My dear President:

I submit herewith a comparative statement of expenses of administration for Harvard, Columbia, and the University of Chicago. These are based on the last financial report of Columbia and Harvard, and on the Budget for the current year for Chicago. I have compared in the educational administrative expenses first, the general University administration of the three institutions and, second, the administration of the departments falling under what correspond to our Faculties of Arts, Literature and Science. The professional schools have been entirely omitted for the reason that we have no professional schools except that of Divinity, and Columbia has no Divinity School.

In our own Budget I have omitted topic 4, under title 1, as that does not seem to relate especially to administration. In the second place, I have included under finance administration, the expenses of the Registrar's Office. This office seems to be a finance rather than an educational agency.

The financial report of Harvard is very detailed, and I am sure that the result is quite accurate. I have of course the citations for each page and each item in that. The Columbia Financial Report is not so detailed, and I have been obliged to supplement the general statement contained in the Treasurer's statement for 1898 by further details furnished by one of the Deans. I am quite sure that everything contained in the statement for Columbia which I have furnished is correct, but I am not sure that the expenses may not be somewhat greater than there indicated.

Further, I have omitted the administrative expense of the Harvard Summer School, as Columbia thus far has had no Summer School. But the Chicago expense is for four full quarters. It does not follow that the expense should be reduced pro rata, but of course it certainly would cost less for three quarters than for four.

Very truly yours,

(Signed) Harry Pratt Judson.
### Harvard University

#### I. Educational

1. **Salaries**
   - 1. President: $6000.96
   - 2. Deans: $4000
   - 3. Other Offices: $214.24
   - **Total:** $21221.19

2. **Clerical Service and Office Expense**
   - 1. President's Office: $553.77
   - 2. Deans' Offices: $9581.34
   - 3. Sundry: $110.23
   - **Total:** $10246.04

3. **Miscellaneous**
   - 1. Chapel & Music: $7075.23
   - **Total:** $7075.23

**Total:** $39343.48

#### II. Financial

1. **Salaries**: $31700
2. **Clerical Service & Office Expense**: $2950.46

**Total:** $34650.46

### Columbia University

#### I. Educational

1. **Salaries**
   - 1. President: $13000
   - 2. Clerical Service & Office Expenses
      - 1. President's Office: $3250
      - 2. Other Offices: $10050
   - 3. Chapel: $2046.80
   - **Total:** $34546.80

#### II. Financial

1. **Salaries**: $8112
2. **Clerical Service & Office Expenses**: $5588.16

**Total:** $16710.16

**Total:** $51036.95
A. GENERAL STATEMENT

I. Expense of Administration
Comparative Table.

<table>
<thead>
<tr>
<th></th>
<th>Chicago</th>
<th>Harvard</th>
<th>Columbia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>$29946</td>
<td>$39345.46</td>
<td>$34346.50</td>
</tr>
<tr>
<td>Financial</td>
<td>17036</td>
<td>27660.46</td>
<td>16710.15</td>
</tr>
<tr>
<td>Totals</td>
<td>$46982</td>
<td>$67005.92</td>
<td>$51056.66</td>
</tr>
</tbody>
</table>

II. Number of Students.

<table>
<thead>
<tr>
<th></th>
<th>Chicago</th>
<th>Harvard</th>
<th>Columbia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total in Institution Fac. of Arts, Lit., &amp; Science (basis of comparison)</td>
<td>*1942</td>
<td>3874</td>
<td>2461</td>
</tr>
<tr>
<td></td>
<td>+1711</td>
<td>2417</td>
<td>932</td>
</tr>
</tbody>
</table>

*Total number of different students equals 2559
This reduced to three quarter basis * 1942

+As above.

B. DETAILED STATEMENT

The University of Chicago.

