President William R. Harper,

The University of Chicago.

My dear President Harper:

I enclose a copy of the Articles of Affiliation as amended by the Trustees of the Francis W. Parker School.

The only change is a very slight one and consists in mentioning the Principal and Associate Principal, who are responsible to the Trustees of the School; you will find it on the second page – everything else is exactly the same. On reading the Articles over the second time we found they were not mentioned and for the sake of clearness this seemed important. If you have no objection, the Articles will stand in this way.

I am

Very sincerely yours,
President William E. Harper,
The University of Chicago,

My dear President Harper,

I enclose a copy of the article on affiliation as managed by the Trustees of the University of Michigan.

The only source of a very effective one and con-...
ARTICLES OF AFFILIATION.

Memorandum.

In consideration of the mutual covenants and agreements of the parties hereto, hereinafter expressed, The University of Chicago, located at Chicago, Illinois, (hereinafter, for convenience, styled "the University") and Anita McCormick Blaine, Owen F. Aldis, Henry B. Favill and Cyrus Bentley, as Trustees about to establish and carry on the Francis W. Parker School, to be located at Chicago, Illinois (hereinafter, for convenience, called "the Trustees") do hereby enter into the relationship of affiliation and thereupon do agree as follows:

The University agrees

1. Through the Faculty of its School of Education to advise and direct the Faculty of the Francis W. Parker School in relation to all matters of educational policy and school
ARTICLIC OF AFFILIATION

Memorandum

In cooperation of the mutual convenience and

expression of the parties hereto, parties hereto express:

The University of Chicago, located at Chicago, Illinois

(hereinafter referred to as the "University")

and Anita McCormick Blaine, Owen A. Aldis, Henry B. Reilly

and Grace Bentley as Trustees of the University

on the Board W. Palmer School, to be located at Chicago,

Illinois (hereinafter referred to as the "Trustees")

in the name of the Trustees into the relationship of Association and

thereupon to agree as follows:

The University agrees

I. Through the Faculty of the School of Education to:

1. Transact the Faculty of the School of Education W. Palmer School

in relation to all matters of educational policy and control
administration; but not in relation to any matters involving
the expenditure of money; the Director of the School of Edu-
cation to have the same authority as to all educational mat-
ters arising in the Francis W. Parker School as in respect
to similar questions in the School of Education and to be
deemed the official head of the Francis W. Parker School.
But it is understood that no regular instruction shall be
given in the Francis W. Parker School by members of the
Faculty of the School of Education, except upon terms to be
fixed by agreement between the University and the Trustees.

2. To furnish to the Francis W. Parker School for temporary
service, at cost, teachers from among the University Fellows
and special instructors and lecturers from its Faculties.

3. To furnish to the Francis W. Parker School school and
scientific fixtures and apparatus and supplies at cost.

4. To furnish books for the library, students or officers
of the Francis W. Parker School at cost.

5. To loan for the use of the instructors and pupils of the
administration but not in relation to the matter involving the expenditure of money; the Director of the School of Parks.

section to have the same authority as to all educational work.

tere existing in the Francis W. Parker School as in respect to similar departments in the School of Mathematics and to be given in the Francis W. Parker School by members of the faculty of the School of Mathematics except upon term to be fixed by agreement between the University and the Trustees.

To return to the Francis W. Parker School for temporary service at cost.

and special instruction and instruction from the Trustees.

To return to the Francis W. Parker School for the purpose of study,

scientific training and supplementary and supplementary at cost.

To furnish books for the library, especially academic literature.

To return to the Francis W. Parker School at cost.
Francis W. Parker School books and apparatus, where reasonably practicable, at net cost of transit and handling.

6. To grant free tuition for residence work in its graduate schools (including the pedagogic department of its School of Education) to all instructors in the Francis W. Parker School under regular salary from the Trustees; and to permit such instructors to attend the Faculty conferences or discussions of the School of Education.

The Trustees agree

1. To permit the use, on reasonable terms, of any assembly room which it may have, for University extension courses conducted by the University.

2. To permit students in the pedagogical department of the School of Education to visit and observe the class-room work of the Francis W. Parker School under such reasonable conditions and regulations as may be prescribed by the head of the School of Education.
To determine whether a problem is present, we need to understand the underlying cause. When students struggle, it is often due to inadequate instruction or support. Therefore, it is crucial to ensure that all students have access to high-quality instruction and resources to succeed.

The Trustees propose the following initiatives to address these issues:

1. To permit the use of Resource Room 1 for University Extension courses conducted by the University.

2. To permit students in the Baccalaureate Program of the School of Education to write, edit, and present the office room work.

3. To permit the utilization of the Office Room by the School of Education and the Office of the Dean of Students.

By implementing these initiatives, we can ensure that all students have the support and resources they need to succeed academically and personally.

The School of Education
This agreement may be terminated at any time by either party hereto.
This agreement may be terminated at any time by
either party hereto.
Chicago, June 13, 1901.

President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

Your letter reporting the vote of the Board of Trustees of the University to receive into affiliation with the University of Chicago the Francis W. Parker School, was submitted to the Trustees of that school at their last meeting.

I am asked to acknowledge your letter and to say that the arrangement of the Articles of Affiliation is satisfactory to us and thank you and the Trustees of the University.

I am

Very sincerely yours,

Mrs. Emmons Blaine,

344, Erie Street.
Trinity W. Preimer School

Guatemala, June 15, 1901

President Wm. H. Harper
The University of Chicago

My dear Dr. Harper:

Your letter reporting the vote of the Board of Trustees of the University to receive into affiliation with the University of Chicago the Trinity W. Preimer School was submitted to the Trustees of that school at their last meeting.

