practitioners giving only a small part of their time to teaching, into a modern effective institution using chiefly full-time teachers. The practitioners, who are often prominent in the community, naturally raise a hullabaloo when their jobs are threatened. This has been conspicuously true in the reorganization of medical schools at all the prominent universities. Dental reorganization has caused less disturbance in white institutions because there are only a few universities that have dental departments, and in the white group dentists are usually not so influential and politically powerful as the doctors.

President Johnson is unquestionably right in his plans for reorganization. The only question is whether with all the other controversies on his hands, it is politic to stir up a new set of enemies at just this time. It is the difficult balance between right and expediency.

ERE:MLU

EDWIN R. EMBREE



October 20, 1931

Mr. Rosenwald: The annual meeting of the members and trustees of the Julius Rosenwald Fund is called for Saturday, November 7, beginning at ten o'clock in the morning at the Standard Club, 320 Plymouth Court. The meeting is set at this rather early hour in the hope of getting through the business in a single day. In spite of the lure of football games, it seems more convenient to most of the trustees to remain in session throughout the day than to try to have an evening meeting or a session on Sunday.

The docket of business will be sent out several days in advance of the meeting. It will include formal notice of the proposed amendment to the by-laws, limiting the powers of the Executive Committee as suggested at the last trustees' meeting, also an amendment defining further the duties of the directors.

ERE:MLU

EDWIN R. EMBREE



October 20, 1931

Mr. Rosenwald: I spoke to you just at the end of our talk Sunday about your advance of \$100,000 and the necessity I was under for treating this as a sale of stock. Since I have been prohibited by the Finance Committee from borrowing beyond \$1,200,000, at which our loans now stand, I had to treat this advance as a purchase of 2,000 shares of stock. The stock at the date of transfer was selling at \$52.75. If I had not thought I was selling to you, I should have been compelled by the action of the Finance Committee to sell in the open market. In view of this, I hope you are willing to sign the enclosed agreement for the sale of 2,000 shares to you at the rate of \$52.75.

I am also enclosing an order for the transfer of the sum due from you on account of this transaction and the more recent sale of 3,000 shares at \$35.75. We now need this money. Will you please sign this order on Mr. Powell? This will make us square to date.

Our cash dividend comes in on the first of November. That will carry us through a considerable part of that month, although there are quarterly payments totaling about \$30,000 which were due on October 1, and which we have held over until our cash dividend is received. I think we shall not need more cash until late in November, but we shall require up to December 31 at least \$150,000 beyond the November dividend. We need do nothing about that now. When the time comes, if you do not feel like purchasing any more under the usual agreement, I think all we can do is to sell outright either on the market or to you.

Happily our expenditures this year are running a good deal below our first estimates. Instead of payment of two million dollars which I had feared, it now looks as though we should not have to pay out during the year more than one and a half million.

ERE:MLU
ENCS.

EDWIN R. EMBREE



October 21, 1931.

Dear Mr. Rosenwald: Someone suggested to me last week
that doctors might get good results
if they sent copies of my book to patients who had not
settled their bills promptly. If you should receive one
from your doctor, won't you let me have the extra copy so
that I can let some really needy medical man make use of
it?

I appreciate your nice note and I'm
sorry that I will have to be in Washington on the 25th.
Mrs. Davis and I are looking forward, however, to seeing
you on Sunday, November 1st.

Sincerely yours,

MMD:MR

MICHAEL M. DAVIS

Mr. Julius Rosenwald
Westlawn
Evanston, Illinois

FISK
UNIVERSITY

Mr. Rosenwald: You asked for suggestions for trustees and committee members to be nominated by the committee of which you, Frank Sulzberger, and Beardsley Ruml are members. My recommendations are:

1. As trustees: To succeed Alfred K. Stern -- Marion R. Stern
To succeed Harold H. Swift -- Willoughby Walling
2. As members of the Executive Committee:
Julius Rosenwald
Edwin R. Embree
Beardsley Ruml
Frank Sulzberger
Willoughby Walling
Franklin C. McLean (to serve in necessary absences
of Julius Rosenwald)
3. Members of the Finance Committee:
Julius Rosenwald
Edgar B. Stern
Willoughby Walling
4. Committee on Audit and Securities - Frank L. Sulzberger

ERE:MS

10/23/31

EDWIN R. EMBREE

Mr. Rosenwald: Your question concerning other possibilities for the various committee members has come in Mr. Embree's absence from the office.