1. Educational.
   1. Salaries
      1. President 3000
      2. Dean 500
      3. Other Offices
         Recorder 2400
         Information 1100
         Chaplain 800
         Music Hrnc. 250 4950 11750

2. Clerical Service and Office Expense.
   1. President's Office 5075
   2. Dean's Offices 2950
   3. Recorder's Office 1290 3425

3. Miscellaneous
   1. Chapel & Music 1350
   2. Convention 1500
   3. Student Service, etc. 6000 8900

II. Financial

1. Salaries
   1. Comptroller 5000
   2. Secretary 3000
   3. Registrar 1000 9000

2. Clerical Service & Office Expense
   1. Comptroller 5738
   2. Registrar 2300 8038

Totals:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>29946</td>
</tr>
<tr>
<td>Financial</td>
<td>17036</td>
</tr>
<tr>
<td>Total</td>
<td>46982</td>
</tr>
<tr>
<td>Item</td>
<td>Amount</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
</tr>
<tr>
<td>Item 1</td>
<td>$1,000</td>
</tr>
<tr>
<td>Item 2</td>
<td>$2,000</td>
</tr>
<tr>
<td>Item 3</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

**Notes:**
- Total: $6,000
- Item 1 includes a $200 discount
- Item 2 has a 10% tax added
initiated several years ago, the results of which in added cost of maintenance
in adopting this policy, we are not listing a balanced state, nor of both grounds, buildings and power plant, are now making themselves more
readily apparent. The University is making the University an excellent one, where the University
in its present form, is seen clearly in the University, the University

Memorandum on Conference Held in New York, December 3rd, 1903,

between Messrs. Harper, Ryerson, Baldwin and Heekinck, representing the University
of Chicago, and Mr. Gates and Mr. Rockefeller, Jr., representing Mr. John D.
Rockefeller, have been approved by them.

Three years ago in a conference similar to this it was agreed and
a decision to invite the University to send alternate representatives to
the report. In taking up the budget for the year 1904-1905, it develops that
whereas the estimated deficit in the budget for the previous year, provided for
by Mr. Rockefeller, was $186,000, the estimated deficit in the budget for the
year under discussion, taking into consideration only those additional items
already enacted, amounts to $206,266, to which, however, must be added from
the column "Deemed Necessary" the following items which, although not enacted,
because of their very nature the University should provide for:

- Increased deficit in Business Administration, etc., $14,781.
- Policy toward which all gentlemen represented in this conference have been
  Moulton, 1,000.
- Anatomy, 1,050.
- Neurology, 100.
- Working during Homoeopathy, has been a policy of reduction of deficit.
- Academy Heat and Light, 1,350.
- Mileage advanced, that more radical steps in the
  Unsalared lecturers, 1,500.
- Accomplishing Correspondence instruction, it is the willingness of
  Modern Philology, 1,000.
- this conference Buildings and Grounds, it is wiped out by $39,485.
which, added to the $206,266, makes the total budget deficit, without any reference to the other work which
"Deemed Necessary" or the "Deemed Desirable" items, $245,781.
or, in round numbers, $245,000.
a deficit of $60,000 more than last year. It is left to be seen how themselves to carry out the
full extent. This situation is not alone the result of steps taken by the University
during the last twelve months but is rather the outcome of forward steps.
MEMORANDUM OF CONFERENCE HELD IN NEW YORK DECEMBER 24, 1939

BETWEEN MEMBERS HARLEM, BLYTHAM, BURLINGTON, HAMMOND, AND WASHINGTON REPRESENTING THE UNIVERSITY OF CHICAGO AND MR. GATES AND MR. HOPKINSON, JR. REPRESENTING MR. JOHN D. ROCKEFELLER.

In a manuscript form the University presenting the purpose of this conference to the University of Chicago and Mr. Gates and Mr. Hopkinson, Jr., the University hereinto to discuss the present status of its financial affairs and its present plans for the future, looking to an eventual reconciliation of the differences existing between the University and the University of Chicago and Mr. Gates and Mr. Hopkinson, Jr., the University hereinto.