I am ready to acknowledge your letter and to say that the assumption of the Articles of Affiliation is satisfactory to us and that

you and the Trustees of the University

I am

Very sincerely yours,

[Signature]

[Address]
President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

I am asked by the Trustees of the Francis W. Parker School to find whether the form of the affiliation paper as agreed upon by us is agreeable to you.

I cannot find a note of the fact but I think I sent a copy of this paper to you — I am very sure that I did — and I do not think that I have heard definitely whether that is agreeable to you. Your last letter stated that the University Trustees had left this matter between you and us. The form that I sent you is agreed upon by Col. Parker and by us. It only remains for you to say whether it is agreed upon by you, and then at what time it may be drawn up and signed by both.

I am

Very sincerely yours,

[Signature]

Secretary.
President W. M. Harper
The University of Chicago

My dear Dr. Harper:

I am seeking on the Trustee of the
Princeton W. Parker School to find whether the
contract of the affiliation paper as agreed upon
by us is still in effect.

I cannot find a copy of the contract, and I do not think
I have heard anything further about it.

Your last letter stated that the University Trustees had left this matter
between you and me. The firm that I have found upon the
basis of your letter and your 

I am now, and then at what time it may be, premature

I am

Very sincerely yours,

[Signature]

Secretary
March 11th, 1902.

Mrs. Emmons Blaine,
Chicago.

My dear Mrs. Blaine:—

I am writing to you as Secretary of the Trustees of the Chicago Institute, to notify you officially of the vacancy in the headship of the School of Education, occasioned by the death of the late Colonel Francis W. Parker.

The agreement between the University of Chicago and the School of Education includes the following statement: "If a vacancy or vacancies occur in the headship of the School of Education prior to July 1st, 1907, such vacancy or vacancies shall be filled by appointment by the University but only upon nomination by the trustees. The right of the trustees so to nominate shall, however, end on June 30th, 1907."

In accordance with this portion of the agreement, I respectfully request from your Board a nomination for the vacancy mentioned above.

In accordance with the rules of the University, the officer next in rank assumes the duties and responsibilities of the headship of the Department of School temporarily in the absence of the head, or in case of his resignation or death. Under these rules Mr. Jackman, Dean of the School of Education, has been directed to assume general charge of the School until further notice.

Yours very truly,
Map of Trip, 1903.

Mr. Theodore D. Sizer

Chicaco

My dear Mr. Stanford:

I am writing to you as Secretary of the Trustees of the Chicago Institute, to notify you of the vacancy in the chair of the School of Education, occasioned by the death of the late President, W. Parker.

The establishment between the University of Chicago and the School of Education includes the following statement: "In a review of the history of the University prior to July, 1909, the University Board of Trustees adopted the following appointment of the chair of the School of Education on the recommendation of the Board of the Trustees and the recommendation of the President of the University: "The Right of the University to employ a Secretary is to continue as it was before," 1909." In accordance with the recommendation of the President, I hereby announce the vacancy of the chair of the School of Education. Under these circumstances, Mr. Stanford, Dean of the School of Education, has been authorized to name a replacement to fill the vacancy.

Yours very truly,

*Name*
May 21st, 1902.

My dear Mrs. Blaine:

 permit me to acknowledge the receipt of your letter of May twentieth containing the official notice of Mr. Dewey's nomination as successor to Colonel Parker. I beg to notify you in return that the nomination was presented to the Board of Trustees of the University yesterday afternoon, and by them unanimously approved, and Mr. Dewey has been appointed to take the place of Colonel Parker and will begin his duties at once.

I remain, in behalf of the University,

Yours very truly,

W. R. Harper

Mrs. Anita McCormick Blaine,

5, The Raymond, Walton Place.
My dear Mr. Blaine:

Permit me to acknowledge the receipt of your
letter of May twenty-sixth containing the official notice of Mr. Dewey's
appointment as successor to Colonel Parker. I beg to notify you in return
that the nomination was presented to the Board of Trustees of the University
yesterday afternoon and that a unanimous majority of the University
adjourned in favor of Colonel Parker and will begin the duties
of office.

I remain in perfect at the University

Yours very truly,

F. F. Rider

Mrs. Anna Corliss Blaine

5, The Rectory, Milton Place.
May 20, 1902.

President Wm. R. Harper,
The University of Chicago.

Dear Dr. Harper:

I enclose our official notice to The University of Chicago of our nomination of Dr. John Dewey as Colonel Parker's successor. Please do with it whatever you see fit.

I am

Very sincerely yours,

[Signature]

Secretary of the Board of Trustees of the Chicago Institute.

(Mrs. Emmons Blaine)
May 26, 1936

Dear Dr. W. H. Harter:

I enclose our official notice to the University of Chicago of our nomination of Dr. John Dewey as Colonel Parker's successor. Please go with it wherever you see fit.

I am

Very sincerely yours,

[Signature]

Secretary of the Board of Trustees

of the Chicago Institute

(Willie Raymond Pleitner)
June 13, 1901.

Mrs. Emmans Blaine,
344 Erie Street, Chicago.

My Dear Mrs. Blaine:

The exercises connected with the official opening of the University of Chicago School of Education will be held at the University at twelve o'clock noon, June seventeenth. I am writing to ask you to go to the President's house that morning so that you may go in a carriage at ten minutes before twelve with Mr. and Mrs. Rockefeller and Professor Salisbury to Kent Theater where the address by Professor Butler will be given.

