CROSS REFERENCE SHEET

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Financial

**HARPER CORRESPONDENCE** Feb 20, 1897 Harper to Ryerson
Approximate date of this statement, March 31, 1893.

J. T. W.
with his visit to "next weekend."

OP81.15 December, [illegible]
In the founding of a University there are three financial steps which must be taken before the institution can properly be said to be established.

1. Endowments must be secured, the income from which will defray the entire cost of the instruction, the fees paid by students being sufficient only to meet the incidental expenses.

2. The site and the buildings must be provided.

3. Funds must be secured to defray the extraordinary and exceptional expenses of the opening years and to provide the general equipment.

The first two of these three steps the University has taken. A most hopeful beginning has been made toward its endowment through the unparalleled liberality of Mr. Rockefeller, and a wide campus and a group of noble buildings have been provided thru the beneficence of the people of Chicago.

So much has been done in these two directions, and in so short a time, that it is not to be wondered at that the third step has not yet been taken. It remains to provide for the general equipment and the extraordinary expenses of the opening years before the University can be regarded as successfully established.
THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

CHICAGO
The trustees have now at any time last sight of the importance and necessity of this third great achievement. They undertook a year ago to take the second and third steps together to provide for the buildings and the general equipment together, in the raising of the million dollar fund. But when that ninety days struggle was over, it was found that, while a full million dollars had been raised for buildings which are now rising on the campus, less than $20,000 had been secured for equipment and general purposes, and the third step in the founding of the University remained still to be taken.

It was only remained to be taken, but the large success that had attended the efforts to increase the endowments and provide buildings had immensely increased the magnitude of the work that remained to be done and had rendered the doing of it more imperative and more immediately urgent than ever.

A University with four millions of endowment amounted to it in instruction, and with a corresponding number of instructors and departments needs a considerably greater equipment than an institution with half the endowment.

A University with more than a dozen great buildings needs an immensely larger equipment than what it had but two or three buildings as paid.
Thus the work to be done grew greater the longer it was delayed until it became apparent that half a million dollars was the smallest sum that would meet the necessities of the case. How could so great a sum for miscellaneous purposes be found? For many months the trustees confronted the increasing difficulties of this problem with growing anxiety. No ray of light was thrown upon its solution until two months ago when Mr. Ryerson, the President of the Board, added to his previous disapprobations the guaranty to give $100,000 on condition that $400,000 more could be secured. It was hoped, and so stipulated, that this sum, guaranty as it is, might be found by the friends of May. When the effort came to be made, these things soon became apparent.

On the one hand a warm and cordial feeling of interest and sympathy from everywhere met with that made the work of solicitation pleasant and hopeful. But on the other hand it was dis- covered that at this season large numbers of those who must be depended on for help were absent from the city, and a sudden stringency in the money centers of the country. Serious matters had claimed to be temporary only, made the work now only difficult. But for a brief period brought it to
THE UNIVERSITY OF CHICAGO

WILLIAM R. HARPER, President

CHICAGO
A stand.

In these circumstances Mr. Ryerson felt that the limit of time for the effort to complete the raising of the half million dollars should be made July 1st instead of May 1st and this, with generous cheerfulness, he has done.

A hopeful beginning has been made. Something more than $50,000 having been definitely pledged and considerable encouragement having been given of further help. The difficulties in the way of success are enormous. If success is reached it will be one of the greatest triumphs the University has yet achieved. With the advancement already made and with three full months yet before us in which we address ourselves to this great task with new courage and increased confidence.

Furber's gift.

Frick's gift.
We will take up the questions under two general heads: (1) The question of expense and (2) the question of investment and income. The monies of the University are paid out through ten general channels, each one of these somewhat minutely subdivided. The ten departments are arranged upon the plan of organization of the University and are as follows:

I  Administration and General Expense
II The Faculties of Arts, Literature, and Science.
III The Divinity School.
IV The Academy at Morgan Park.
V University Extension.
VI Libraries, Laboratories and Museums.
VII Printing and Publishing.
VIII Physical Culture and Athletics.
IX Affiliated Work.
X Buildings and grounds.

We will take up these various departments and examine the expenditures in order.

I  Administration and General Expense. This is divided up into three heads: (1) The expense of the administration of the Board of Trustees, (2) the administration of the University Proper, and (3) certain general expenses not properly grouped under the two above.

As to the administration of the Board. This involves the employment of a comptroller, a secretary, a bookkeeper, a stenographer and two assistants. The Comptroller, Mr. Rust,

The Comptroller, Mr. Rust, receives a salary of $6,000. a year. He looks after all the property of the University, both investment property and school property, and the maintenance of the same. He supervises every business transaction of the University whether in
(1) As a condition to the continuing award and conduct under

and application of the award, no profit shall be made by any

person on the sale of the property except the cost of necessary

repairs, transportation, insurance, and similar expenses.

The award shall be made to the owner of the property or

his assigns or devisees.

The court shall fix the terms and conditions of the

award, including the payment of compensation and the

time when the same shall become due and payable.

The court shall have power to fix the terms and

conditions of the award, including the payment of

compensation and the time when the same shall be

due and payable.
the investment of funds or in making purchase of any kind. He superintends the bookkeeping of the University and conducts the correspondence relating to all business matters. He arranges the details of the investments under the direction of a special committee of the Board. He is, in general, responsible for the collection of all revenue derived from investments. He purchases all furnishings and fittings. The detail of the collection of revenues devolves upon other officers which are to be mentioned later. Conjointly with the Secretary of the Board of Trustees he signs all checks for disbursements. The preparation of all business for payment is in the hands of Mr. Rust. He supervises all building operations and building contracts and might properly be termed the general manager of the business department of the University.

The Secretary, Dr. Goodspeed, receives a salary of $4,000 a year and acts as secretary of the meetings of the Trustees and of all committees of the Trustees; sends out all notifications of business transacted by the Trustees or by Committees to the parties affected; conducts the work of collecting all money subscribed to the University. As acting Registrar he supervises the collection of all University fees and room rents from students and superintends the student service, receiving the applications of students, passing on the same and directing their assignment. He conducts the correspondence in answer to questions relating to the funds and organization of the University; examines and approves all bills and purchases and conjointly with the Comptroller signs the checks for disbursements; co-operates with the President of the University in securing subscriptions. Dr. Goodspeed does all the clerical work and much of the advisory work in preparing the annual budget.

The bookkeeper receives a salary of $2100 a year. The book-
The expansion of the University and the inclusion of new faculties and departments require the development of new buildings and facilities. The University Council has authorized the construction of a new science building which will accommodate the growing number of students and faculty members. This building will be located on the outskirts of the campus and will provide modern amenities and research facilities. The design of the building emphasizes sustainability and energy efficiency, aligning with the University's commitment to environmental responsibility. The construction of this new building is a testament to the University's dedication to excellence and innovation.
keepers of the University, (and there have been two or three in succession) while they have been men of integrity and the books have been kept with accuracy, have not yet been up to the ideals of the management. The University would be glad to secure the services of Mr. Naylor beginning about the first of July next, when the time of the present bookkeeper will expire. This will also give him time to look around for another job and time for Mr. Naylor to make the necessary changes in his family arrangements.

The comptroller and secretary divide between them the services of one stenographer who receives $500. a year. The bookkeeper has the services of two clerks who likewise give more or less time to the comptroller and secretary. One of these is a student, giving partial time and receiving about $500.; the other receives $600. The stenographer also gives a small portion of her time to student work.