In taking up the budget for the year 1939-1940, the development of certain estimates upwards in the budget in the previous year, bringing the following items, the estimated deficit in the budget for the year 1939-1940, the estimated deficit in the budget for the year 1939-1940, the estimated deficit in the budget for the year 1939-1940, the estimated deficit in the budget for the year 1939-1940, the estimated deficit in the budget for the year 1939-1940.

The summary statement follows into which the following items of the budget are set forth:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business administration</td>
<td>$50,000</td>
</tr>
<tr>
<td>Mail</td>
<td>$25,000</td>
</tr>
<tr>
<td>Accounts</td>
<td>$200,000</td>
</tr>
<tr>
<td>Home school</td>
<td>$100,000</td>
</tr>
<tr>
<td>School of Music</td>
<td>$50,000</td>
</tr>
<tr>
<td>School of Business</td>
<td>$200,000</td>
</tr>
<tr>
<td>School of Law</td>
<td>$100,000</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>$50,000</td>
</tr>
<tr>
<td>School of Education</td>
<td>$200,000</td>
</tr>
<tr>
<td>School of Letters</td>
<td>$100,000</td>
</tr>
<tr>
<td>School of Philosophy</td>
<td>$50,000</td>
</tr>
<tr>
<td>School of Fine Arts</td>
<td>$200,000</td>
</tr>
<tr>
<td>School of Music and Drama</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

The attention is not formed the result of a step taken by the University.
initiated several years ago, the results of which in added cost of maintenance

In adopting this policy we are not taking a backward step, nor
of both grounds, buildings and power plant, are now making themselves more
are we conceiving the University as remaining stationary. We conceive
fully felt. In all fairness it must be stated, as Mr. Gates has observed,
this step to be a step in advance and the most important and the most
that the New York Trustees are as much responsible for this situation as the
exigent now before the University. If we shall demonstrate ability
Chicago Trustees, in view of the fact that all the forward steps which have
to conduct the institution within its income and thus place it on an assured
been taken have been approved by them.

and permanent financial foundation, we shall have placed the institution in

Three years ago in a conference similar to this it was agreed and
a position to invite the confidence of men of means both in Chicago and in
so reported to Mr. Rockefeller that $5,000,000 of endowment would prevent an
the East, and will be in a position to assure that of not only the temporary
annual deficit. Since that time Mr. Rockefeller has contributed
of the institution but that it can and will conduct its affairs annually
$3,000,000 toward endowment, with the result that today instead of only
without financial embarrassments and without financial crises, which may
$2,000,000 more of endowment being required to wipe out the deficit we find
that upwards of $6,000,000 more are required to accomplish this end. It is
therefore evident that the tendency instead of being toward a decreased deficit
as we had all confidently hoped, has been decidedly and alarmingly toward an
increased deficit. This is true in spite of the fact that the policy
toward which all of the gentlemen represented in this conference have been
working during these years has been a policy of reduction of deficit.

It is evident, therefore, that more radical steps toward the
accomplishing of this end must be taken. It is the unanimous sense of
this conference that until this deficit is wiped out by endowment or retrench-
ment the University must rigidly decline to consider the enlargement of any
departments now existing, or the addition of any new departments of work which
do at the time or may in the future involve the University in additional
expense, unless adequate funds are especially provided therefor. This
policy the gentlemen here assembled commit themselves to carry out to the
full extent of their ability.
In the second place, the loom of which we have spoken is one of the many examples of the way in which the Board of Education is working to improve the educational facilities of the community. It is a good example of the way in which the Board of Education is working to improve the educational facilities of the community.

In the third place, the Board of Education is working to improve the educational facilities of the community. It is a good example of the way in which the Board of Education is working to improve the educational facilities of the community. The Board of Education is working to improve the educational facilities of the community. It is a good example of the way in which the Board of Education is working to improve the educational facilities of the community.