After these exercises, the carriage will be driven to Scammon Court where the ground will be turned for the future buildings. After this ceremony and the address by Colonel Parker the carriage will be driven to the Quadrangle Club where the University luncheon to the official guests will be given.

I have asked Professor Salisbury to act as your escort during the day and see to your comfort at the various exercises.
June 15, 1901.

Mrs. James Blake,

2401 South Street, Chicago.

My dear Mrs. Blake:

The expense connected with the attending
opening of the University of Chicago School of Music
will be paid at the University at two o'clock noon.

I am writing to ask you to have the
President's house at noon and to register at the
registry of the minute before twelve with Mr. and Mrs.
Rockefeller and present greetings to Mrs. Theurer when
the address on the President Bette will be given.

After these ceremonies, the audience will be
granted to President Grant where the evening will be opened by
the future President. After this ceremony, the audience
by courtesy of Mr. Rockefeller, the audience will be admitted to the
Grand Opera, where the University function to the
officials will be given.

I have asked Professor Bette to see as your
accomplice the gen. man to your comfort at the

Yours everlastingly,

[Signature]
June 13, 1901.

-2-

Mrs. Blaine

Trusting that this arrangement will be satisfactory to you and looking forward with pleasure to this formal recognition of the union of the Institute with the University, I remain,

Very sincerely yours,

W. R. Harper
I want to ask your pardon for coming so late. The time got away from me in a stupid way. But I had not appreciated either that it was an Saturday morning

My dear Dr. Harper,

I want to thank you this morning for the great kindness you showed the Chicago Institute and me that evening.
Supper with
an hour—
But it came over
me afterwards
that it might have
been a
discovery to you—
guessed—therefore—
you and
Mrs. Falker and
that thought is
not to be borne—
at least without
your forgiveness.
If you will
forgive me. I will
try to deserve
you for making
me of any
May 22, 1901.

Mrs. Emmons Blaine,
344 Erie Street, Chicago.

My Dear Mrs. Blaine:

It was very kind of you to write so pleasantly in your letter Friday night. I assure you we have nothing to forgive you, but something to be thankful for in the fact that you gave us so much of your valuable time. It was a delightful meeting and we shall look back to it with great pleasure.

Very sincerely yours,

W. R. Harper
May 8th, 1907.

Mr. Hume Elliott

3512 South Street
Chicago

My dear Mr. Elliott,

It was very kind of you to write so
pleasurably in your letter. I regret that you have not something to
be grateful for in the fact that you have not so much
of your valuable time. It was a flattering compliment
to say we met in your stack to it with great pleasure.

Very sincerely yours,

W. H. Harper.
My dear Dr. Harper,

I am asked to

show you the enclosed impression

of the articles of affiliation with

the University for the

Harriet W. Parker School — as

the Mutual Care and Work Side

Branch.

Will you designate to me before

Monday evening your idea
about them? We have a meeting on that matter and if you approve them we may ask you to submit them to荒事务 on
Tuesday.

Sincerely,

[Signature]

[Handwritten name]
344 Erie Street
Chicago

Dear [Name],

[Content of letter]

Sincerely,
[Signature]

[Address]

[City, State, Zip Code]
June 27th, 1901.

Mrs. Anita McCormick Blaine,
344 Erie Street, Chicago.

My dear Mrs. Blaine:

Your kind note of June twenty-first has been received. Up to this time the proposed changes in the plans of the buildings have not been definite enough to bear inspection. In a talk with the architect today he tells me that in about a week he will have in crystallized form the suggestions which have been made by various persons and to which general consent has been given. As soon as the architect is in position to present the matter, all that we have thought of will be presented to the Trustees of the Institute.

Thanking you for calling my attention to this matter, I remain

Very truly yours,

W. R. Harper
June 24th 1903

Mr. W. H. Keeler,

245 W. 1st Street, Chicago.

My dear Mr. Keeler:

Your kind note of June twenty-first

and I am pleased to answer it. Up to this time the proposals

offered in the plan of the paktitcha have not been

agreed upon to the satisfaction of the interested parties in the undertaking. In a few

weeks we will have an agreement from the weatherboard

upon which have been made many previous conferences and

as soon as which we have signed we will return the meeting of

the firm to the trustees of the Institute.

In the meantime please give my attention to

the matter I remit

Very truly yours,

W. H. Keeler
President Wm. R. Harper,

The University of Chicago.

My dear President Harper:

I have waited some days since the last meeting of the Trustees of the Chicago Institute in order not to trouble you while you had so many things of importance before you -- but may I now transmit to you the message which I was requested to give, namely, that we suggest to the University that it confer, from time to time, with the Trustees of the Chicago Institute about any proposed changes that are being considered in the plans of the building for the School of Education, in order to save time, as September first is the date when they should be agreed upon by all.

May I ask that you will transmit this also to any other authorities of the University
June 27, 1901.

Professor W. E. Hunter,
The University of Chicago.

My dear President Hunter:

I have waited some time since the last meeting of the Trustees of the Chicago Institute to order you to announce to the world that you have made available for your edification the lectures on economics which I was privileged to give recently. This was suggested by the University that is conceivable from time to time with the assistance of the GPP.

The lectures open the philosophy of the point of the past and the very connected to the philosophy of the present. I have the honor to announce to you that I will speak on March 31st in the year 1902.

May I suggest that you will circulate this.

With the approval of the University
besides yourself that it should come before?