On the Executive Committee it seems advisable to have members who live in Chicago, as this Committee meets about once a month. The members suggested by Mr. Embree are:

Julius Rosenwald
Edwin R. Embree
Beardsley Ruml
Frank Sulzberger
Willoughby Walling (if he becomes a trustee)
Franklin C. McLean (to serve in case of your absence)

The only other possibilities are:

Mrs. Alfred Stern (if she becomes a trustee)
Mr. Lessing Rosenwald (if you think he will be in Chicago enough)

The Finance Committee might be any three members of the Board of Trustees, since this Committee meets only at trustees' meetings. Mr. Embree suggested for this Committee:

Mr. Julius Rosenwald
Mr. Edgar B. Stern
Mr. Willoughby Walling

The Committee on Audit and Securities, consisting of one member might be any trustee. Mr. Embree suggested Mr. Frank Sulzberger.

- - - - -

I talked with Mr. Frank Sulzberger after your note came, since he had written that he would have other suggestions for the outgoing trustees. He approved Mrs. Alfred Stern's nomination, but suggested, to succeed Mr. Swift, Mr. Edward Ryerson, Mr. Elmer Wieboldt, or Colonel Leonard Ayres (who, you remember, was invited to become a trustee last year, and refused saying that it was impossible at that particular time.)

I have not been able to talk with Mr. Ruml about this. He is out of town at present.

I am attaching a list of the trustees, with the dates at which their terms expire.

MWS

10/27/31

MARGARET W. SARGENT
FISK
UNIVERSITY

October 30, 1931

Mr. Rosenwald: I think you will be interested in the enclosed letter from Professor T. V. Smith, the man whose address at the Trustees'-Faculty dinner a couple of years ago delighted you so much. It is seldom in these hurried days that one receives a letter in such beautiful English.

The occasion that Professor Smith describes was an interesting one. I am including in this year's Annual Review of the Fund some general comment on the broader social implications of any specific foundation program. (You will remember that I always include in the Review a general essay or two as well as a description of our work for the year. In the last Review my chief essay was the Negro front, which attracted a great deal of attention, and which was in large part the thing that lured me to expanding the subject into a book.)

Since I was proposing to discuss an important social question, Ruml suggested that I take advantage of a selection of brains from the University of Chicago to help in the formulation of the paper. In carrying out this suggestion we assembled an amazing group of people for a dinner, and the men then proceeded to devote the entire evening to helping me formulate my statement. Those present were Charles Merriam, T. V. Smith, Jacob Viner, C. H. Judd, Samuel Harper, Beardsley Ruml, Dr. E. E. Day and Professor Selskar Gunn of the Rockefeller Foundation, who were in Chicago that week.

The most interesting outcome of the discussion was that the group recommended unanimously that the Fund's best approach to all social problems would be through the Negro. They felt that if we attack Negro problems intelligently and broadly, we will be not only helping this neglected group of the population, but will be opening the way to the solution of many general social questions. This opinion, coming from so distinguished a group, seems very reassuring.

ERE:MLU

EDWIN R. EMBREE



October 30, 1931

Mr. Rosenwald:

Here is the reply from Mr.

Justice Brandeis to the request that I sent at your suggestion for a formal statement of his desire in the matter of the Palestine schools. It is a very brief statement, and does not go into detail as extensively or definitely as I supposed it would. I have given him no encouragement to look for a prompt response from you. Is there anything further that you would like me to do about this at this time?

EDWIN R. EMBREE

ERE:MLU
Enc.

19

October 30, 1931

Mr. Rosenwald: Mr. Stern and I have just returned from two days each in New Orleans and Tuskegee. In New Orleans we were busy with a number of items in our program, but the spectacular event was the celebration in laying the cornerstone at the new Flint-Goodridge Hospital, the first unit of the new Dillard University. I only wish that I was really a literary creator so that I could give you some flavor of this meeting.

