

ARTHUR WOODS

61 BROADWAY
ROOM 3012
NEW YORK CITY

TELEPHONE: BOWLING GREEN 4290
CABLE AND RADIO: COTSWOLD, NEW YORK

March 17, 1927.

John D. Rockefeller, Jr., Esquire,
Ormond Beach,
Florida.

Dear Mr. Rockefeller:

As you may remember, Dean Edmund E. Day, of the University of Michigan, has been working with the Memorial this winter with a temporary leave of absence from his university. Our idea has been to try him for the work which Professor Ford did a year ago, that is, in particular charge of the details of the social science work of the Memorial, leaving Ruml free for the more general direction.

We took him on only after long thought, and after consultation with him and with many others, the result of which made us feel that he was rarely qualified for the work we had in mind. The results of his being here have all confirmed this feeling. He is a high-grade man, very happy in his personal contacts, with wide knowledge of the subject, and wide acquaintance. He is a first-class scholar, but not at all of the variety that devotes itself naturally to intense and narrow research work.

Fosdick, Ruml and I believe that it would be most desirable if he should become a member of the staff. The difficulty is that he would have to be paid what would seem to be a very large salary, judged by the salaries of those in parallel positions in the Memorial and the other foundations. His present salary, at the University of Michigan is \$10,000. This is free of federal income tax. In addition, he receives some \$3500 in fees for consultations from Detroit industrial concerns. He has been offered the position of Dean of the Faculties of the University at a tax-free salary of \$15,000, and would

still be in a position to continue his consulting work. Ruml believes that he would come to the Memorial for \$18,000, though this would be \$500 less than he might reasonably expect if he continues at the University, and though the expenses of living are markedly higher in New York than in Michigan. He remarked to Ruml once, in talking the whole matter over, that while he thought he ought not to make any substantial financial sacrifice in view of the fact that he has a wife and four children, yet he wanted to make his decision primarily in terms of the nature of the work.

As you know, the highest salary which is paid to any officer of the Boards is \$17,500 to Dr. Vincent. Of course, in the process of considering reorganization for the Boards, the salary question will come up. Indeed, it has been considered by all who have made suggestions looking toward reorganization.

We feel that if the work of the Memorial is to be well handled, we must have the best possible brains available and we ought not to pass up the chance of landing Day. For that reason, could this not be considered on an individual basis? If you approve, the matter can be taken up by the Executive Committee. I have talked this over with Fosdick and he agrees with me that no matter what changes our reorganization plans may effect, Day is the sort of man that we should want permanently with us.

Sincerely yours,

Arthur Woods

AW:CC

OFFICE OF
JOHN D. ROCKEFELLER, JR.

call

March 21, 1927.

Dear Mr. Woods:

I have your letter of March 17th about the employment of Dean Day. While there may be as in the present instance exceptional situations that would seem to justify the payment of an abnormal salary to an unusual man in one of the foundations, I am wondering whether the principle of keeping a certain relationship among the salaries paid the respective leaders in these boards is not of greater importance. I recall that when I talked with Dr. Judson of the University of Chicago some years ago about becoming the President of the Rockefeller Foundation, he wanted a salary and perquisites which were considerably above what we had been paying. While I was disappointed not to have him come, I felt it was unwise to establish the standard of compensation which he requested. Time has proved that things turned out much better than if he had come. I recall recently, too, a question of a certain pastor up in New England whom we had thought of calling to the Park Avenue Church. He was giving several lectures a week at a near by college and doing much outside speaking, which with his salary as pastor of his church netted him a large income. Naturally he felt he ought not to receive less from us. To pay as much would have been very upsetting to established standards, and we made him no offer. Subsequent events have here too proved that we acted wisely. If Dean Day were coming as the head of the one of the foundations, that would be somewhat different, but to come as head of one of the departments is quite another thing.

All this I say without knowing Dean Day or having the personal attraction to him which you and other men have. In spite of the above, which expresses my present opinion, I shall of course be glad to discuss the matter with you immediately upon my return. If this thing were done it could only be done, as I now see it, by his being paid by the Memorial which would be a normal salary for such a position and my paying him confidentially the difference. But even this I presume Ruml would know.

Very sincerely,

Mr. Arthur Woods,
61 Broadway,
New York City.

JR

see Vincent
Boyle's 100th
Whitehall Times

ARTHUR WOODS

61 BROADWAY

ROOM 3012

NEW YORK CITY

TELEPHONE: BOWLING GREEN 4290
CABLE AND RADIO: COTSWOLD, NEW YORK

April 4, 1927.