I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

(Mrs. Emmons Blaine)
My attention is directed to the report that the committee on Economy and Efficiency have taken no action on the recommendation to increase the salary of the Board of Trustees.

Very respectfully yours,

[Signature]

Secretary.
July 2, 1901.

Mrs. Emmons Blaine,

344 Erie street, Chicago.

My dear Mrs. Blaine:

In reply to your letter of June eighteenth, I would say that the form of the affiliation paper as agreed upon by the Trustees of the Francis W. Parker School is entirely agreeable to the University of Chicago. It has been submitted to the proper officials and approved by them.

Perhaps I ought to add that we have never been accustomed to sign contracts in reference to affiliation. We have not thought it necessary in a single case. If, however, you prefer to have this done, I should be very glad to sign on behalf of the University.

Very truly yours,

W. R. Harper
Mr. George Blaine,

Mrs. Emma Blaine,

322 West State, Chicago

In reply to your letter of June eighteenth,

I would say that the name of the ATTITUTION before we started

upon the Trustees of the President W. Pierce School

in connection with some to the University of Chicago.

It is our present intention to the proper Attitude and ep-

brother, John.

I believe I ought to say that we have never been

somehow to give substance to reference to ATTITUTION.

We have not thought it necessary in any case. If

however, you please to have other gone, I am ready to any

very truly yours,

W. T. Harter.
July 10, 1901.

Mrs. Emmons Blaine,
344 Erie street, Chicago.

My dear Mrs. Blaine:

I have your letter of July sixth. I have urged the matter very strongly upon Mr. Rogers, and he has promised me that everything shall be ready by July tenth. That is, during this week. This will give us two or three weeks before the first of August.

Hoping that this will be satisfactory, I remain,

Very sincerely yours,

W. R. Harper
July 10, 1920

Mr. Herman Einstein

212 First Street, Office

My dear Mr. Einstein,

I have your letter of July 9th. I have read the letter many times now. I have reviewed the matter very carefully and am now proceeding to overt all the facts as I understand them.

I am rather surprised that you have not heard from me this week. These are very trying times, and I have been unable to write you before the last week of July.

I hope that these trying times will pass, and that I may be of some help.

Very sincerely yours,

W.H. Herber
Dr. William R. Harper,  
The University of Chicago.  
My dear Dr. Harper:  

Please let me thank you for your note concerning the plans of the School of Education and say that I shall hold myself in readiness to meet on this subject at any time that the plans are ready.

Let me also informally acknowledge the letter submitted to the Trustees on the same subject. We await word from you as to when the plans can be seen.

I am  

Very sincerely yours,  

(Mrs. Emmons Blaine)
Dr. William E. Harper
The University of Chicago

My dear Dr. Harper,

Please let me thank you for your note concerning the plans of the School of Education and say that I shall hold myself in readiness to meet at the agreed place and time for that purpose.

Let me also informally announce the fact that I expect to be present on the same day and place. I would value your advice on the questions that can be covered.

Very sincerely yours,

[Signature]
July 15, 1901.

President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

Your letter concerning the affiliation papers was submitted at the last meeting of the Trustees of the Francis W. Parker School, and I am asked to acknowledge it and to say that we are quite satisfied to leave the matter according to your usual custom. We have the copy of the papers that were approved and I believe you have also.

I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

Mrs. Emmons Blaine,

344, Erie Street.
Presidential Wm. R. Harper
The University of Chicago

My dear Dr. Harper,

Your letter containing the information
papera were submitted to the last meeting of the
Trustees of the Praha W. Parker School, and I
was asked to acknowledge it and to say that we
are delighted to have the matter coincide.

We have the copy of the
papera that were approved and I believe you have
sent.

I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

M. Mamone Haine
344 5th Street.
July 24th, 1901.

My dear Mrs. Blaine:

I am writing to say that I am now in position to lay before you the facts with reference to the last year's work of University College. This third year has been a very prosperous one. We entered upon the year with a debt of $2459.00, and at the close of the year, after counting out your generous subscription of five thousand dollars, we are $3273.00 behind. If you should see your way to add the twelve hundred dollars a year promised conditionally for two years, the deficit would stand $814.00.

We are now closing the books for the year, and, if it is convenient for you to do so, we should be glad to receive your kind contribution. Meanwhile, may I have the privilege of calling upon you and talking over certain details? I am afraid that our common interest in the School of Education has somewhat crowded out this most important work, but I hope that you will have an opportunity before going east to permit me to take up this matter with you. I remain

Yours very sincerely,

W. R. Harper
My dear Mr. Blake:

I am writing to say that I am now in position to tell you the facts with reference to the last year's work at University College. This third year has been a very pleasant time; we entered upon the year with a great deal of hope, and at the close of the year, after over three years of persevering effort, we are £253,800 better off. If we continue to maintain the same rate of improvement, I have a keen business confidence for two years.

We see now opposite the book for the year, and it is convenient for you to go on.

Meanwhile, may I have the privilege of telling you what I am trying to do to create your kind cooperation and interest in the School of Agriculture, that common interest in the School of Agriculture.

I have some work to do, and I hope that you will have an opportunity to do some more work to help me to take in the matter.

With every good wishes

Yours very sincerely,

W.R. Harper
Matriculation
New Students: 234

Attendance
at Free Arts
Schools: 474
Mechanics: 108 582

Registrations: 855

Number of Courses: 60

Instructors: 32.
CHICAGO

July 25, 1901.

Deficits during Calliey and University Calliey.