It was in the open air on Sunday afternoon. Fully 20,000 Negroes, forming in procession at about noon, with what seemed thousands of bands, marched about the city streets and finally packed into the space around the new hospital. Under the escort of Edgar and Edith Stern, we arrived at the grand stand about three. At that time the populace was packed into the open space so thickly that I could have sworn not another person could be crowded in, whereupon a new band leading a new procession would come crashing head on into this mass of humanity, leaving behind another two or three hundred persons. Then as we were wondering how the new arrivals could even breathe in the closely packed hoard, another band and another procession would begin to crash the mob, and again leave new hundreds. This kept up for a solid hour.

Almost all of the paraders were in costume. One of the women's groups wore striking purple-blue capes with white linings. The parades of school children were especially interesting and the picaresque bands which led them unbelievably full of life and zest. A pair of drummer boys not over twelve years old seemed literally to roll on to the field with high stepping feet, shoulders rolling, grins spread two or three times around their faces and arms beating the most eccentric tattoos on the drums they seemed not so much humans as embodiments of rhythm and joy. They were for the world the two New Orleans gamins that I tried to describe among my "Portraits in Sepia".

Once the ceremonies started there was order and decorum. Mr. Edgar Stern presided with grace and dignity and the whole program went along beautifully. It seemed to me from time to time that the buzz of voices and shuffling of feet even during the speech making took on the tempo and rhythm of spirituals. Two or three times I looked up convinced that some chorus had burst into the speech with a spiritual only to find that what I had heard was the murmur of the crowd in the cadence of "Every time I feel the spirit moving in my heart I will pray", or in the martial chorus, "I want to sing glory when this world is on fire."

It was a scene that would have stirred your heart just as the mention of your name stirred that entire multitude.

ERE:MLU

EDWIN R. EMBREE



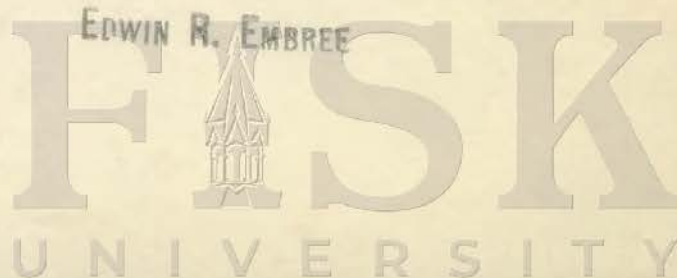
October 30, 1931

Mr. Rosenwald: In the conference at Tuskegee made up of Jeanes teachers, state agents for Negro schools and a few of the new state educational research directors, I took occasion to present our plans for shifting the emphasis from the building of schoolhouses to what goes on inside them. While there was at first a little resistance on the part of the state agents to anything which would diminish the flow of funds to miscellaneous school buildings, as the sessions went on there was almost unanimous agreement that even more important than buildings were the teachers and a reorganization of local machinery which would insure to the Negro a fairer share of school funds and attention. There was especially hearty interest in our proposals for experiments in proper county organization which might, among other things, result in a better quality of county superintendent of schools.

Our reports on the comprehensive survey by Clark Foreman and Horace Mann Bond, which brought out the disappointing results in the learning by Negro school children, gave every one pause. Dr. Dillard, as well as many others, reiterated that it was of little value to have schoolhouses unless the children were learning.

The conference came at an opportune time. It gave us a chance to explain in detail our new plans, and it gave these men on whom we must chiefly rely to carry them out, a feeling that they were participating in making the plans, and thus were responsible for seeing that they succeeded. There was general agreement on the following points: (1) That nothing the Fund could have done during the past fifteen years would have been more valuable than the school building program. It was necessary to attract attention and to give concrete evidence of accomplishment. (2) That enough buildings were up to focus attention on the problem and to provide reasonable physical facilities, and that hereafter we could accomplish much more by concentrating upon improving the quality of the teachers and by showing the way to a school organization that would result in immediate improvement for the Negroes and ultimate betterment for the whites.

ERE:MLU



November 9, 1931

Mr. Rosenwald: We had an excellent meeting of the trustees of the Fund on Saturday. We missed you very much. I hope that the formal expression of our greetings, sent by rising vote of the members, reached you in the course of the day of the meeting.