^x
Dean Day

Memorandum for Mr. Rockefeller:

As I telephoned Robert Gumbel this afternoon, Dean Day went back to the University of Michigan on the first of April, since his term ^{mark us} ended then instead of the first of May, as I had thought. I talked the matter over with Dr. Vincent, but he does not know Day, so we confined the discussion to the financial aspect of it. As the result of ^{this} ~~it~~, and of further talk with Fosdick and Ruml, we have decided it would not be right to disturb the salary equilibrium among the different Boards, as would be the case if we offered Day \$18,000, and that also it would not be right to have part of his salary come from you. We are therefore going to be frank with him, and tell him that the most we could pay would be \$15,000. If he cannot come now for that sum, we might be able to offer more after reorganization plans have been matured. If he should come for this sum, it would give us a pretty good line on his calibre.

A.W.

AW/L

26 Broadway
New York

April 12, 1927

My dear Dean Day:

I had hoped before your period of work with the Laura Spelman Rockefeller Memorial ended to have had the pleasure of meeting you and of talking with you about the interesting problems with which you have been concerned. Unfortunately, I waited too long, and when I tried to get you to lunch with me one day last week, was told you had gone west.

What you have done during the past three months makes the officers and trustees of the Memorial all the more desirous of having your relationship to the Memorial a continuing one. Mr. Ruml's letter to you of April 8th I have seen. I know that living expenses in New York are high and assume that on the basis of the financial proposition made you by the Memorial, if you came to New York you would do so at a financial sacrifice. On the other hand, because it must be governed by salaries paid its other officers as well as those paid by our other Boards, the Memorial cannot make you a more attractive proposition.

Under these circumstances, I am writing in confidence to say that as an entirely personal matter between you and me, I shall be happy to supplement the compensation offered you by the Memorial each year while you continue with the Memorial, should you accept its offer, so as to bring your total compensation from these two sources up to \$18,000, paying this supplemental sum directly to you. If a little later on the Memorial finds itself in a position to increase your compensation without embarrassment, my payment would be thereby similarly decreased. If entered into, this arrangement should be confidential.

Trusting that you will feel that the opportunities for service offered by the Memorial are such as to justify your accepting the offer which it has made you, and looking forward with pleasure to knowing you and working with you, I am

Very sincerely,

(Signed) John D. Rockefeller, Jr.