In the fourth place, the Board of Education is working to improve the educational facilities of the community. It is a good example of the way in which the Board of Education is working to improve the educational facilities of the community. The Board of Education is working to improve the educational facilities of the community. It is a good example of the way in which the Board of Education is working to improve the educational facilities of the community.
In adopting this policy we are not taking a backward step, nor are we conceiving the University as remaining stationary. We conceive this step to be a step in advance and the most important and the most exigent now before the University. If we shall demonstrate our ability of Chicago, and Mr. Gates and Mr. Rockefeller, Jr. representing Mr. John D. to conduct the institution within its income and thus place it on an assured and permanent financial foundation, we shall have placed the institution in a position to invite the confidence of men of means both in Chicago and in the East, and will be in a position to assure them of not only the permanency whereas the estimated deficit in the budget for the previous year, provided for of the institution but that it can and will conduct its affairs annually by Mr. Rockefeller, was $106,000, the estimated deficit in the budget for the without financial embarrassments and without financial crises, which may year under discussion, taking into consideration only those additional items either threaten its usefulness or embarrass its friends.

Already enacted, amounts to $206,266, to which, however, must be added from the column "Deemed Necessary" the following items which, although not enacted, because of their very nature the University should provide for:

- Business administration, etc., $14,781.
- Moulton, 1,000.
- Anatomy, 2,000.
- Neurology, 100.
- Housekeeping, has been a going concern for years.
- Academy Heat and Light, 1,250.
- Mileage advance, 1,800.
- Unsalared lecturers, 1,000.
- Correspondence instruction, 300.
- Modern Philology, 1,000.
- Buildings and Grounds, 25,000.

which, added to the above, which amounts to $228,266, makes the total budget deficit, without any reference to the other "deemed necessary" or "deemed desirable" items, $340,942.

or, in round numbers, $342,000.

a deficit of $50,000 more than last year.

This situation is not alone the result of steps taken by the University during the last twelve months but is rather the outcome of forward steps.
Suggestions of expenditure necessary for rounding out the work of the University upon a satisfactory basis prepared at request of Mr. John D. Rockefeller, Jr.

RemarK. This statement includes only those things for which additional funds are required; i.e.—the fees of students are to be counted in addition.

1. Capitalization of deficit $6000000.

2. New Land
   1) Land now being negotiated 210000.
   2) Remaining land on North Side 600000.
   3) Land on south side of Plaisance 1500000.


4. General Buildings
   1) Libraries 1000000.
   2) Chapel 400000.
   3) Woman's Quadrangle 1500000.
   4) Twin building for Cobb Lecture Hall 200000.
   5) Administration building on Lex. Ave. 200000.
   6) New dormitories for men on Ellis Ave. 400000.
   7) Athletic Gymnasium 250000.
   8) School of Education Bldgs. 500000.
   9) Stadium for Athletic Field 250000.

5. Arts, Literature and Science
   1) New Endowment 1000000.
   2) Buildings for History, Ancient Languages, Modern Languages, geology, each 150000—------------------- 600000.
   3) New permanent equipment 150000.
6. Divinity School
1) New Endowment
   250000.
2) Building
   150000.
3) New Equipment
   25000.

7. Law School
1) Endowment
   300000.
2) Building
   150000.
3) Initial purchase of books
   50000.

8. Technology
1) Endowment
   1000000.
2) Building
   500000.
3) Equipment
   500000.

9. Medicine
1) Endowment
   2000000.
2) Buildings
   400000.
3) Equipment
   150000.
4) Hospital buildings
   700000.
5) Hospital equipment
   300000.
6) Hospital endowment
   1000000.

10. University Press
    500000.

11. University Extension
    500000.

12. Music and Art
1) Endowment
   400000.
2) Buildings
   400000.
3) Equipment
   100000.

13. Pension endowment funds
    1000000.

CLASSIFICATION.
1) Capitalization of Deficit
   6000000.
2) New Land
   2310000.
3) New Buildings
   7600000.
4) Equipment and Libraries
   1275000.
5) Endowment
   7450000.
6) Univ. Press & Extension
   1000000.
7) Pension Endowment fund.
   1000000.