The total expense of the Board administration in the way of salaries is thus $12,700. The other items of Board expense consist of the rent of a business office downtown. It is necessary for the Board to have a room in which they can meet regularly in the city. It would be impossible to get the Board together at the University without great expense of time. A small room is therefore rented in the city at an expense of $360. It utilized not only for Board meetings but very frequently by the officers of the University for private interviews with people in the city which can be more conveniently held there. It is also used regularly during a portion of the year for University Extension classes. The Board of the Divinity School also meets there. The postage bill of the Trustees amounts to about $120. a year; the printing bill to $560. a year. The printing bill consists of the monthly budget statements, the reports of the Comptroller on ledger balances, the endowment investment
The committee, and especially giving preference for the society of
any acquaintance who receives $100.00 a year. The president
may receive $200.00 as a sign of our esteem for his services.
He will then give a small portion of the society to his
secretary, who gives a small portion of the society to the
vice-president. The president is to give the society to the
vice-president, and the vice-president is to give it to the
secretary. The secretary is to give it to the treasurer. The
treasurer is to give it to the auditor. The auditor is to give
it to the reader. The reader is to give it to the librarian. The
librarian is to give it to the editor. The editor is to give
it to the secretary. The secretary is to give it to the
president. The president is to give it to the society.
blanks, other printed items and stationery. There is also a miscellaneous expenditure under which comes office supplies. This miscellaneous items amount to about $1360. which, added to the salary list of $12,700. makes $14,060. The estimate for the year 97-8 is $200. higher than this in order to provide for contingencies.

The second item under Administration and General Expense is University Administration. This includes the expenses connected with the President's Office, the Examiner's Office, the Recorder's Office, the Registrar's Office and the general expenses of chapel service including music, and Convocation expense.

The President receives a salary of $3,000. per year as the first officer of the University; his other salary arises from his duties of instruction. The President employs one stenographer all the time and two a portion of the time making a total stenographic expense of about $1500. The President conducts an enormous correspondence. There is besides traveling expense amounting to from $200. to $300. a year; postage $275., telegrams, messenger service, printing, office supplies and various sundries, such as occasional traveling expenses of agents whom he sends on missions—professors whom he sends on what might be termed administrative missions, and whose expenses are paid out of his office expenses. This expense, apart from his salary of $3,000. and that of his stenographer, amount to a little over $1,000. The estimate for 97-8 is, all told, $5,575.

During the last three years including the present year, Dr. Harper has employed a sort of confidential secretary at a salary of $600. for the first two years and $1,000. for the third, who has acted as clerk in the office, received interviews, conducted correspondence, managed University functions, and served as general utility man. In
order to economize the services of this man are to be dispensed with thereafter.

No allowance has been made the President for entertainment expense. He finds it necessary simply as President to do a large amount of entertaining. This expense, beside a large amount of daily entertainment of private guests, consists of periodic student receptions, the students coming in divisions, receptions to learned bodies who visit the University, and receptions to distinguished guests. At all of these receptions refreshments more or less elaborate are served. In addition, receptions once a year are given to the entire University and its friends. Dr. Harper estimates this expense from $1,500 to $2,000 a year.

The next item under University Administration is the Examiner's Office. The University employs one Examiner and two assistant examiners. These examiners are instructors in the University and have their salaries, but are paid an extra stipend of $300 in two cases for performing the extra service, and $250 in one. These examiners employ one clerk who gives his entire time at a cost of $1,200 and spends $300 for extra clerk hire in the busy seasons. They employ the entire services of one stenographer at a cost of $624. The actual expense for printing was $600 to be reduced to $500 next year.

Examinations are held in different cities requiring traveling expenses and occasional items for rent, announcements and advertising amounting to the sum of $1,500 in addition to printing. The total expenditures of this office are estimated to be $5,574. Each student examined is charged $5.00. The receipts for the current year from this source were $1125, so that there is an annual expenditure of
about $4,000. in the Examiner's Office above the receipts. The work of this office includes (1) the examination of all candidates for admission to the first year of the University, about half of whom enter the University for the first time, the other half coming from other institutions. The University of Chicago, like Yale and Harvard, receives students only upon examination. (2) The work of conducting and tabulating the returns of the examinations of students in 51 affiliated and co-operating institutions in which students are preparing to enter the University. These examinations occur two and three times a year. (3) The work of collecting, recording, preserving and announcing the record of every student in the University in each course of study which he takes up. The announcements are made to parents in each case when called for, and to administrative officers who have under consideration the case of particular students. (4) The work of preparing diplomas and certificates of the University and of transmitting them to the various persons. One Examiner consults with students from other institutions in order to adjust their work to the work of the University; a second superintends the details of the entrance examinations which are going on all the time; a third superintends the work of the affiliated and co-operated institutions.

The next item is that of the Recorder's Office. This consists of the Recorder with salary of $500., his assistant with a salary of $300. and his office expenses, the actual cost last year being $300. This is $1100. for the Recorder's Office. The Recorder is the secretary of all the scholastic administrative boards and faculties of the University, including the Board of Physical Culture, the Board of Student Organizations and Exhibitions and Publications, the
The work of the University is a task of the utmost importance. The University must be prepared to meet the demands of the community and the nation. The University must be able to provide a comprehensive education that will enable its students to contribute to the betterment of society.

The work of the University includes the provision of a wide range of educational programs, from undergraduate to graduate studies. The University must also be able to conduct research that will contribute to the advancement of knowledge and the solution of problems facing society.

The University must also be prepared to respond to the needs of its community. This may include the provision of public service programs, such as community outreach and service learning opportunities.

The work of the University is a task that requires the dedication and commitment of all members of the University community. It is a task that requires the support of the broader community, including students, faculty, staff, and alumni.

The University must be able to attract the best and brightest students and faculty. It must be able to provide a challenging and stimulating educational environment that will enable its students to achieve their full potential.

The work of the University is a task that requires the cooperation and coordination of all members of the University community. It is a task that requires the support of the broader community, including students, faculty, staff, and alumni.

The University must also be prepared to respond to the needs of the community. This may include the provision of public service programs, such as community outreach and service learning opportunities.

The work of the University is a task that requires the dedication and commitment of all members of the University community. It is a task that requires the support of the broader community, including students, faculty, staff, and alumni.
Board of Libraries, Laboratories and Museums, the Board of the University Press, the Junior College Faculty, the Senior College Faculty, the Faculty of the Graduate School, the Faculty of the Divinity School, the University Extension Faculty, the Council, the Senate, and the Congregation. He transmits the actions of these various bodies from each to the other and gives notification of any action of a ruling body to the person affected thereby. He is also the editor of the University Record, the programmes of the various departments, the university Register and Circulars of Information. All official printed material of the University passes through his hands. This man does more work, Dr. Harper says, than any other man in the University. He is a professor and receives $500 for his services as Recorder. This position in most institutions occupies the entire time of one individual and ought to here. At Yale the Recorder receives a salary of $3500. The expense of this office include of course printing, stationery, etc. etc.

The next item of University Administration expense is the office of the Registrar. The duties of University Registrar are as follows: The University Registrar collects all fees, fines, charges and rents due the University from students; conducts a student's deposit bank for the convenience of students which numbers most of the non-resident students among its depositors and carries from ten to twenty thousand dollars in small sums of cash; assigns rooms to the 400 students rooming on the campus; conducts a bureau of inquiry for furnishing information to visitors. The duties of the Registrar are now performed in the office of the Comptroller and Secretary by Dr. Goodspeed and Mr. Rust, no extra salary being paid. The office however, employs an experienced clerk at a cost of $1200 a year and
requires additional assistance at a cost of about $300. The Printing
Postage and miscellaneous expenditures of the office were last year
about $700, and the estimates for next year are $600. The total
expenses of the Registrar's Office are $1600, annually.

The above list of President, Examiner, Recorder and Registrar's
Offices completes what might be termed the general staff of internal
administration. There are besides these in the internal administra-
tion of the University, certain expenses which may be here properly
considered, such as Chaplain's salary and the chapel service and
the expense of the student's service choir. Dr. Henderson is the
University Chaplain and receives for this function $300, annually in
addition to his salary as associate professor of $2500. The duties
of the Chaplain are (1) to conduct the religious service at the
Chapel Assembly every day, (2) to hold an office hour each day for
interviews with students upon religious topics, (3) to take general
oversight of the religious work of the University. The actual cost
of Dr. Henderson's service in this relationship is nothing since if
he were not performing this service his salary as associate professor
would have to be raised to the full extent of the service performed.
The chapel service at Harvard costs $8,000 a year. There is in
the budget an item of $1200 for student service choir. This choir
has been made up of 16 students, all of them indigent, who have
received their tuition fees for performing this daily service,
including Sunday, as University singers. They are obliged to be
present at all chapel services and the Sunday afternoon Vesper
service. In this way they have received over $1600 a year. In
order to economize they have reduced the choir to eight and the
estimated expense next year is $1200. This is hardly money paid out
since it is simply a cancelling of tuition fees, some of which, if
not all of which would not be received.