Dean Edmund E. Day
University of Michigan
Ann Arbor, Michigan

COPY

UNIVERSITY OF MICHIGAN
ANN ARBOR

SCHOOL OF BUSINESS ADMINISTRATION

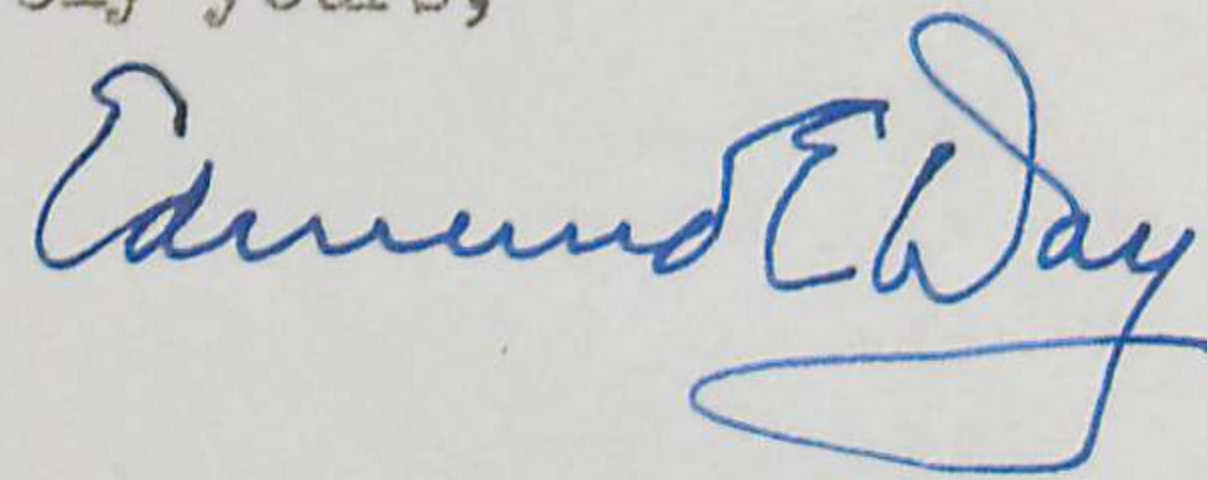
OFFICE OF THE
DEAN

April 16, 1927

My dear Mr. Rockefeller,

Your kind letter of April 12th is very much appreciated. I had not expected any such special arrangement as you suggest. Perhaps on that very account I find your generous consideration of my interests most gratifying. As you can readily realize, there are many issues involved in the decision which I have to make. For many years I have thought of myself as permanently committed to University life. The idea of severing my academic connections has perhaps given me more pause than it should have. I should have liked to have gone over the whole situation with you and regret that we missed seeing each other. As you must know, the possibilities of the work with the Memorial interest me greatly. I can see unusual opportunities for important constructive work. Thus far, however, I have not been able to arrive at a definite conclusion in the matter. I am now hoping to come to a decision within the next two or three weeks. Meanwhile, please accept my sincere thanks for the interest which you have taken in my behalf.

Sincerely yours,

A handwritten signature in blue ink, reading "Edmund E. Day". The signature is written in a cursive style with a large, looping initial "E" and a long horizontal stroke at the end.

Mr. John D. Rockefeller, Jr.
26 Broadway
New York City, N. Y.

CURTIS, FOSDICK & BELKNAP
ATTORNEYS & COUNSELORS AT LAW

61 BROADWAY
NEW YORK

JAMES F. CURTIS
RAYMOND B. FOSDICK
CHAUNCEY BELKNAP

WILLIAM J. CURTIS
COUNSEL

CABLE ADDRESS: CURTISITE

September 27, 1927

Dear Robert:

On April 12, 1927, Mr. Rockefeller wrote to Dean Edmund E. Day, in confidence, saying that he would personally supplement the salary offered by the Memorial so as to bring the total compensation up to \$18,000. Dean Day accepted the offer and the Memorial is paying \$15,000., leaving a balance of \$3,000 per annum payable by Mr. Rockefeller. Dean Day started his work on July 1st, and I suggest that this be taken care of quarterly. Thus at the end of September, there would be due him \$750.

Will you take care of this item? I am taking it up with you at Ruml's suggestion. A copy of Mr. Rockefeller's letter to Dean Day is enclosed herewith.

Very truly yours,

RBA

Mr. Robert W. Gumbel
26 Broadway
New York City

OFFICE OF
JOHN D. ROCKEFELLER, JR.

September 28th, 1927.

X
Dean Edmund E. Day,
61 Broadway,
New York City.

Dear Dean Day:-

Herewith please find a cashier's check
to your order for \$750. being payment of the first
quarter due on account of the agreement Mr. Rocke-
feller has with you as outlined in his letter of
April 12th.

Very truly,

RWg

March 7th, 1928.

My dear Dr. Day: *pl*

Since there is a likelihood that conferences in which you have had a part, looking to the possible reorganization of the work of the several foundations established by my father, may result in some readjustments, it would be natural for you to be wondering what if any effect such readjustments if made would have upon your own position with the Memorial.

As Chairman of the Board of the Rockefeller Foundation and President of the Memorial, may I say that if any changes are made, in my opinion they would affect only the auspices under which you might work, not your work, which I believe will undoubtedly be carried on along the lines projected whether under the auspices of the Memorial as at present or of the Rockefeller Foundation, should the two boards amalgamate. If the social sciences should be transferred to the Foundation, it would be my idea, and I should so recommend to the Board, that you be asked to continue in charge of the work, in which event it is highly probable that the program of work would be generally speaking such as might be recommended by the Memorial Trustees Committee of Review now engaged in the study of this question. Subject to the findings of this report, my idea would be that the financial provision for this work would roughly be that which is involved in carrying out the present program. Of course any plan of reorganization which might be adopted would provide for adequate representation on the Board of those competent to pass on the problems of the social sciences.

In the light of the above, I hope you will give yourself no slightest concern as regards the outcome of the conferences and negotiations now in progress between the Boards. That the work of the social sciences will go on much as at present and that you are unquestionably the man to develop that important field seems to me certain beyond the peradventure of a doubt.

I am going South Thursday for two weeks, but if on my return you care to discuss any phase of this matter with me, I shall be happy to meet you for that purpose, or, in the meantime to have you talk with Mr. Woods or Mr. Fosdick. The purpose of this letter is to relieve you of any anxiety as regards a possible change in the immediate future of your work.