$26635000.

December 10th 1901.
July 22nd, 1904.

My dear Mr. Heckman:

In our talk the other afternoon which had in view the saving of $4500. on the budget, namely, $2500. on expenditures and $2000. by securing additional income, we overlooked the fact that we have a Contingent Fund of $27,000., and all the money saved on the Contingent Fund will contribute to the same end. It seems quite clear that you can secure $15,000. in addition to the present estimates. I propose that we endeavor to hold $20,000. of the Contingent Fund. This will make $35,000. and with a saving on expenditures, let us say $20,000., we would have $55,000. This would reduce the deficit to $19,000.

Yours very truly,

W. R. Harper
July 29th, 1904.

My dear Mr. Hiter,

In our last meeting we agreed on an expenditure of $8,000. It is now time to review the budget. Our income is estimated at $8,000. We have a contingency fund of $5,000, and if the money runs out the contingency fund will contribute to the same end. It seems quite clear that you can scarcely draw $7,500. In addition to the present estimate.

I propose that we agree to pay $8,000 each month to the Treasury, with a maximum of $8,500. If we receive no expenditure, let us pay $8,500. If we receive more, let us pay $8,000.

Yours very truly,

[Signature]
June 14th, 1905.

Mr. C. L. Hutchinson,

Corn Exchange National Bank, Chicago

Financial

the year. This leaves us on the first of July in a probable
deficit of about $13,000, unless it shall be provided in some
way.

My dear Mr. Hutchinson:

Will you permit me to recite very

I cannot truthfully declare that we shall be able to show an

The Trustees have requested the President of the University and the

briefly a few facts concerning the budget of the University for

Business Manager to take steps to secure this amount. We

believe it to be a critical moment in the history of the University.

1. It was decided in November last that the previous

The administrative officers have certainly done all that could

be expected of them in cutting out an large a sum from the

June 30th, 1905, would fall short of realization to the amount

annually of $42,000 to $60,000. Of this, $23,000 or $25,000 was a

shortage on invested funds, and $63,000 was a shortage on

but it has been done and it only remains to secure about $13,000

receipts from students fees and other sources.

to close up the work of the year without a special deficit.

2. In anticipation of this steps had already been taken

This, of course, does not include the budget of the Law School.

to reduce the expenditures of the present year to the extent

The present exigency cannot appeal to any except those intimately

of $60,000, or more, and the result of the year's work, as it

accompanied with the situation. The general public and friends of

now appears, shows that there will be an actual reduction, as

the University generally cannot be asked. Mr. Rockefeller has

compared with the original estimate of expense of about $60,000.

subscribed $300,000, to this sum if the entire amount can be secured.

2. There would still remain, however, a deficit of about

I am writing to ask whether you

$23,000, unless it should be provided for in some other way.

Toward this probable deficit Mr. Rockefeller has contributed

I must not assure you that a special gift at this time will be

toward the loss on Chicago Terminal bonds sold during

the year.
the year. This leaves us on the first of June with a probable deficit of about $13,000 unless it shall be provided in some way.

It is extremely desirable that we should be able to show no deficit at the end of the year. This result will have a large bearing upon the effort already formulated to secure in the autumn the capitalization of the annual deficit of $245,000.

The Trustees have requested the President of the University and the Business Manager to take steps to secure this amount. We believe it to be a critical moment in the history of the University.

The administrative officers have certainly done all that could be expected of them in cutting out so large a sum from the estimate of expenditures. They have gone so far in this respect that it may fairly be questioned whether they have acted wisely; but it has been done and it only remains to secure about $13,000 to clean up the work of the year without a special deficit.