Sharply reduced expenditures were agreed upon, (the total amount voted at this meeting being \$161,500, as contrasted with appropriations of ten times that amount usually made at the biennial trustees' meetings.) In spite of these greatly curtailed appropriations, there seemed no loss of morale or interest, but even greater devotion and enthusiasm for the great movements which you have been so influential in starting.

ERE:MLU

EDWIN R. EMBREE



November 12, 1931

Mr. Rosenwald: We do not want to bother you about sales of stock for the Fund unless you wish to continue to act in the matter as you have done in the past; namely, to buy from us with an agreement to let us repurchase at any time within two years at the price at which the sale was made to you. (At the meeting of the trustees held Saturday, Mr. Lessing Rosenwald was elected an alternate member of the Finance Committee to serve in your place whenever you found it inconvenient to take part in the deliberations of the committee, and Mr. Sulzberger was elected alternate to Mr. Edgar Stern to serve on the committee in Mr. Stern's absence. We therefore have a committee prepared to take responsibility without worrying you too much.)

We are confronted with the necessity of selling some 4,000 shares of stock to meet necessary payments before December 31. Naturally we should like to make this sale to you under the conditions that you have so generously offered heretofore, but the Finance Committee, at a meeting held following the sessions of the trustees, instructed me to make it clear to you that if you did not care to continue the present arrangement, they would proceed to sell such amounts of stock from time to time as were required to meet our obligations. On the basis of our present greatly reduced expenditures, these sales will not need to be nearly so great as they were last year.

For convenience I am enclosing an agreement to buy 4,000 shares at \$45.625, the close of the market yesterday, (a total of \$182,500), with an order on Mr. Powell for payment of this sum. If this payment is made, we should at once reduce our notes at the bank by that amount.

If you would care to buy these shares, will you please sign the two notes enclosed? If you would rather not be bothered by it, please feel entirely free to say so.

ERE:MLU
Encs.



November 27, 1931

Mr. Rosenwald: I am so glad that you are having a list made of ~~all~~ of your gifts. Mr. Levin and Miss Stinson are busily at work trying to get everything together. All of the gifts of recent years of course are a matter of formal record, but it will be quite a task to get accurate facts of the earlier ones. I think, however, we can get a practically complete list. Mr. Levin is sending you a detailed report of just how we are going to get this information.

I know that you must be thinking not only of the record but of what it may mean to others and of what it may do by influencing other giving.

You have done so much already not only in individual gifts, but in the principles of giving that you have established that I am most eager for you to make at least one or two more contributions to the general principles of philanthropy. The most conspicuous and important ideas for which you have stood seem to me to be these:

1. A personal interest by the donor in all of the activities to which he contributes. The old saying, "The gift without the giver is bare," has been applied to certain wealthy philanthropists. It has certainly never applied to you.

2. Helping to give a start to new ideas. This seems to me the essence of all real philanthropy. There is no great difficulty in getting support for institutions and ideas once accepted. The creative thing is to give new projects and new social forces a chance to prove themselves. This takes imagination and courage. One of the things that I have always admired most in you has been your willingness to sponsor new things, to take criticism and even abuse for supporting them. Rich men too often become timid and conventional. Your support of new and unpopular ideas is at one with my crusading grandfather.

3. The theory that trust funds should not be held in perpetuity, but should be currently used as they are needed. Your attitude in this matter has run contrary to all conventional thinking, and your aggressive stand in the matter has to a remarkable degree changed the attitude of the country.

FISK
UNIVERSITY

There is one other aspect of organized philanthropy that I have been giving a great deal of thought to recently, and to which I think you may make another important contribution. Foundations are the latest "fashion" in philanthropy. More than 200 foundations exist in this country. While their establishment has been automatically curtailed by the current depression, they were being created at the rate of six or seven a year for the decade ending in 1929, and will doubtless continue to be established in substantial numbers once the present depression is over. Aside from the Rockefeller and the Carnegie Foundations, most of them are relatively small, running from one to ten million. Almost all foundations have been created by a single individual, bear that individual's name, and are in part at least a glorification of the individual and his family. While certain of the foundations have done remarkably good things, there has been considerable waste and inefficiency as these trusts have multiplied and each has had to assemble a group of officers, acquaint itself with the whole field of giving, and either choose some special possibly narrow field, or else simply scatter its gifts over a number of agencies.