Another item of internal administration expense is that of the four quarterly Convocations. This expense consists of the rental of a hall, music, the printing of invitations, the orator, postage and other items of miscellaneous expense, amounting all told to $1600, or about $400, for each Quarterly Convocation. The actual expenditure last year was $1545. These Convocations serve many admirable and important ends, namely, to bring the University into contact with the city and to advertise the University at least once a quarter in most of the daily papers in the United States. Dr. Harper says that the total expense of these Convocations does not equal the ordinary expense of a Commencement at one of the larger institutions.

Finally, under the head of internal administration, comes the office of musical director, who is paid $950. besides $50. for music. It is his business to train the chapel choir, to have charge of all music at the various University functions, to be present and play the organ at every chapel service of the University, and in general to bring the music of the University up to a respectable tone. He conducts also free chorus exercises for the purpose of inviting musical culture, developing musical tastes of the students. Care, however, has been taken, that it shall not be understood that any department of Music has been organized in the University.

There are certain miscellaneous administrative expenses estimated at $1,000. and the student service estimated at $5,000. Under the term "Miscellaneous Expense" are certain expenses which lap over into the various departments and it is extremely difficult to classify them under the head of any one. This is a sort of general waste basket for that sort of expenditure and amounts all the way
Another item of interest is the multiplication exercise at the top of the page. The problem is to calculate the product of two numbers. The exercise is designed to help students practice their multiplication skills. The solution is provided at the bottom of the page, allowing students to check their work. This type of exercise is commonly used in mathematics classes to reinforce the concept of multiplication and to ensure that students are proficient in their calculations.
from $100. to $200. a year.

Under the head of "Student Service" there are about 65 students
on the roll annually who give a certain hour each day to the general
administration of the University. They are divided up into corps
which attend the telephones by relay, attend the University post
office in relays, attend to the University messenger service in the
same way and serve likewise in libraries and laboratories. These
students are not paid in money. They are indigent students and are
unable to pay their tuition, or at least the whole of it, and help
the University for remitting the whole or a portion of their fee
by giving their time to its service in this way. While they save
the University a very considerable expense annually, it is to be
said that no money is actually paid to them, and as a rule they pay
into the treasury one-third of their tuition.

Finally, under the head of Administration and General Expense
comes the important item of General Expense. This includes first of
all the interest charged. The estimate for 96-7 is about $20,000.
and the estimate for 97-8 is $23,000. This includes 6% on the
current debt which now amounts to about $250,000. and the Marshall
Field interest of $3300. more. In this fund is also included the
annuities of Mrs. Beecher and Mrs. Kelly of $2500. each. The esti-
mate for next year is $23000 all told for interest, and unless the
current debts are paid and the deficit taken care of, it will require
probably two or three thousand more to cover the amount. Postage,
legal expenses estimated at $400., proportionate contribution to the
School at Athens $250., contingent fund $4,000. This contingent
fund last year was about $5,000. and included 35 items not otherwise
classified.
from $100.00 to $300.00 a year.

Under the head of "Student Unions" there are space for students in the library on the first floor. Many give a certainty that can be given to the student administration of the University. They are written in the form of a letter of recommendation for one of the University's officials to the University.

With the exception of the recommendation of a letter, there are no other means to reach the University. The following are the names of the students and the students who have received the letters, and the names of the students and the students who have received the letters, and the students who have received the letters.

Each student who has received a letter, or at least one, should not only make the letter a part of their record, but the University, when considering the worth of a portion of their record, will give special attention to these letters, while they may be of great benefit in making the University a very considerable expense and expense. It is to be said that no money is intended for these letters, and a letter can only

into the record one-third of their tuition.

Firstly, which is the power of the administration and general expense

some of the important items of current expenses, and the instructions of the

bills for the current expenses. The estimate for the total amount of the current expenses is as follows:

Main student of $500.00. This is the sum total of the current expenses. It is paid by the student and the student.

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This completes our review of the Administration and General Expenses of the University. Summarized we have the following estimates for the year beginning July 1st, 1897:

- Board Administration $14,260.
- President's Office 5,575.
- Examiner's Office 32.
- Recorder's Office 1,100.
- Registrar's Office 1,800.
- Chaplain's salary, Chapel Service Musical Director & Student Choir 2,600.
- Convocation expenses 1,600.
- Student Service 5,000.
- Miscellaneous Administration expense including interest 29,400.

This figures up a total administration expense of $66,909. This seems large, but it must be remembered that $23,000 of it is for interest and $5,000 for student service which is practically gratuitous. This brings it down to about $29,000 of actual cash expenditures. When one considers that this $29,000 in cash expended represents the financial administration of a property representing about $12,000,000, the collecting of incomes amounting to $500,000, much of which is minutely itemized in student fees etc., the paying out of the budget involving the auditing and paying of bills amounting to nearly $700,000 annually, the making and supervision of innumerable large and small contracts, the examination, registration and housing in part of nearly 2000 students, and the general conduct of the University business, it cannot be said that $58,000, all things considered, is an extravagant expense. Dr. Harper, Dr. Goodspeed and Major Rust will make such inquiries as they can into
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<tr>
<td>President's Office</td>
<td>$ 2,500</td>
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<tr>
<td>Registrar's Office</td>
<td>$ 1,000</td>
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<td>Student Services</td>
<td>$ 800</td>
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similar costs in Yale, Harvard and Columbia so that a comparison may be made.

We come now to the second and by far the greatest single department of expense, namely, the Faculties of Arts, Literature and Science. This includes the regular college work and the graduate work. In fact it includes everything connected with the University in the way of instruction except the Divinity School and the Academy of the University and the University Extension which are to be treated under separate heads. The items of expenditure under the head of Faculties of Arts, Literature and Science are comprised under five heads:

1. The Faculty Administration.
2. Instruction.
3. The Extra Summer Quarter.
4. Fellowships.
5. Scholarships.

The faculty administration means simply that each of the general divisions of instruction such as the Ogden School, the Senior College and the Junior College, the graduate Schools of Arts, etc., has its separate dean or head who has the special supervision of the students of that department. These deans are paid for this service a little extra over and above what their professorship would involve. namely, in the case of the head dean, who is the highest officer of instruction, second to the President himself, and is almost a vice president of the institution, $1,000. extra; the dean of the Senior College $500. extra; and the deans of the Junior College and Unclassified students $500. each; the deans of women receive no extra compensation. Thus it will be seen that there are six deans of the
We come now to the second and in our manner of speaking, the second of these conferences we undertook to have. The purpose of these two conferences was to bring together the representatives of all the universities and the representatives of the various colleges and schools to discuss the problems of education and to consider the future of higher education. The conference was opened by the president of the university and the first session was devoted to the presentation of the various problems and the discussion of possible solutions.

The second session was devoted to the presentation of the various plans for the future development of higher education. The plans were presented by the representatives of the various institutions and the discussion was held in the spirit of cooperation and mutual understanding.

The conference was concluded by the president of the university, who thanked the representatives for their contributions and expressed the hope that the conference would be the first of many similar conferences.

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University receiving all told a compensation of $2500., each dean handling in the course of a year as many as 275 to 300 different students. There is some slight printing and miscellaneous expense connected with these deanships, also some clerks involving an expense of about $1700. extra, making a total of $4200. This is $500. less than the cost of the deans for the present year.