This, of course, does not include the budget of the Law School. The present exigency would not appeal to any except those intimately acquainted with the situation. The general public or friends of the University generally cannot be asked. Mr. Heckman has subscribed $500 to this sum if the entire amount can be secured. I myself will subscribe $500. I am writing to ask whether you will consent to make a contribution to the sum and if so how much. I need not assure you that a special gift at this time will be
greatly appreciated.

June 14th, 1905.

...of about $120,000, which is still to be provided in some other way.

Yours very truly,

W. R. Harper

Corn Exchange National Bank, Chicago

My dear Mr. Hutchinson,

Will you permit us to recite very briefly a few facts concerning the budget of the University for the year ending June 30th?

1. It was decided in November last that the previous estimate of receipts from all sources for the year ending June 30th, 1905, would fall short of actualization by the amount of $25,000. Of this, $20,000, or $25,000, was due to the deficiency in the receipts on account of bonds and $5,000, was a shortage in the receipts from students' fees and other sources.

2. In anticipation of this step, provision has already been taken to reduce the expenditures of the present year in amount of $20,000, or more, and the result of the present work, as it now appears, shows that there will be an actual reduction, as compared with the original estimate, of expense of about $30,000.

3. There would still remain, however, a deficit of about $10,000, unless it should be provided for in some other way. Toward this probable deficit Mr. Rockefeller has contributed $10,000, to cover the loss on Chicago Terminal bonds sold during the year.
March 18th, 1907.

My dear President Jesse:

In answer to your favor of the 15th inst. I beg to say the highest salary paid by us to a professor and head of a department is $7,000. There are some half dozen such salaries. The normal salary for a head of a department in the Faculty of Arts, Literature and Science is $5,000. In the Law School that salary is $5,500 and in the Divinity School $3,500. The professors not heads of departments receive $3,000. This I think myself is much too small.

Very truly yours,

H. P. Judson

President R. H. Jesse,

Columbia, Mo.
My dear President: 

In answer to your letter of the 16th. That I beg to see the President and the Treasurer regarding the possibility of the institution of a department of the arts and sciences. I believe that a department of this kind would be of great benefit to the University and would enable us to raise funds for the support of the University. 

The normal salary for a professor in the department of arts and sciences is $5,000. In the law school, the first salary is $5,000. In the Divinity School, the first salary is $5,000. Therefore, the professors of the department of arts and sciences receive $5,000. I think that the department of arts and sciences is too small.

Very truly yours,

H. L. Judson

President R. H. Jason

Columbia, Mo.
15 March, 1907.

President Harry Pratt Judson,
University of Chicago,
Chicago, Illinois,

Dear President Judson:-

Will you be kind enough to tell me what is the highest salary that Chicago pays to any Professor — I mean excluding those that act as Deans or who are in other ways connected with administration.

I think that the University of Missouri should increase its salaries paid to the regular Professors of the best quality. I believe so with a very firm belief. Will you be kind enough to tell me what your experience is and give me permission to use your letter with my trustees?

With kind wishes for you personally, I am,

Very sincerely yours,

R.H. Jesse
Dear President Hudson:

Will you be kind enough to tell me what is the project
necessary that you have to any professor — I mean
examining those first set as Dessin or who in other ways can
umped with administration.

I think that the University of Missouri mean in
accept the selection body to the regular processes of the
will best duties. I believe so with a very great deal.
Will you be kind enough to tell me what your experience is and
give me permission to use your letter with my statement?

With kind wishes for your personality I am,

Very sincerely yours,

[Signature]
Feb. 13th, 1908.

My dear Mr. Small:

The new plan for salaries provides for heads of departments a maximum of $6,000 and a minimum of $5,000.

For professors not heads of departments, a maximum of $4500, a minimum of $3,000.

For associate professors, maximum $3,000, Minimum $2500.

For assistant professors, the same salary as now, $2,000, and on reappointment to same rank, $2,500.

For instructors, the same salary as now and on reappointment $1800.

For associates, $1,000 the first year and $1200 the second.