Very truly,

JOHN D. ROCKEFELLER, JR.

Dean E. E. Day,
Laura Spelman Rockefeller Memorial,
61 Broadway,
New York City.

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The Laura Spelman Rockefeller Memorial

ESTABLISHED BY JOHN D. ROCKEFELLER

61 Broadway
New York

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May 8th, 1928.

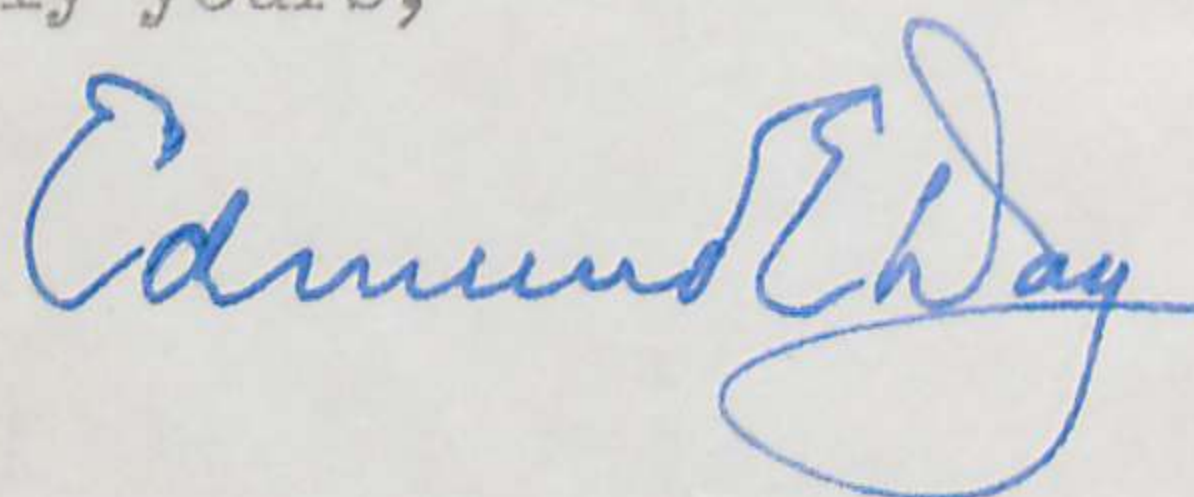
My dear Mr. Rockefeller:

When I wrote you under date of March 17th in reply to your earlier letter of the 7th, I knew that my letter must seem rather unsatisfactory. At the time I could not be as definite as I should have liked to be; I had no option but to be somewhat evasive. Since then, however, my situation has become clear. I am now able to say that I shall be very glad to accept the opportunities which you indicate in your kind letter of March 7th are open to me.

The program in social science is not only important as it stands; it has challenging possibilities for the future. It will be a privilege to contribute to the wise development of this program in every way that lies within my power. The assurances contained in your letter of the 7th remove every doubt as to the extraordinary magnitude of the opportunities presented.

My resignation from the positions I now hold at the University of Michigan goes forward today. I am now viewing with enthusiasm the prospective work here at "Number 61" which you have made available to me.

Sincerely yours,



Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York, N.Y.

May 23, 1928

My dear Professor Day: *✓*

Your letter of May 8th was duly received.

The trustees of the Laura Spelman Rockefeller Memorial are highly gratified at the prospect of your continued leadership in the program of social science which it has initiated, and I personally am looking forward to the pleasure of knowing you better in the new and broadening relationship of which the future gives promise.

Your decision to stay with this developing work has given genuine satisfaction on every hand.

Very sincerely,

JOHN D. ROCKEFELLER, JR.

Professor Edmund E. Day,
61 Broadway,
New York City.

OFFICE OF
JOHN D. ROCKEFELLER, JR.

October 25th, 1928.

Dear Mr. Keebler:

Please cancel from the record the pledge made
by Mr. John D. Rockefeller, Junior to Dean Edmund Day - *fl*
dated April 12, 1927 in which Mr. Rockefeller guaranteed
an amount to bring the Dean's total compensation to \$18,000.
a year. Dean Day has gone with the Rockefeller Foundation
and his compensation there makes Mr. Rockefeller's guarantee
unnecessary.

Very truly,

Robert W. Gumbel.

Mr. Philip Keebler,
Office.

PK
ad