Next we come to the great and important item, namely, the expense of instruction in the University. The estimate of this expense for the year beginning July 1st, 1897 is $283,381. The actual cost of this work for the current year is about $275,000. In the past year closing June 30th 1896 the actual cost of this department was $245,000. It will thus be seen that there was an advance of $30,000. in the current year over the past year and an advance of $10,000. as provided for next year over the present year. There have been no new departments of instruction created in this period. The only considerable item of expense has been the addition of a head professor of Botany at a salary of $4,000. The increase is due to two causes: (1) advance of salaries to men to whom such advances were promised as a part of their original engagement; (2) new instructors to take care of the increasing number of students, that is to say, the enrollment for the year ending June 30th 1896 was 1560 under these faculties. The estimate for enrollment for the current year between 1700 and 1800 and for next year 2000. The salary of the new head professors is no longer $7,000. as at first, but $4,000. for the first two years and $5,000. thereafter.

The extra summer quarter cost for the year ending June 30th, 1896, $6,718. in instruction. During the current year it has cost $6,617.75 and for next year it is estimated to cost $7,000. The reason of this advance lies in the increased number of students and
the larger demands made upon the University for this quarter. In the
Summer Quarter of '95 there were students; in the Summer
Quarter of '96 there were students. If we include the Summer Quarter the total cost for instruction in the University will be
next year about $290,000. As there are in these faculties under
consideration 140 to 145 instructors giving their entire time to
the institution, it will be seen that the average salary is $2,000.
Eight of the professors receive $7,000. a year including the President,
two receive $5,000. each, six receive $4,000. a year, ten receive
$3,000., nine men have professorial rank but draw from the University
only fragments of salaries, being connected with the Field Museum or
with other institutions and receiving from them their principal
salary, three men on professorial salary teach each one quarter,
twenty-one are associate professors receiving $2500. each, 22 are
assistant professors with a salary of $2,000. 28 are instructors
drawing a salary of $1200 to $1500. each, 12 are associates drawing a
salary of $1,000., 13 are assistants drawing salaries from $300. to
$300. 10 are docents receiving the tuition fees of the class which
they teach in compensation.

Dr. Harper is unable to state the comparative figures of Yale, Harvard and Johns Hopkins or other institutions. He will institute
inquiries during the coming year , and we may hope that we shall
soon learn something definite as to the price paid other institutions
and the average cost of the work done.
several水利学研究のための準備を進めていた。この研究は、水理学に関する理論的知識を基礎に、実験的に水の流れの特性を解析することを目的としていた。実験には、水理学の基礎的な概念を理解し、実験データをもとに理論モデルを作成することが求められた。研究では、水の流れの速度、方向、圧力、温度などのパラメータを測定し、これらのデータを解析することで、水の流れの特性を理解しようとした。研究の結果、水の流れの特性を精度よく把握することができた。
The $295,000 appropriated in the Budget for the Faculty of Arts, Literature, and Sciences is divided up among the various Departments as follows:

The Department of Philosophy, --------- $13,400.
This includes one Head Professor, ----- 5,000
One Associate Professor,----- 2,500.
Two Assistant Professors,---- 2,000.
Two Assistants ---------------- 800.

and an assistant in the library ------- 300.

Philosophy is now a required subject, and everyone in the University is required to take, either in his Junior or Senior course, three courses in philosophy. The limit of a class is thirty, and in the Department of Philosophy we have allowed a class to reach sixty or seventy, and in one case ninety.

The department of Pedagogy involves an expenditure of $3,000., $2500., of which goes to Miss Julia M. Bulkley, who also serves as Dean of the Undergraduate Women, and $500. ro C.H. Thurber. Prof. Dewey, the Head of the Department of Philosophy, acts also as the Head of the Department of Pedagogy. Dr. Harper says this Department has probably the greatest possibilities of any in the University, and ought today to have spent upon it an additional $12,000. Dr. Harper further states that the Department is quite unable to meet the demand upon it, as numbers of Superintendents of Schools and instructors are seeking to make it their principal work, and the University is not able to meet the requirements. Dr. Harper says that at Harvard they are going into this subject strong.
Also, in connection with this Department, friends of the University outside have provided during the present year about $3500. for a practice school, and in this school forty children are taught, and in connection with the teaching, the instructors are trained.

The Department of political Economy involves an expenditure of $14,875. Prof. Laughlin, the head of the Department, receives $7,000. Prof. A.C. Miller receives $3,000. and four other gentlemen receive respectively $1000., $1500., $1000. and $500. This Department of Political Economy is supposed to be one of the strongest in the country. 295 courses of three months each were taken in this Department during the year.

Political Science employs three professors with a total salary list of $8500., one of these gentlemen giving only one-half his time. Prof. H.P. Judson, the head of the Department of Political Science, with a salary of $5000. a year, is also the head Dean of the Faculty of the University, and stands perhaps next to Dr. Harper in the general administration. In this Department there were taken during the past year 273 courses of instruction.

Social Science is taught at an expense of $63,333. Prof. Small, head of the Department, receives $7,000. Two instructors receive $2500. each. Two receive $2000. each, and one $833. The number of courses in the Department of Social Science taken during the year was 460.

The Department of History is conducted at an expenditure of $17,000. Dr. von Holst, the head of the Department, receives $7000; Prof. Terry, $3000; another instructor, $2000; a fourth, $1500.; a fifth, $1200; a sixth, $1000; and a seventh and eighth,
The Department of Political Science's faction on coordination

The budget for the Department of Political Science is as follows:

- Salary for 2,000,000
- Office expenses for 1,000,000
- Research funds for 1,000,000
- Total budget: 4,000,000

The Department shall comply with the regulations and procedures in place to ensure the effectiveness of the coordination.
$500. and $800. respectively. The number of courses in this department taken during the past year was 1111.

The Department of Comparative Religion is conducted at an expense of $3500. Prof. G.S. Goodspeed receives $2500. and Prof. Barrows $1000. on the Haskell Lectureship Fund. Prof. Barrows gives only lectures on this fund provided by Mrs. Haskell. One half of Prof. Goodspeed's work is done in the Department of Ancient History, and the other half is divided between Comparative Religion and Biblical History. In Comparative Religion there were last year 33 courses.

Archaeology has one professor at $1,000. One third of his time is given to Archaeology, the remaining two-thirds of it being given to the Department of Greek. The number of courses taken during the past year is 26.

Semitics is very strong, costing $14400. The Head of the Department is the Head of the University at a salary of $7000. Next is Prof. Price, $2500; Prof. R.P. Harper, $2500; and a fourth instructor for $1400. and a fifth for $1000; a sixth, whose salary is provided by special funds; a seventh, Prof. Hirsch, who receives no salary. The number of registrations in the Department during the past year is 390, of which 280 came from the Divinity school. If we did not know to the contrary, it would be suspected here that the popularity of this Department is largely due to the fact that the President of the University is at the head of it, and gives it a somewhat factitious importance. Dr. Harper cheerfully acquiesces in the view that it will be better for so much of this Department as relates to the interpretation of the Old Testament, or, indeed, so much as is connected with the Bible and is not strictly linguistic, shall
be transferred to the Divinity School.

The Department of Sanskrit and Comparative Philology:
Dr. Harper says that this is a Department in which the number of registration is comparatively small, viz., 49. The Department employs one professor for $2500, and an Assistant for $800; total, $3300. This Department is very expensive, considering the fact that few desire it, and is justified only on the theory that other Departments are more or less dependent on it.
The Department of Safety and Cooperation reports:

The number who are sent to a department to work the number of investigations in coordination with the work of the Department.

[Incoherent text]
Greek employs five men, of whom one gives one third of his time
to Archaeology. The cost of the department is $12500.00. The number
of courses taken in this department the last year was 424.

The Department of Latin employs eight men, of whom one has
leave of absence, at a total cost of $21000.00. The number of courses
in this department was 789. All undergraduate students of the
University are required to do a given amount of work in Latin.

The Romance Languages employ six men at a cost of $9100. This
year 690 courses were taken.