It will be possible in general to make an advance for this coming year of about $500 to each person. Probably those who have just been promoted will hardly be considered. Have you any special suggestions in the Departments of Arts and Literature?

Mr. McLaughlin is suggesting Professor Smith of Williams as a desirable man in place of Sparks as a desir-
My dear Mr. Smith:

The new pay for faculty members for the year 1939, for the year of $5,000, and a minimum of $3,500. For associate professors, maximum $5,000, minimum $3,500. For assistant professors, the same salary as now, $3,000. No rank to receive the same salary as now and no re-appointment for assistant professors. $1,000 the first year and $1,500 the second.

It will be possible in general to make some change for the coming year of about $500 to each person. Properties who have just been promoted will naturally be considered. Have you any special suggestions to the Department of the recommendation of Mr. Weedington for associate professor Smith of Williams as a geriatrician in place of Smith as a geologist?
in American History. Have you any information on that head.

Very truly yours,

H. P. Judson
H.R. Judson

Very slight volume.

...read

...have you any information on that.
Memorandum to the Auditor:

1. It is understood that $1500 may be provided for assistants in the Department of Political Economy, charged to Supplementary Instruction.

2. It is understood that two assistants at $600 each may be provided for the Department of History, charged to Supplementary Instruction.

3. It is understood that an instructor at $1200 may be provided in the Department of German, charged to Supplementary Instruction.

H.P.J. - L.

The University of Chicago.
Chicago, March 14, 1914.

Memorandum to the Auditor:

When the budget is in final shape I will ask you to kindly send:

1. Copy of that for the Departments of Arts, Literature and Science to Dean Angell.

2. Copy of that for the Law School to Dean Hall.

3. Copy of that for the Divinity School to Dean Mathews.

4. Copy of that for the School of Education to Director Judd.

H. P. J. - L.

The University of Chicago.
Humbertown to the University:

When the budget is in final

where I will see you to Kinney once

I go by tent for the Department of Fine

Institute and College to Dean Weld

So go by tent for the law school to Dean Hull

So go by tent for the Divinity School to

Dean Matz

So go by tent for the School of Extension

So Director Trigg

H.T.L. - I.

The University of Chicago
Memorandum to the Auditor:

1. The following items should be transferred within the budget, as approved in February, from the Departments in which they respectively stand, to Supplementary Instruction:

   P. 28, Sociology, the last item, $1000.
   P. 29, Romance, the last two items, $2400.
   P. 31, Zoology, important item, $500.
   P. 32, Physiology, from the $1500 for Pharmacology, $500.

   Total, $4400.

2. Transfer from P. 33, Bacteriology, Kyes, $2500 to P. 32, Anatomy.

3. Transfer from the Department of Anatomy $400 to Supplementary Instruction. It is my understanding that appointments yet to be made to instructorships, etc., within the Department are covered by the present appropriation.
Offices, March 1, 1917

Recommendation to the President:

The following items amount to $5,000.

1. D.D. Soils, the last item.
2. R.L. Science, the last two items.
3. E.B. Soils, important item.
4. R.B. Physics, from the $7,500.
5. For Pharmacology.

Total: $5,000.

1. Transfer from I. B. Pharmacology.

2. $3,500 to I. B. Anatomy.

3. Transfer from the Department of Anatomy.

4. $600 to Secondary Information. I refer you.

Recommendation that appropriations not to be made to information, etc., within the Department of Science, etc., at the present appropriation.
4. P. 32, Physiology, etc., strike out Woelfel; substitute two items:
   a) An Associate in Physiology, $800;
   b) An Assistant Professor in Pharmacology, $2,000.

Note 1: He will give two quarters of instruction in Pharmacology and one quarter of instruction in Physiology.

Note 2: The $2,000 are provided by the $1,000 left from the appropriation for Woelfel and the $1,000 left in the appropriation for Pharmacology.

5. The action of the Board March 10th relating to Astronomy, P. 30, will take up all the budget appropriation for that Department as in the present budget, leaving blanks for:
   a) An Instructor in the place of Burnham, $1500;
   b) An Instructor in place of Slocum, $1500.
¥5,000.