A union or merger of certain of the smaller foundations would increase efficiency in overhead management and greatly promote effectiveness. Someone will have to make a start and point the way. Otherwise the multiplication of small foundations may become a nuisance rather than the great force that it should be.

You will remember that I spoke to you in the course of our last talk about a possible union of your fund, the Falk Foundation of Pittsburgh and the Spelman Fund of New York. I have talked with Mr. Cow, director of the Falk Foundation, and Mr. Ruml, director of the Spelman Fund. Each of them has been greatly interested, each believes that his trustees would welcome such a union of forces, and each agrees that the results would be beneficial to each of these groups, and might start an important movement which would make these foundations not merely useful enterprises but great social forces. Will you be turning this over in your mind? Possibly we can talk of it when I next see you.

Mrs. Rosenwald has graciously invited the Embree family to Ravinia for Sunday, December 6. All of us, especially Catherine, are looking forward to seeing you. We are delighted to hear of your continued improvement in health. Mrs. Rosenwald will have told you the exciting news of our son's engagement to a girl of whom we all approve.

EDWIN R. EMBREE

ERE:MLU

FISK
UNIVERSITY

December 3, 1931

Mr. Rosenwald: You will remember that both you and the Fund made pledges of \$100,000 to the temporary endowment of Spelman College, and that each of us has paid \$33,333 on account of these pledges, the terms of which have been completely met. We have promised Miss Read that either from you or the Fund or both, a total of \$66,666 would be paid each December of this and next year, thus completing the total payments.

Since I understand that your cash position is favorable, may I suggest that you pay the remainder of your pledge in full at this time, thus allowing the Fund to defer further payment until a year from now. If you are willing to do this, will you please sign the enclosed order on Sears? The payment is due now.

ERE:MLJ

Enc.

ERWIN R. EMBREE

FISK
UNIVERSITY

December 3, 1931

Mr. Rosenwald: Mrs. Meyer has transmitted to me your request that I prepare a list of your important pledges which might be taken over for payment by the Fund in return for stock of an amount to cover these pledges, transferred by you to the Fund--all this as suggested in a letter of some months ago.

Mr. Levin and I have gone carefully over your list of pledges. The important ones that are absolutely definite, and that will have to be paid if conditions are met, (as seems almost certain they will be) are listed on the attached sheet. The total is \$4,315,250.21. If these pledges were transferred to the Fund, it would greatly simplify the handling of the estate and probably save a great deal in taxes. It would also save you a good deal of trouble in administration as payments were falling due during the years immediately ahead.

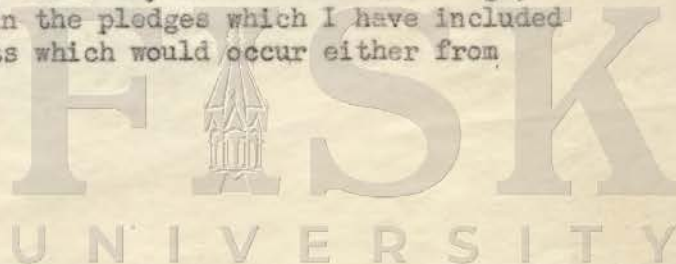
As to the amounts and kinds of securities that the trustees of the Fund would feel it proper to accept in return for assuming these obligations, of course only the trustees can answer. I think as soon as we get the matter in shape, we had better call a special meeting of the trustees, (a quorum can easily be assembled) and have them officially act both on accepting the securities proposed and assuming the obligations.

I make these general suggestions:

1. That if convenient, you turn over to us largely stock in other corporations than Sears Roebuck so that we shall have some diversity of holdings.

2. That it may be proper to transfer securities of a value somewhat above that of the obligations in order that there may be some "cushion" if the market goes still lower. In view of the small difference between the present commitments and the present capital value of the Fund, the trustees may properly be reluctant to assume large additional obligations if the face value of the securities with which they are covered merely equals the face value of the pledges.

Of course these pledges are to be paid over a period of years. There will, therefore, be a considerable income on securities which will be available to the Fund in addition to the principal for paying these obligations. Furthermore, there may be a little shrinkage, though I see almost no chance of that in the pledges which I have included on this list. At any rate, all benefits which would occur either from



a rise in the value of the securities or from deferred or omitted payments would simply add to the assets of the Fund, and I imagine that you really want to add to the resources of this Fund which may continue to do so much for mankind in your name.