1st 2 years (to July 1, 1900) $24,597.

For year 1900-1901.

814.

3273.

If the $12,000 a year had been paid, it would have added a surplus of $3400.

873.

Operations 1900-1901.

Income.

Endowment

9612.

Endowment

5000 14612.

Expenses.

Supervisors

Administration

1100.

Bank

3200.

Expenses

658.

Instruction

10468 15426

$814

Deficit

L.C.
ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS,

Upon the supposition that the Institute has been given $1,000,000., of which $500,000. is set aside for Endowment, the remaining $500,000. being used for Grounds, Buildings, and Equipment.

---

I. Estimate of Income:

(1) Income from endowment, $25,000.

(2) Income from Teachers, viz., 225 at $160., 36,000.

(3) Income from Pupils, viz., 250 Elementary at $100., 25,000.

100 Secondary at $160., 16,000.

(4) Income from Special Classes, 500.

(5) Income from Extension Work, 1,000.

(6) Income from Publication, 100.

Total Estimated Income, $103,600.
ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS

Upon the assumption that the Institute has been given an initial $1,000,000.

Of which $500,000 is set aside for endowment. The remaining $500,000.

is devoted exclusively to salaries, buildings, and equipment.


I. Estimate of Income:

$25,000

(1) Income from endowment.

35,000

(2) Income from Teachers' aids, $25 at $100.

75,000

(3) Income from pupils, $150.00, Elementary, $200.00, Secondary, $100.

100

(4) Income from Special Classes.

10,000

(5) Income from Extension Work.

100

(6) Income from Publications.

II Estimate of Cost of Plant:

(1) Ground, $200,000.
(2) Buildings, 200,000.
(3) Library, Equipment, and Furniture 100,000.

III Estimate of Annual Expenditures:

General.

1. Administration and Expense.

   (1) Board Administration.

      Comptroller and Registrar, $4,000.
      Clerk and Bookkeeper, 900.
      Stenographer, 500.
11 Estimate of Cost of Plant:

- **(1) Ground:**
  - 200,000
- **(2) Equipment:**
  - 800,000
- **(3) Property, Plant, and Equipment:**

III Estimate of Annual Expenditure:

- **General**
  - If Administration and Expenditure
    - Post Office Administration
      - 4,000
    - Comptroller and Registrar
      - 600
    - Clerk and Bookkeeper
      - 300
    - Stenographer
Telephone, $200.
Printing and Postage, 150.
Miscellaneous Expenses, 100.
Total, $5,850.
Convocation, 400.
Insurance, 1500.

2. Educational Administration.

(1) Principal's Office.
Salary, $3,000.
Stenographer, 600.
Travel, 150.
Miscellaneous, 150.
Official Entertainment, 500.
Stationery and Postage, 200.
Total, $4,600.

(2) Dean's Office.
Salary, $1,000.
Stenographer, 600.
Travel, 100.
Stationery and Postage, 300.
Miscellaneous, 100.
Total, $2,100.
Supplies, 400.
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**Executive Administration**

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<td>Secretary</td>
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<td>Travel</td>
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<td>Miscellaneous</td>
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<td>Official Entertainment</td>
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<td>Stationery and Postage</td>
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**Dean's Office**

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<th>Amount</th>
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<tbody>
<tr>
<td>Salary</td>
<td>$1,100</td>
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<td>Secretary</td>
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<td>Travel</td>
<td>$200</td>
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<tr>
<td>Supplies</td>
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(3) **Printing and Publication.**

- Circulars, $1500.
- Normal Notes, 1500.

### 3. Instruction.

1. **Department of Philosophy:**
   - F. W. Parker, $5,000.
   - History of Education, 2,000.
   - Physical Psychology, 2,000.
   - $19,000.

2. **Department of History and Literature:**
   - Miss Rice, 2,500.
   - Assistant Professor, 2,000.
   - $4,500.

3. **Department of Geology:**
   - Miss Weber, 2,000.
   - Instructor, 1,500.
   - $3,500.

4. **Department of Art and Manual Training:**
   - Associate Professor, 2,500.
   - Assistant Professor, 2,000.
   - Instructor, 1,000.
   - $5,500.
8. INFORMATION

(1)
Department of Philosophy
F. W. Becker
History of Religion

$1,000

(2)
Department of History and Philosophy
Miss Alice
Assistant Professor

$2,000

(3)
Department of Geology
Miss W. W. Wetzel
Instructor

$2,000

(4)
Department of Art and Manual Training
Associate Professor
Assistant Professor
Instructor

$1,000

(5)
$500

(6)
$1,000

(7)
$1,000

(8)
$1,000

(9)
$1,000

(10)
$1,000

Total:
$8,500
Department of Natural Science:

Mr. Jackman, $4,000.
Assistant Professor of Physiology and Chemistry, 2,000.
Assistant, 800.
$6,800.

Department of Ancient Languages:

Professor, 3,000.
Assistant Professor, 2,000.
$5,000.

Department of Modern Languages:

Assistant Professor, 2,000.
Instructor, 1,600.
$3,600.

Department of Expression:

Miss Fleming, 2,500.
$2,500.

Department of Kindergarten:

Assistant Professor, 2,000.
Instructor, 1,600.
$3,600.

Department of Physical Culture:

Mr. Crow, 2,500.
Assistant, 1,000.
$3,500.
<table>
<thead>
<tr>
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<tr>
<td>Department of Natural Science</td>
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<tr>
<td>Professor</td>
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<tr>
<td>Assistant Professor</td>
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</tr>
<tr>
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<tr>
<td>Professor</td>
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<td>Miss Lemire</td>
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<tr>
<td>Assistant Professor</td>
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(11) Department of Music:

Associate Professor, $2,500.
Assistant, 1,000.