The Germanic Languages employ five men at a total cost of
$8800. The number of courses taken in this department last year was
825.

The Department of English employs twelve instructors at a cost
of $21533 and the number of courses taken during the year was 1650.

Biblical Greek employs two instructors at a total cost of $1700.
The courses in Biblical Greek are taken in connection with the
Divinity School and are not here enumerated.

Mathematics employs eight instructors at a cost of $14575. The
number of courses taken was 690.

In Astronomy eight instructors and a mechanician are employed
at a total cost of $11970. Of these, only three give instruction to
students, the others doing research work. The number of courses
registered for was 85. This illustrates the cost to the University of
the Yerkes Observatory. One professor (Professor Burnham) serves
without remuneration. The only reason why this department cannot
be cut down is because these men are all necessary to run this ob-
servatory. If we cut down the expenditures here, we shall have an ob-
servatory costing nearly half a million dollars, not manned.

Physics employs nine men including a mechanician at a cost of
$15700. The number of courses taken during the year was 290.
Chemistry employs eight men at a cost of $12600 and the number of courses taken during the year was 430.

Zoology employs seven men and a boy at a cost of $15700. The number of courses taken during the year in Zoology was 380.

Palaeontology employs one man at a salary of $2500. The number of courses taken during the year was 29. This department underlies some other departments and it is desirable to have a man on the ground who is an expert in it.

Anatomy employs one man at $1000 and the number of courses taken was 180.

Botany employs four or five men at a cost of $6650. During the present year some five hundred courses have been taken in this department.

Neurology employs one professor at a cost of $4000. The number of courses taken during the year 1895-6 was 22.

The Department of Geology and Mineralogy is conducted at an expense of $16125 and the number of courses taken in this department was 375.

Elocution has two instructors at a cost of $3500 and the number of courses taken during the last year was 170.

This closes the list of departments. The budget adds three thousand dollars for contingencies and $1600 for docents. It also adds $7000 for the extra summer instruction, occasioned mainly by the absence of professors, since no instructor is obliged to be present during four quarters in the year, and more prefer to be absent during the summer than in the other quarters.

The cost to the University for each course of instruction of four of five hours per week, for twelve weeks, for each student in the Department of Philosophy, in round numbers, was $20.00, in Political Economy $40.00, Political Science $26.00, History $18.00, Archaeology
$54.00, Social Science $40.00, Comparative Religion $25.00, Semitics $30.00, Philology $50.00, Greek $24.00, Latin $22.00, Romance $15.00, German $11.00, English $12.00, Mathematics $24.00, Astronomy $70.00, Physics $50.00, Chemistry $25.00, Geology $50.00, Zoology $25.00, Anatomy $25.00, Physiology $32.00, Neurology $160.00, Palaeontology $80.00, Botany $12.00 and Elocution $15.00.

The fourth and fifth items in the Faculties of Arts, Literature and Science, consists of fellowships and scholarships. The funds set apart for fellowships and scholarships have been as follows: For the year ending June 30, 1895 $21667.00, June 30, 1896 $25117, June 30, 1897 $25000 and June 30, 1898 $23000. There is thus a slight reduction in this department. No student is eligible to appointment to a fellowship who has not finished at least one year of graduate study, either in this or in some other institution. The candidates present, among other credentials, original papers prepared by themselves, which are examined, recommendations from reputable instructors, which are examined by the President in person and the appointments determined by him. There are thirty fellowships yielding $520, each including tuition fees and 20 yielding $320.00 each including tuition fees. The special fellowships for which an appropriation of $3000 is made, are granted only as funds are received for that purpose. The fellowships are not endowed but are paid for only out of the current receipts of the University. Honorary fellowships are given to worthy men who are unable to pay their way without special funds. The fellowship fund is given only to those who are both worthy and needy. There are also twenty fellowships yielding simply the fees of $120. These fellowships furnish us the back-bone of the Graduate School. There are five or six hundred applications each year for the sixty fellowships, and disappointed candidates in many cases borrow money and come hoping that after another year they may be successful candidates. It is from these Fellows that we secure a large number of the doctors' degrees of the
University and every man and woman upon whom the degree of Doctor of Philosophy has been conferred thus far, is today in possession of a strong position. The scholarships are of two kinds, graduate and college. They carry with them simply tuition fees, with no stipend in money. The University limits the scholarships to $17400. This appears in the budget, of course, as a charge against the fees, but a corresponding item is introduced into the receipts so that the debit and credit sides of the ledger balance in this particular.

We go now to the third division of the expenses, namely the Divinity School. The actual expenses of the Divinity School for the year ending June 30, 1896 was $43102. For the year ending June 30 1897 the estimated expense is $44225 and for the year ending June 30 1898 the budget sets aside $48000. This increase is due mainly to the net loss of $2000 anticipated on the newly established American Journal of Theology and to about $2500 increase in expenditures over two years ago. This does not mean the addition of new professors, but includes the addition of $500 each to the salaries of Professors Foster, Henderson and Moncrief, whose salaries are now much less than they could secure in pulpits or elsewhere. The growth of the Divinity School has been approximately as follows: For the year ending June 30, 1894 210, June 30, 1895, 260, June 30 1896, 321. The enrollment for the coming year will probably reach 340. Here is an increase of nearly seventy percent in the four years enumerated and only a comparatively slight increase in expenses. In the above budget for the Divinity School are included the cost of the Danish-Norwegian Departments, which are conducted at Morgan Park. They are conducted at a cost of $6500 dollars for instruction. The attendance on these departments continues to be as good as in past years, about 66 students being enrolled in all. While the total budget amounts to $48000 as above, about $35000 is expended for instruction alone. The administration costs only $19000, books $1250, heat, light, janitor
University and every man and woman know the importance of philosophy and how it has been so effectively used to advance the cause of the University. The combination of two kinds of education and the scientific training of the mind with the training of the heart and character are the great sources of the University's success. The University is able to use its students not only as a body of teachers but also as a group of scholars who can contribute to the advancement of knowledge and the betterment of society. The University has always been a leader in the field of education and has been able to attract students from all parts of the world. The University has also been able to attract faculty members who have made significant contributions to their fields of study.

The University's budget for the year 1960 was $800,000. This amount is to be supplemented by gifts from the alumni and friends of the University. The University is grateful for the support of its alumni and friends, and is committed to providing the best possible education to its students. The University is also committed to maintaining a high standard of excellence in all its programs and activities.

The University's administration is committed to ensuring that every student has the opportunity to receive a quality education. The University is committed to providing a stimulating and challenging environment in which students can grow and develop as individuals. The University is also committed to providing students with the tools and resources they need to succeed in their chosen fields of study.

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service etc. $4700, miscellaneous expenses about $500 and the
American Journal of Theology $3000 with an income of $1000.