Specifically it would seem to me sound for you to turn over to the Fund securities of a market value of five million dollars to meet these obligations of about four and one third million dollars, but whatever is agreeable to you and to the trustees of the Fund is, of course, acceptable to me. Please let me know your further desires in the matter. Probably you will talk the matter over with Lessing Rosenwald and will give him instructions for detailed arrangements.

ERE:MLU

Enc.

December 3, 1931

Mr. Rosenwald: In my list of your pledges that might properly be placed in trust with the Fund, I omitted pledges to the University of Chicago, since I thought you might want to handle that separately. It would however simplify things still further if the Fund assumes your pledges to the University of Chicago. If we did this, I think the present suspense account held by the University should be turned over to the Fund, and we make payments to the University simply as pledges fall due. There would, of course, be no question of taxes, whether this suspense account continued to be held by the University of Chicago or by the Fund.

If we assumed your obligations to the University of Chicago, we should have to be protected by a good deal of stock in addition to the present securities held in the suspense account by the University. Your important pledges to the University are:

Dormitories	\$1,800,000
(\$200,000 toward the present dormitory unit has been paid from your \$2,000,000 pledge)	
Nurses' home	\$500,000
Lying-In Hospital	\$50,000
Total	\$2,350,000

The present value of the securities held in the suspense account at the University is slightly above \$1,000,000, leaving a balance of approximately \$1,350,000.

ERE:MLU


FISK
UNIVERSITY

December 4, 1931

Mr. Rosenwald:

President Hutchins has told me unofficially of the alterations in the terms of your pledge to the Emergency Unemployment Relief Campaign in Chicago. As I understand it, your previous conditional offer of \$250,000 lapses, since its terms were not met, and in place of it you have pledged \$100,000 unconditionally, and another \$50,000 as the last \$50,000 in the enlarged campaign for \$10,000,000.

If I am correct in my understanding of the new terms of your pledge, will you O. K. and return this note so that the records in the office may be accurate?

ERE:MLJ

EDWIN R. EMBREE

FISK
UNIVERSITY

7

December 9, 1931

Mr. Rosenwald: I am enclosing a letter from President Chase asking if anything can be done to help two Jewish students through the remainder of this year at the University of Illinois. Apparently \$20 a month each would carry them.

Normally I should not trouble you with such an item, but since this request comes from our good friend Dr. Chase, and since he seems to have so fine an attitude in a matter which many college presidents would regard simply as a nuisance, I thought that you might wish to advance to these two students \$140 each for the remainder of this year, not only as a help to them, but as an encouragement and vote of confidence to President Chase.

ERE:MLU
Enc.

EDWIN R. EMBREE

FISK
UNIVERSITY

P

December 9, 1931

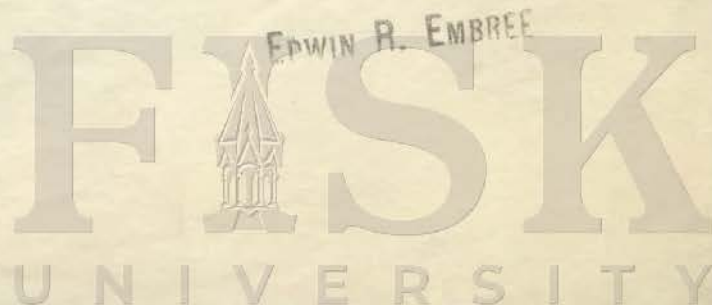
Mr. Rosenwald: Yesterday afternoon I went over the Ellis Avenue house with Mr. Ernest Grunsfeld, and he is now making preliminary drawings of arrangements that would be necessary to make this into the executive offices of the Fund.

It is evident at the outset that almost no major alterations will need to be made. The upstairs rooms will fit themselves readily into offices. The ballroom on the third floor will make an ideal board room and committee meeting room. The dining room and kitchen can be worked out efficiently for a cafeteria to furnish luncheon for the staff and occasional callers.