Grand Total, $3,500.

Heads of Rooms for Elementary School,
Viz., Eight, at $1,200. 9,600.

Total, $50,800.

4. Library, Laboratory, and Museums.

(1) Library Administration;
Librarian, -- Warren, $1,200.
Building, 200.
Supplies, 200.
Miscellaneous, 100.
Books, 1,000.
Periodicals, 250.

(2) Laboratory Equipment and Supplies:
Equipment, 1,000.
Supplies, 500.

(3) Museums, 500.
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<tr>
<td>Needs of Room for Elementary School</td>
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<tr>
<td></td>
<td>$6,830</td>
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<tr>
<td>Property, Plant and Equipment</td>
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<tr>
<td>(2) Plant Administration</td>
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</tr>
<tr>
<td>Library - Books</td>
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<td>Miscellaneous</td>
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<td></td>
<td>$1,720</td>
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<tr>
<td>Laboratory Equipment and Supplies</td>
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<td>$1,000</td>
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<tr>
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<td></td>
<td>800</td>
</tr>
<tr>
<td></td>
<td>$2,000</td>
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</table>

Engineer, .............................................. $1,500.
Assistant Engineer, ................................... 900.
Care of Grounds and Sprinkling, ....................... 200.
Watchman, ................................................ 800.
Engineer's Supplies, .................................. 150.
Electric Expense, ...................................... 200.
Janitor, .................................................. 500.
Elevators, ............................................... 1,000.
Fuel, ..................................................... 2,000.

Miscellaneous Expenses, ................................ 2,050.

Total .................................................... $7,050.

(1) General Administrative Expenses, ................ $7,750.
(2) Educational Administration, ...................... 10,100.
(3) Instruction, ......................................... 60,400.
(4) Library, Laboratory, and Museums, .............. 4,350.
(5) Buildings and Grounds, ............................. 9,050.

Total .................................................... $92,250.

(6) Contingent Fund, .................................. 12,000.

Total .................................................... $104,250.
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<tr>
<td>Firefighter</td>
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<tr>
<td>Assistant Engineer</td>
<td>$200</td>
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<tr>
<td>Gate of Grounds and Sprinkling Watermain</td>
<td>$100</td>
</tr>
<tr>
<td>Maintenance Supplies</td>
<td>$800</td>
</tr>
<tr>
<td>Electric Expense</td>
<td>$300</td>
</tr>
<tr>
<td>Janitor</td>
<td>$1,000</td>
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<tr>
<td>Hotel</td>
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<td>Laboratory</td>
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<td>$108,800</td>
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ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS,

Upon the supposition that the Institute has been given $1,000,000.,
of which $500,000. is set aside for Endowment, the remaining $500,000.
being used for Grounds, Buildings, and Equipment.

I Estimate of Income:

(1) Income from endowment, $25,000.
(2) Income from Teachers, viz., 225 at $100., 26,000.
(3) Income from Pupils, viz., 250 Elementary at $100., 25,000.
     100 Secondary at $160., 16,000.
(4) Income from Special Classes, 500.
(5) Income from Extension Work, 1,000.
(6) Income from Publication, 100.

Total Estimated Income, $103,600.

II Estimate of Cost of Plant:

(1) Ground, $200,000.
(2) Buildings, 200,000.
(3) Library, Equipment, and furniture 100,000.

III Estimate of Annual Expenditures:

General.
1. Administration and Expense.
   (1) Board Administration.
       Comptroller and Registrar, $4,000.
       Clerk and Bookkeeper, 900.
       Stenographer, 500.
Estimates of Income and Expenditure

of a proposed American Institute for Teachers

Upon the assumption that the Institute has been given $1,000,000, of which $500,000. to be set aside for Endowment, the remainder $500,000. being needed for building, publication, and equipment.

I. Estimates of Income:

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<tr>
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<tbody>
<tr>
<td>Institute from Endowment</td>
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</tr>
<tr>
<td>Income from Trustees, at $5.00 per Member</td>
<td>$80,000.00</td>
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<tr>
<td>Income from Wills, at $25.00 per Will</td>
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<tr>
<td>Income from Sale of Property</td>
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<td>Income from Patent, at $50.00 per Patent</td>
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<td>Total Estimated Income</td>
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II. Estimate of Cost of Plant:

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<tr>
<td>Buildings</td>
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<tr>
<td>Library, Equipment, and Maintenance</td>
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</tbody>
</table>

III. Estimate of Annual Expenditure:

<table>
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<tbody>
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<td>Accountant and Registrar</td>
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<td>Printer and Bookkeeper</td>
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<tr>
<td>Treasurer</td>
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</tbody>
</table>
2. Educational Administration.

(1) Principal's Office.
Salary, $3,000.
Stenographer, 600.
Travel, 150.
Miscellaneous, 150.
Official Entertainment, 600.
Stationery and Postage, 200.

$4,600.

(2) Dean's Office.
Salary, $1,000.
Stenographer, 600.
Travel, 100.
Stationery and Postage, 300.
Miscellaneous, 100.

$2,100.