The fourth item of expense, namely, the Morgan Park Academy. This
is a very serious drain on the resources of the University and I have
contemplated for years the expenses of this institution with much
jealousy. It is hoped by Dr. Harper that the Reynolds fund may soon
be collected, the income of which will for the most part cover the
deficiency. Personally, I have not much confidence in the Rensselaer
Reynolds estate. The expenses of the Academy from the current income of
the University were for the year ending June 30 1895
for the year ending June 30, 1896 $41441. The estimated expenses
of the current year are about the same and for the year ending June
30, 1898 $46095. This increase is mainly due to the contemplated
furnishing of a new dormitory building now being erected and ought
not properly to form part of the current expenses of the University but
should be paid for out of some fund raised for the purpose. I do not
think Mr. Rockefeller should be charged with the furnishing of this
building. The Academy is entirely without endowment. Over against
this expenditure of $46095 is an estimated income of $21000 from all
sources, leaving an actual deficit of $25000, for next year an annual
deficit of about $20000. The student enrollment for the past two years
is about as follows: For the year ending June 30 1895 220, for the
year ending June 30 1896 250. Dr. Harper estimates the whole number
for the current year to be about 260. The number would have been
larger this year but for the destruction of the girls' building
by fire and for the lack of accommodation for both maxima girls and boys.
The annual deficit for the year ending June 30 1895 was
and in June 30, 1896 was $20313. For the year ending June 30, 1897
the deficit will be about the same. The Trustees have come into
the possession of eight acres centrally located in the village of Morgan Park, valued by the owner at $22000. Of this sum the owner
contributed $12000 for scholarships to the University and sold the land for the remainder, namely $10000. The University purchased this land, giving its notes for the same, payable in equal installments, with interest for 15 years, at 5%. On this land so purchased the University is now erecting a dormitory building at a cost of $2600, borrowing the money at 5% from Mr. William A. Talcott, from whom the land was purchased and giving a mortgage to him for the whole amount of the land and building. The Trustees on this transaction have figured that the income on the building will pay the interest on the building and the land together with a small sinking fund. The Board of Trustees were unanimous in this transaction. Mr. Ryerson, Mr. Hutchinson and others of the more conservative members of the Board figuring on it carefully and agreeing to it. Mr. Mc Leish was, however, the principal mover in it, because of his belief in the future importance of the Academy in connection with the work of the University. Looked at from the conservative point of view, however, it is a legitimate question of inquiry why the Academy without a dollar of endowment and with scarcely anything except wholly inadequate lands and buildings should have been launched out on such a large and almost splendid scale of expenditure, especially in view of the fact that it is not an essential part of the University, but this expense is due to Dr. Harper's feeling that there is not anywhere in the west a thoroughly equipped and first class academy. Dr. Harper makes a strong statement, that this academy has already influenced secondary instruction in the west beyond all calculation and defends vehemently the expenditure of this fund from the University point of view. If the Reynolds estate ultimately pans out as promised $250000 will go for the endowment of the Academy and it will be called the Reynolds Academy of the University of Chicago. The property, however, is in real estate and it may be some time before any considerable amount is realized from the estate.
Dr. Harper promises to reduce the proposed deficiency for the coming year by four thousand dollars.

The fifth item of the expenses is the department of the University Extension. The income of this department for the year ending June 30, 1896 was $25554 and the expenses $3267. The estimated income and expense for the current year balance each other at $44000. As the year advances, however, it is found that there will be a deficit of about $6000, and on the budget of the year 1898 the estimated income is $34200 and the expenses $36590, a deficit of $2390. It thus appears that for the three years, the last of which is now nearly closed there has been an annual deficit of between six and eight thousand dollars. This is another department of the work of the University, the expenses of which I have always viewed with some jealousy. Dr. Harper's original estimates were that this department would take care of itself and would not be a source of expenditure to the University. Such, however, has never proven to be the fact. Dr. Harper puts the estimate of reduced deficiency for the coming year on the fact of the reorganization of the department under a new head and the largely increased interest in class work which has manifested itself during the present year. The novelty of the lecture work of the University Extension has worn away and there cannot be said to be as large an interest in that as in the earlier years but the correspondence work and class work has greatly increased so that there are now some 1200 teachers in the city of Chicago actually doing University Extension class work. Dr. Harper insists that University Extension is a connecting link between the University and the common people and serves more strongly than any other feature to emphasize the philanthropic character of the University.
The future looks quite promising for the Department of the University. The extension of the Department to the Kern Building would be approximately 50% more space than the original building. The requirements are substantial and the Department is looking for an expansion. However, this is more of a question of how to pay the expenses than the actual cost. It is estimated that 75% of the year's budget is for the salaries of the faculty. The expenses of $6000 and the expenses of $6000, a total of $12000, are sufficient for the needed expenses. If you have any suggestions or ideas, please share them. Additionally, the Department is working on a new building to expand its facilities. The extension of the Department would be a major step in the growth of the University. Your suggestions and ideas are highly appreciated. In the meantime, the Department is working on the development of new courses and programs to meet the needs of the students. The Department is also looking for ways to increase the student enrollment. The University is working on a new building project to accommodate the growing number of students. The University is committed to providing a high-quality education to its students. Thank you for your support and cooperation.
The next considerable item of expenditure is Libraries, Laboratories, and Museums. We might very properly expect a very considerable annual decrease in this expenditure, since in the earliest years of the University everything had to be bought, and large sums have been expended on this Department in laying the foundations. It is very unfortunate that the library has no endowment, and measures should be taken to secure a future endowment from some person for the library which might bear his name, as well as for the library building. The annual expenditure for the libraries and laboratories are immense, considering that they are to be paid for out of the current income of the University. They are as follows:

For the year ending June 30, 1895—\\

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1896</td>
<td>$61,623</td>
</tr>
<tr>
<td>1897</td>
<td>46,620</td>
</tr>
<tr>
<td>1898</td>
<td>42,950</td>
</tr>
</tbody>
</table>

I personally take very little stock in the ordinary college museum. It is extremely expensive, and except for a few experts who should all be gathered together in some one school in the country, they are of little value except to gratify a more or less idle curiosity,—in all of which of course Dr. Harper radically differs, and reminds me that my views are such as were possible twenty years ago, and that the whole subject has undergone a complete revolution since I left college. I am very glad to observe, however, that the University is not appropriating anything whatever for the purchase of material for the museums. This is very gratifying.

The administration of the library is very expensive, in-
volving the services of from 13 to 15 persons at an annual expense of $12,970, some not inconsiderable portion of which is the service of students. There are in the libraries of the university now about 290,000 volumes, not including pamphlets and maps. The University received during the past year by purchase, 8300 volumes; by gift, 2500; by exchange, 165. There is a total library general expenditure for binding, supplies, printing, and postage etc. of about $2500, a year. There has been an annual reduction in the amount of books purchased from $19000 in the year ending June 30, 1896 to 13,000 the current year, and 11,000 the coming year.

Turning now to the Laboratories, the expense for administering is about $1200, together with certain students' services for tuition. This is mainly the salary of the purchasing agent for the laboratory.

The expense for equipment has likewise been greatly reduced; beginning with the year, June 30, 1895, expenses for endowment were _______; June 30, 1896, $16,000.; June 30, 1897, $7500; June 30, 1898, $4140. There is, therefore, an encouraging reduction of expense in this department. The same also is true of supplies and general expenses, which last year amounted to ________; June 30, 1896 amounted to $9185.; June 30, 1897 amounted to $8100; June 30, 1898, $7700.

The magnificent Chemical and Physical buildings have involved of course large expense for equipment, and will involve a very considerable annual expense for the same purpose, and properly it should be endowed. Mr. Kent has put $100,000 in his will for this purpose for the Kent Chemical Laboratory.

The University is now building four Biological building,
The University of Chicago, 5850 S. University Ave., Chicago, Ill.

Dear Mr. President:

Please allow me to express my appreciation for the kind note of recommendation for Mr. John Doe, who has been a valuable member of our staff for the past three years. His hard work and dedication have contributed greatly to the success of the department.

I am writing to request your approval for Mr. Doe's promotion to the position of Assistant Director. His experience and qualifications make him a suitable candidate for this role. He has demonstrated exceptional leadership skills and a strong commitment to the department's mission.

I am confident that Mr. Doe will continue to excel in his new role and make a significant contribution to the University.

I would appreciate your consideration of this request and thank you for your time.

Sincerely,

[Signature]

[Name]

[Title]
viz., Botany, Zoology, Anatomy and Physiology, from funds contributed by Miss Culver. There will be a very heavy expense in the furnishing of these buildings with the necessary equipment, probably, estimated by Dr. Harper to be, about $25,000. It is understood that the university is not to furnish this equipment unless some donor shall furnish the funds; otherwise Dr. Harper assures me that they will go without further equipment.
Air Force, Scooter, Association, Federation, from France contributes.
We come now to the expense, Department of Printing and Publishing. The actual expenditures in this department for the year ending June 30th, 1895, was $26439.00. For the year ending June 30th, 1896, it was $37613.00. For the current year the estimated expenditures will be about $36000.00 and for the year ending June 30th, 1898, the Budget provides for $38010.00.