The building will cost us something more to maintain than we pay at the present office, but nothing like as much as we would have to pay in rented space. At the present time we pay to Sears \$1500 a year for janitor and cleaning service. Heating of the Ellis Avenue house and a caretaker and gardener will, of course, run to more than that, possibly as much as four or five thousand dollars a year. The expense in fitting up the building will be relatively small, chiefly in redecorating and furnishing for office use. Detailed estimates of all these items are being prepared.

Meanwhile I am prepared to say without hesitation that the Fund would gladly accept the Ellis Avenue property if you care to deed it over to us. Such a gift would eliminate all taxes, since the property would be used by a philanthropic organization for its philanthropic purposes. It would also free you personally from all incidental charges of maintenance, since these would be assumed by the Fund. Furthermore, it would add to the assets of the Fund, since I have in mind that five or ten years from now, in a favorable real estate market, the Fund might sell the entire property at a very handsome price, which of course would add at that time to our cash resources. We are ready to go ahead at once in the matter if you are.

ERE:MLU



P

December 9, 1931

Mr. Rosenwald: I am enclosing information concerning those of your pledges that are definite and almost certain to have to be paid. The simplest way to send this seems to be in the form of the letter which I addressed to you last week, but which was received by Mr. Lessing Rosenwald and held by him. The information given in the enclosed letter is exactly that which your son has in hand and has talked over in a preliminary way with me.

With regard to your questions concerning the University pledges: You have promised \$500,000 to the proposed nurses' home at the University on condition that \$500,000 was raised for the same purpose from other sources. There was no time limit on this pledge, and I know the University is counting upon it as a continuing offer, although up to the present time they have not had any success in raising money from other sources. I should think it perfectly reasonable to put a time limit on this pledge. Possibly it would seem fair, for instance, to set the limit as of the end of next year, 1932.

As to the dormitories: The only action taken so far has been to build the boys' dormitory, and to defer all consideration of the girls' building for another year. Mr. Levin has assembled the details of costs, payments from you, and occupancy of the boys' dormitory. I should prefer to have that information given directly by him. I have sent him to Philadelphia and Washington to clear up outstanding commitments of the Fund at Mercy Hospital and Howard University. He will, however, be back at the end of the week, and details concerning the boys' dormitory will be sent you then.

Meanwhile, the search of the records for a complete tabulation of your philanthropic gifts is going forward. Mr. Rubinow and Miss Stinson are actively at work on this. I have turned over to them the suggestions which you made last Sunday concerning several of your earlier gifts, and have, of course, referred them to the item in last Sunday's Tribune under the heading, "Thirty Years Ago."

We have complete record in the office of your present conditional pledges. The great bulk of these I am sure will never be called for payment. The list that I am sending with my letter covers all of the important pledges that seem humanly certain to be called for.

ERE:MLJ
Enc.



7

JR

December 9, 1931

Note from Miss Breen to Mr. Embree

Mr. Rosenwald would like to have every source used to gather most complete information. You will note in an item in last Sunday's Tribune under heading, "Thirty Years Ago," a contribution. This, as far as Mr. Rosenwald can remember, was the first of any importance outside of the Jewish charities.

Referring to the principal item of unpaid pledges, it would seem that there would be no difficulty concerning the dates and condition under which those pledges were made. Mr. Rosenwald is especially anxious to get this information regarding the dormitories at the University of Chicago. He would like to know what the situation is in regard to the occupancy of these dormitories up to this time. How soon do they plan to build the girls' dormitory? How much is pledged toward the nurses' home at the University? What are the prospects for their starting to build?

How much did the men's dormitory cost and how much has been paid toward his share?

All this information should be readily available, and if you can not send it all at once, send some by Mr. Stern tonight and continue to do so until completed.

Miss Breen
MLU

EDWIN R. EMBREE

2nd list completed
10/1/33
500,000
1,813,150
incl 40,000 for
Herscovitch Nauman
200,000
P210/m



UNIVERSITY
HIS
Mr. Rosenwald: Since the appropriation to the Tennessee Agricultural
and Industrial College expires before it is possible
to hold a meeting of the Executive Committee, we are submitting this item
for your approval.

Will you be good enough to indicate your vote and re-
turn the item to us?

MWS:LMR

December 16, 1931

enc.

MARGARET W. SARGENT