Supplies, 400.
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<td>Printing and Postage</td>
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<td>Insurance</td>
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<td><strong>Pension Administration</strong></td>
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<td>(1) Property Office</td>
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<tr>
<td>Standard Expense</td>
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<td>Travel</td>
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<tr>
<td>Miscellaneous</td>
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<tr>
<td>Office Entertainment</td>
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<td>81825 op 12s [illegible]</td>
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<tr>
<td>(2) Sears Office</td>
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<td>Salary</td>
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<tr>
<td>Standard Expense</td>
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<tr>
<td>Travel</td>
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<td>Miscellaneous</td>
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<td>Health Insurance</td>
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<tr>
<td><strong>Supplies</strong></td>
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3. Instruction.

(1) Department of Philosophy:
- F. W. Parker, $5,000.
- History of Education, 2,000.
- Physical Psychology, 2,000.
  $9,000.

(2) Department of History and Literature:
- Miss Rice, 2,500.
- Assistant Professor, 3,000.
  $4,500.

(3) Department of Geology:
- Miss Weber, 2,000.
- Instructor, 1,500.
  $3,500.

(4) Department of Art and Manual Training:
- Associate Professor, 2,500.
- Assistant Professor, 2,000.
- Instructor, 1,000.
  $5,500.
### Printing and Publication

<table>
<thead>
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<th>Department</th>
<th>Amount</th>
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<td>8. Information</td>
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<td>8.1 Department of Philosophy</td>
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<tr>
<td>8.1.1 The Program</td>
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<tr>
<td>8.1.2 Assistant Professor</td>
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<tr>
<td>8.1.3 The Report</td>
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<tr>
<td>8.1.4 Introduction</td>
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<tr>
<td>8.2 Department of Art and Music Therapy</td>
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<tr>
<td>8.2.1 Associate Professor</td>
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<tr>
<td>8.2.2 Associate Professor</td>
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<tr>
<td>8.2.3 Introduction</td>
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</tr>
<tr>
<td>8.3 Department of History and Literature</td>
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<tr>
<td>8.3.1 The Report</td>
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</tr>
<tr>
<td>8.3.2 Assistant Professor</td>
<td></td>
</tr>
<tr>
<td>8.3.3 The Report</td>
<td></td>
</tr>
<tr>
<td>8.3.4 Introduction</td>
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<tr>
<td>8.4 Information</td>
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<td>8.4.2 The Program</td>
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<tr>
<td>8.4.3 Assistant Professor</td>
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<tr>
<td>8.4.4 The Report</td>
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<td>8.4.5 Introduction</td>
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</table>
(5) Department of Natural Science:

Mr. Jackman, $4,000.

Assistant Professor of Physiology and Chemistry, 2,000.

Assistant, 800. $6,800.

(6) Department of Ancient Languages:

Professor, 3,000.

Assistant Professor, 2,000. $5,000.

Department of Modern Languages:

Assistant Professor, 2,000. $5,000.

Instructor, 1,500. $6,500.

(8) Department of Expression:

Miss Fleming, 2,500. $22,500.

(9) Department of Kindergarten:

Assistant Professor, 2,000.

Instructor, 1,500. $3,500.

(10) Department of Physical Culture:

Mr. Crow, 2,500.

Assistant, 1,000. $3,500.
50,000

Department of Natural Sciences

\[ \text{Professor} \]
\[ \text{Assistant Professor} \]
\[ \text{Instructor} \]

8,000

Date of Appointment:

2,000

Department of Modern Languages

\[ \text{Professor} \]
\[ \text{Assistant Professor} \]
\[ \text{Instructor} \]

Department of Physical Education

\[ \text{Professor} \]
\[ \text{Assistant Professor} \]

\[ \text{Instructor} \]

\[ \text{Graduate} \]

\[ \text{Assistant} \]
(11) Department of Music:
Associate Professor, $2,500.
Assistant, 1,000.
Grand Total, $3,500.

Heads of Rooms for Elementary School,
Viz., Eight, at $1,200.
9,600.
$50,800.

$60,400.

4. Library, Laboratory, and Museums.

(1) Library Administration;
Librarian, -- Warren, $1,200.
Building, 200.
Supplies, 200.
Miscellaneous, 100.
Books, 1,000.
Periodicals, 250.

(2) Laboratory Equipment and Supplies:
Equipment, 1,000.
Supplies, 500.

(3) Museums, 500.
<table>
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<td>1st, 2nd, and 3rd Grade</td>
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<tr>
<td>4th, 5th, and 6th Grade</td>
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<tr>
<td>7th, 8th, and 9th Grade</td>
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<tr>
<td>10th, 11th, and 12th Grade</td>
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<td>Textbooks and Supplies</td>
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<td>Books</td>
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<td>Perpetuals</td>
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<td>Supplies</td>
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Engineer, $1,500.
Assistant Engineer, 900.
Care of Grounds and Sprinkling, 200.
Watchman, 800.
Engineer's Supplies, 150.
Electric Expense, 200.
Janitor, 500.
Elevators, 1,000.
Fuel, 2,000.

Miscellaneous Expenses, 2,000.

$7,050.

(1) General Administrative Expenses, $7,750.
(2) Educational Administration, 10,100.
(3) Instruction, 60,400.
(4) Library, Laboratory, and Museums, 4,250.
(5) Buildings and Grounds, 9,050.

$92,250.

(6) Contingent Fund, 12,000.

$102,250.
<table>
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<th>Amount</th>
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<td>Assistant Engineer</td>
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<tr>
<td>Gate of Guards and Equipment</td>
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<td>Welfare</td>
<td>$100</td>
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<td>Plant and Supplies</td>
<td>$200</td>
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<td>Electric Expenditure</td>
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<td>Elevator</td>
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<td>Maintenance Expenditure</td>
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<td>Financial Report, and Records</td>
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<tr>
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<td>Consulting Fees</td>
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DEPARTMENT OF THE ENGINEER AND JANITOR.