The Department of Printing and Publishing is divided into three sub-departments. The first of these is the printing of official documents including circulars of information, programs, for the Registrar for distribution to persons making inquiry for information concerning the University and also for the use of students and professors. The expenses of this feature of the work have been annually a little over $7000.00, and although the demand each year for this material is greater, the cost is not increased because of economies in production.

The second is Departmental Printing and this is distinguished from the third, viz: Departmental Publication, only in that printing has to do simply with the production of printed literature and Publication has to do with its distribution.

The University prints nine different journals as follows:

- Journal of Political Economy
- The Biblical World
- Hebraica
- American Journal of Sociology
- The Journal of Geology
- The Astrophysical Journal
The School Review
The Botanical Gazette
The University Record

The President says that the various departments put forth, from
time to time, pamphlets and special monographs at considerable cost.
The total expense of printing and publishing for the year 1895, was
about $26000.00; for the year ending June 30th, 1896, $31000.00;
for the year ending June 30th, 1897, it is estimated to be about
the same and the estimate for the year ending June 30th,
1898 is about the same, viz: $31000.00.

Of course the University printing of advertising matter,
such as its catalogues, etc., etc., is an expense which brings in
no corresponding income. The Journals have thus far uniformly been
conducted at a loss. The loss on the journals for the year ending
June 30th, 1895, was about $10000.00. The deficit on the journals
for the year ending June 30th, 1896 was about $19000.00. Meanwhile
the following Journals have been added to the list already publish-
ed:

Journal of Sociology
Botanical Gazette
School Review

A portion of the $19000.00 deficit, $4000.00, may be charged to
blunders on the part of the University Press. The deficit on the
Journals for the current year is estimated to be $10000.00 and the
deficit on the journals for the year ending June 30th, 1898, is ex-
pected to be $2500.00.

It must be confessed that this unfavorable showing of the
journals through the whole series of years of publication, is a
serious disappointment to Dr. Harper and their promoters. It was
The President also stated the various departments but found them to be in good shape. The report of the various departments is now included in the Treasurer's report for the year 1928 and the figures for the year 1929. The Treasurer's report for 1929 shows an increase of $22,000.00 over the Treasurer's report for 1928. The Treasurer's report for 1929 also shows an increase of $22,000.00 over the Treasurer's report for 1928.

The following organizations have been added to the list:

1. County of Grafton
2. County of Ossipee
3. County of Carroll
4. County of Belknap
5. County of Hampshire
6. County of Cheshire
7. County of Merrimack
8. County of Sullivan
9. County of Grafton
10. County of Carroll
never expected of some of these journals, it may be said, that they
would pay their way. Such for instance as the Journal of Geology
and the Astrophysical Journal which are so technical as to restrict
the circulation within very narrow limits. As to the other jour-
nals it was expected that they would pay their way and that is still
expected. That they have not done so hitherto is attributed by
Dr. Harper to the exceeding stringency of the times which has cut
off advertising almost entirely.

A new manager of the University Press has recently been
chosen; economies have been introduced in paper and in binding,
and in some cases in the size of the Journals, also the number of
each issue has been diminished in some cases. Within the last
ninety days the advertising has very largely increased and it is
strongly believed by Dr. Harper that the deficit for the year
ending June 30th, 1896, will not be more than from $2500.00 to
$5000.00. The Budget is made on the understanding that it cannot
exceed $2500.00.

Dr. Harper is as strongly convinced as ever of the value
of these publications to the University. It has been a part of his
policy from the beginning. He regards the publications from Johns
Hopkins as being largely the founding of the fame of that Institu-
tion and its value, and he feels many of the professors were got
with the distinct understanding that they were to edit these jour-
nals and they could not be stopped without violation of contract.

The new journal for this year is the American Journal of
Theology which, of all the journals, is the special pride and pet
A new weapon of the University Press has recently been

announced: the Encyclopedia of Science and Industry. The number of

volumes is limited and the subscription fee may vary. The $50000

annually payable by the subscribers is not to exceed $500.00.

The number is an extraordinary one which is one of the

great novelty features of the Encyclopedia of Science and Industry.

Both from the practical standpoint and as a matter of fact, it

is in the nature of the case that it shall make a great impression on

the public. The Encyclopedia of Science and Industry is the

only one of its kind in the world, and is a true reflection of the

thinking of the time.
of Dr. Harper. It will probably occasion a deficit of at least $2000.00 for this year. It does not appear in this account because the deficit is carried by the Divinity School although it will ultimately have come out of the University treasury.

In view of the enormous annual deficit in the University Budget, no doubt Dr. Harper wrestled long with himself as to whether he could not submit to the self-denial of postponing for a time at least, the inauguration of this new Journal with a new deficit, but the event proved that he was not quite equal to the occasion. Dr. Harper reminds me that if he had not assumed this deficit it would have been assumed by some university in the east and a great opportunity would have been lost.

We come now to a comparatively minor expense, viz: Physical Culture. This department engages the services of six persons besides student service of five, at an expense of about $6900.00 for next year. Physical Culture is compulsory upon undergraduates for four half hours per week. In addition to this each student is obliged to submit to a physical examination from a University medical examiner once every year. Besides a second examination with special reference to the kind of athletic exercises required. Dr. Harper urges in defense of the department that Yale spends probably $20000.00 per year on this department and that he is not over-doing this feature. The expense has not greatly increased over the original outlay in the first years of the University.

The ninth department of the Budget is devoted to the work of the affiliated schools. The management of the University have
been forming as close relationships as possible with the various secondary schools throughout the northwest. Twelve academies and high schools are in actual affiliation and there are some fifty in addition which are termed co-operating schools. The relationship of the co-operating school is briefly this: the University, after having sent two of its professors, at different times, to the school for examination and report, decides if it will accept the school as a co-operating school. If accepted the University supervises the examination and reads the examination papers of such students as are candidates for University entrance from the co-operating school and accepts such students preparing for college into its own classes without further examination.

The affiliated schools come into closer relationship to the University. The University supervises all the examinations of the affiliated schools; reads, marks and corrects the papers of all the students and annually approves the teachers in review. The expenses of these examination papers are born by the affiliated schools. Nevertheless there are expenses connected with the work of co-operation and affiliation which have to be made out of the University Budget, notably the travelling expenses and time of the professors who visit the schools and the reading of the examination papers. The appropriation for these expenses in the Budget for the year ending June 30th, 1898, is $1900.00.

The 10th and final department of University expenditure is on building and grounds. Under the head of buildings and grounds are included several important items involving a very heavy expense, such as the campus improvement and the expense of maintaining the campus. This includes a payment of $11000.00 to Mr. Field
The attempt to score a passing mark in the examination by attempting to memorize the entire syllabus and then trying to recall it during the examination is not recommended. It is important to understand the concepts and principles taught in the course, rather than relying solely on rote memorization. The examination is designed to assess your understanding of the material, not just your ability to recall facts. It is crucial to practice problem-solving and critical thinking skills, as these are key components of a well-rounded education. The examination will cover a range of topics, and it is important to be prepared for any question that may be asked. It is recommended to focus on understanding the material, rather than memorizing specific answers. The examination will consist of multiple-choice questions, short answer questions, and essay questions. It is important to read each question carefully and answer it accurately. Good luck on your examination!
for the next five years as payment of the balance due him.

Second, the furniture, a decreasing item.

Fifth, heat and power.

6th. The care of the buildings, including Janitorial services and the repairs.

Also special assessments and insurance.

The care of the campus, including light for the campus; the care of lawns, the walks, etc., involves an expenditure of about $1500.00 per year. Sprinkling about $350.00. Light $200.00; night watchmen $1200.00. This expense does not include any improvements on the campus.

Under the head of furniture there is little but repairs and minor improvements which may be regarded as a permanent charge now and amounts to from $1200.00 to $1500.00 per year.

Under the head of heat and power is included the electric lighting, of all buildings, or parts of buildings, as are lighted by electricity, which electric light is furnished on the grounds. The heating by steam of all the buildings from three detached plants (a temporary and provisional arrangement, until a central power house shall have been provided either on, or immediately off the campus for which a site directly across the street from the campus has been secured).

Heat and power. This item of expense has increased in the past and is bound to increase in the future as new buildings are added to the campus. The expense for the year ending June 30th, 1895, was about $11778.00; the expense for the year ending June 30th, 1898 will be about $20000.00, the addition arising from the
For the next five years as payment of the policy be paid:

Second year: $10,000.00 - 5% discount
Third year: $20,000.00 - 10% discount
Fourth year: $30,000.00 - 15% discount
Fifth year: $40,000.00 - 20% discount

After five years any premium will terminate.

The case of the policy, if the life of the insured on expiration of five years is incontestable. After five years the policy becomes an renewable one.

The undernamed is the policy, if paid up to the full amount to the full amount of $10,000.00 or $20,000.00 or $30,000.00 or $40,000.00 or $50,000.00.

Under the pay of the insured life to the company and with the consent of the company to the payment of a premium of $10,000.00 or $20,000.00 or $30,000.00 or $40,000.00 or $50,000.00 per year.

Under this plan of the company to be paid if necessary to the company the policy.

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erection of six or seven large buildings.

The next large item is the care of these buildings and the necessary annual repairs. There are now on the campus, actually completed, 13 large buildings, besides four now under construction. The care of these buildings involves the employment of about 80 janitors. The average salary paid the janitors is $540.00 per year. Some of the buildings, notably those which house students, require larger janitor service. The question of reducing expense for janitor service has been canvassed with care by various officers of the University without, as yet, resulting in any material saving. The estimates for janitor service for next year are $12690.00 including nearly $1000.00 for the Yerkes Observatory.

The expense for repairs and maintenance for these 13 buildings, including gas, is about $12000.00 more.

The special assessments have thus far amounted to from $2000.00 to $3000.00 per year, the University campus not being subject to general taxation.

The earlier buildings were not strictly fireproof and have to be improved and this involves a fixed charge of about $5000.00. The later buildings are being erected fireproof and are not insured.

The total expenditures under the general head of buildings and grounds were, for the year ending June 30th, 1895, only a trifle less than $60000.00; for the year ending June 30th, 1896, they were $67000.00; for the current year they will be about the same and the estimates for next year do not vary materially
from this figure.

GENERAL OBSERVATIONS

A review of this Budget shows the estimates for the year ending June 30th, 1898, to be about $590,000.00. The actual expenditures for the year ending June 30th, 1895, were $350.87; the expenditures for the year ending June 30th, 1896, were about $337,000.00; the actual expenses for the year ending June 30th, 1897, will be about the same, viz: $337,000.00. It will be seen, therefore, that there is an increase in the estimates for the year ending June 30th, 1898, over the current year of about $53,000.00. This increase is roughly distributed as follows:

There is an increase in interest of $3500.00; there is an increase in the faculty of Arts, Literature and Science of $14000 of which $7000.00 is for instruction and $6000.00 for scholarships; in the Divinity School is an increase of $4000.00, of which $2000.00 is due to the Journal of Theology and the balance to the cost of increased salaries of professors. In the Academy there is an increase of about $5000.00, which is due to estimated cost of furnishing the new buildings and which, I am of the opinion, ought not to form a part of the Budget but should be otherwise raised. In printing and publishing an apparent increase of $15000.00. It is believed that this will be much more than offset by an increase in incoming funds from this department but that does not of course affect the fact of the increase. In physical culture the increased expenditure is $1000.00 for next year. In affiliated work $1000.00. In buildings and grounds $10000.00.
GENERAL OBSERVATIONS

A review of EDA's budget shows an increase for the year ended 30th June 1987. To meet the increased expenditure for the year ending 30th June 1987, the company will place for sale $500,000 of 8% debentures for the year ending 30th June 1987. The net amount will be received as follows:

- $250,000 on the issue
- $250,000 on the call in 1987
- $1,000,000 over the remaining 1987

The increase in property expenditure is as follows:

- In the increase in property expenditure of $500,000:
  - $200,000 on the acquisition of a property
  - $1,000,000 over the remaining 1987

The company was unable to provide information on the acquisition of the property.

If you require further information or assistance with this matter, please contact our office.
Of the $690,000.00 thus estimated, the whole amount expended for salaries of persons actually engaged in the work of oral instruction is about $340,000.00 of which $290,000.00 belongs to the University proper, $35,000.00 to the Divinity School and $15,000.00 to the academy. There are certain other items of expense for instruction which might be included under that general head, such as instruction in physical culture, $7000.00; instruction in University Extension, $12000.00, making, roughly speaking, say $360,000.00 for instruction. Now it is to be observed that this figure is only about 50% of the actual expenditures of the University. It is true of the ordinary institution of learning that the salaries of professors do form the great bulk of expenditures, but the University Extension, the University Press, University Affiliation and other unique features of the organization of this institution, bring the total expenditures up to practically double the expenditure for instruction.

The University is like a building. The building has not been erected as most universities are, by the erection of a central building. Most universities are the result of growth begun with a central germ or nucleus they have developed year by year, gradually taking on new features as means have commanded and the times demanded. The history of the University of Chicago is altogether different. It is more like the erection of a building. Ground plans were laid on a scale of scarcely less than the ideals of the architect of what the perfected building should be; and that perhaps, without being deterred by a close question of economies and expenses. The building has gone up from
At the $50,000.00 Farm Extension, the above amount expended
for the extension of personnel facilities covered in the work of one
University Extension $50,000.00 to the Division of Science and
Education in special projects, $50,000.00 to the Division of Science and
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also in the field of education. Enlarging the area of services
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the foundations to the roof on this general scale. What we have now may be fairly estimated to be the cost of a fairly complete University, excluding the applied sciences, law, medicine and technology. When you come to the question, therefore, of retrenchment, you are confronted with the idea of tearing down your building, with reference to saving heat, light and service, and after all comparatively minor expenditures. You may take the budget and scrutinize it from beginning to end and the moment you attempt to retrench you will find that you cannot do it at all, or at least do it to any appreciable extent, without simply dismembering the institution. Here we have an annual deficit of about $200,000.00.

Let us suppose now that we go to work to save that amount of money. Where shall we begin and what shall we do? If we cut down the faculty say 10% or 20% in salary, we have only saved from $30,000.00 to $60,000.00. We will cut off an entire department, or two or three departments, and we have only saved the salaries of those particular men, say $30,000.00 or $60,000.00 and we would have still the vast expense of administration, of grounds and buildings untouched. In other words it is utterly impossible to make any saving without amputation, and if you amputate you have amputated at enormous waste. You have amputated vital parts in the way of instruction for amputating your grosser utilitarian services, such as janitor service, heat, light and other matters which count for absolutely nothing in direct philanthropic work for humanity. On the other hand if you undertake to cut off any administration expenses to any such extent as will greatly relieve you, you find it absolutely impossible to conduct the business of the University.
The buildings will not be heated, or lighted, or cared for. In other words the expenses of the institution as to-day organized are not only imperative but it is also, and likewise, utterly impossible without practically destroying the institution to make any such material increase as will save this deficit. However unpalatable this fact may be it is nevertheless the cold truth. The institution simply cannot retrench. It can close, it can go out of business but to retrench within the limits of this enormous deficit, is simply to shut up shop. The fact is that the University is one whole. Every part is dependent on the other parts. It is like a living organism and any attempt at change of its present basis, involves all of the frightful wastes of amputation and disease.
The athleticism will not be passed to fighting on Scag's. The original work of the institution as a gym organization and not only important but if it is so, may demonstrate greater importance. If we are not prepared geographically for the institution to make our
such important increase as will come to gallantry. However, however, suppose if the last may be to demonstrate the same finish. The finish
formation simply cannot remain. It can alone it can go out of one
more. Each part is dependent on the other base. It is fine
a tennis organization and so acceptable as change at the present point.