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<th>Position</th>
<th>Monthly Cost</th>
<th>Yearly Cost</th>
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<td>1 Engineer</td>
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<td>2 Firemen</td>
<td>$75</td>
<td>$160</td>
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<tr>
<td>4 Sweepers and Dusters</td>
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<tr>
<td>Window Washing and Floor Scrubbing, yearly contract</td>
<td>$1200</td>
<td>$5240</td>
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*********

H. Office Clerk-Stenographer & Typewriter at $50. $600.
I. Printer $1000.
Printer's Asst $500.
Grand Totals $58500. $77140.

*********

   " Assistant " 1000. 1500.
8 Grade Teachers (1200-1800) $9600. 14400.
Total $11100. $17900.

Total cost of Nov. & Pr. Inst. $69100. $97040.

Prepared by W. S. Jackman.

January 12th, 1899.
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<tr>
<td>Office Order Generator &amp; Photocopyer A Typewriter</td>
<td>$500</td>
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<tr>
<td>Printer</td>
<td>$150</td>
<td></td>
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<tr>
<td>Engraving Vise</td>
<td>$200</td>
<td></td>
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<tr>
<td>Engraving Table</td>
<td>$100</td>
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<tr>
<td>Engraving Vise</td>
<td>$200</td>
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<td>Engraving Table</td>
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<td>Total</td>
<td>$1,060 (Max: $1,900, Min: $1,000)</td>
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Total cost of new & Plat. Inst.

Prepared by: C. M. N. Coogan
January 1st, 1926
A. BOARD OF INSTRUCTION.

I. General. Principal: Responsible for the entire school. Dean: Executive under the Principal and Head-Professor of a Department.

II. Departmental.

Head-Professor: Responsible for the organization equipment and instruction in a department. Pedagogies of the Department.
Professor: Responsible for a primary division of a department. For example, in Department of Science--Biology; Department of History -- Literature; etc.
Associate-Professor: Responsible for a secondary division of a Department. For example, in Biology, Botany; in History, a given period.
Instructor: Responsible for special class-work.
In Science, field work; in History, museum work; etc.
Assistant: Responsible for special duties. Care of material, etc.
Librarian: Ranking as Associate-Professor.

III. The Principal and Head-Professors to constitute The Faculty Council of Advice in all matters pertaining to organization of the school as a whole.

IV. The Head-Professor and his corps to constitute a Department Board. ********

B. CLASSIFICATION OF SUBJECTS.

I. Department of Philosophy.


II. DEPARTMENT OF SCIENCE.


c. Chemistry. " " Mineralogy.
d. Mathematics. " " Number, Form, Algebra.

III. Department of History.


IV. Department of Geography.

Primary Divisions: a. Physiography. Sec.Div. --Political Geography, etc.


V. Department of Expression.

Primary Division: a. Language: Sec.Div. (1)English (2)French (3)German

(4)Ancient (Latin, Greek.

b. Art: (1) Painting, Drawing, (2) Modeling, Wood Carving.

c. Music.
d. Physical Culture.
e. Manual Training.
<table>
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<tr>
<td>Item 3</td>
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<td>12800</td>
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<tr>
<td>Item 4</td>
<td>152</td>
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<tr>
<td>Item 5</td>
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**Total:** 34,200
II. Department of Philosophy.

(a) The Principal -- Head-Professor of Psychology.
(b) One Professor of History of Education.
(c) One Associate-Professor of Physiological Psychology and Child Study.

II. Department of Natural Science.

(a) Head-Professor: Pedagogics of Department; Biology.
(b) One Instructor in Biology.
(c) One Professor of Physics and Chemistry.
(d) One Instructor " "
(e) One Professor of Mathematics
(f) One Associate Professor of Mathematics.
(g) One Department Assistant.

III. Department of History.

(a) Head-Professor: Pedagogics of Department; Institutions.
(b) One Professor: Literature.
(c) One Department Assistant.

VI. Department of Geography.

(a) Head-Professor: Pedagogics of Department; Physiography, etc.
(b) One Professor of Geology.
(c) One Department Assistant.

V. Department of Expression.

(a) Head Professor: Language; English and Oral Expression.
(b) One Instructor: French and German.
(c) One Instructor Latin and Greek.
(d) One Professor of Art; Painting and Drawing.
(e) One Associate Professor Modeling and Wood Carving.
(f) One Professor of Physical Culture
(g) One Assistant " "
(h) One Professor of Manual Training
(i) One Assistant " "
(j) One Professor of Music.
(k) One Assistant " "

VI. Library.

(e) One Librarian
(f) Two Assistants.

**********

D. SCALE OF SALARIES:

(Based upon N.Y. Teachers' College -- Approximately)

Principal
Head Professor, who is also Dean: $8000.00
Head-Professor: $3500.00 min. -- special function, maximum: $4000.00
Professor: 2500.00 " "
Associate Prof: 1500.00 " "
Assistant: 800.00 " "

**********

E. ESTIMATED COST OF INSTRUCTION: Total.

<table>
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<th>Min.</th>
<th>Max.</th>
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<td>1 Principal</td>
<td>$6000</td>
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<tr>
<td>2 Head-Prof. &amp; Dean</td>
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<td>3 Head-Prof.</td>
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<tr>
<td>1 Librarian</td>
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