Note: I. He will give two departments of Instruction in Pharmacology and one department of Instruction in Physiology.

Note: 2. The $5,000 will be divided as follows:

$1,000 will go to the appropriation for the New Section in the Pharmacology Department.

$5,000 will go to the appropriation in the place of Pharmacology.
What is left, which I estimate as $600, may be added to the appropriation for computers.

6. Recommendations to the Board of Trustees which I shall make for the April meeting will be charged, if present appropriations within the departments do not cover same, to Supplementary Instruction.

7. The additions to budget provided in your memorandum herewith enclosed will be charged against Supplementary Instruction. In other words, in these cases, as in the enclosed, funds may be drawn from Supplementary Instruction to cover the cases in question.

H.P.J. - L.

The University of Chicago.
Η ηλεκτρονικοί συστήματα

δεν μπορούν να επιχειρήσουν αυτό το

περιστατικό με την κατάλληλη απόδραση

των σώματος. Οι συνεπειακές αποδοχές

είναι επομένως απίστευτες και οι

καθαροί κατακερματισμοί που

εκφράζονται είναι εξαιρετικά σπάνια

και συχνά είναι τέτοια προβλήματα.

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και συχνά είναι τέτοια προβλήματα.

δεν μπορούμε να επιχειρήσουμε αυτό το

περιστατικό με την κατάλληλη απόδραση

των σώματος. Οι συνεπειακές αποδοχές
The University of Chicago
Office of the President

General
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1914-15

PROMOTION TO INSTRUCTORSHIP OR ADVANCE IN SALARY

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Note: Specific rates to be applied for specific families.
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<td>Bacteriology</td>
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</table>
1. Dr. Barrows' lecture - 3 30 pm. Brendel audience - successful meeting.

2. Convocatio Seminar - 8 pm. Storm diminished audience - yet it was good - Seminar good.

H. P. J.

File

No date
Resolved

That Colleges under
State Control and Colleges
under denomination of
Agrucses. While held
the relation of organic
Cooperation.

(The last two words may
be defined to simply a
definite agreement, relating
to courses of study, degrees, and
intehange of students.

Denominational in struc-
tors in three to five classes
1. Preparatory
2. " " " junior colleges
3. " " " junior college

No mech. or
Students would go directly
from high to State univ.
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Date</th>
<th>Chapter</th>
<th>Admitted to Membership since Organization of Original Members</th>
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<tr>
<td></td>
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<td></td>
<td>189</td>
</tr>
</tbody>
</table>

Organized (at the University of Chicago), 1899.
Mem.

1. Bonner wishes that additional instructors be added to the staff. He can then at once plan for summer schools.


3. Bonner also strongly opposes reappointment of Degeem—wishes substitute, does not make permanent.

4. Also wants, in addition to the additional in physics for next year, a decent.

The number of students in the department, with reasonable prospect of development, make the request of increase for reasonable.

J. P. F.
Mem.

Abbot recommends that Miss Bruce give me one box throughout the year 1896-7.

Abbot reports it difficult to make programme. Chandler gives me an end. I am in no great

After for Abbot, Saturday,

2 P.M.
Chicago

Marion Talbot
William D. McUnitock
Alice Freeman Palmer
Thomas Chrowder Chamberlin

Founded by John D. Rockefeller

The University of Chicago

The Colleges
He has my friendship.

1. Also, the formation.

2. Judy Peak existence.

3. Penn, Penn university.

By defining conclusion, it
is the logic that is
incredulous. Own leading
reasons accurately, the
project appropriate, then
uncovered.

2. Do not lie, pronounced
in the manner.

The above conclusion is an
acknowledgement.
THE COLLEGES
Head Dean
HARRY PRATT JUDSON
Deans
THOMAS CHROWDER CHAMBERLIN
ALICE FREEMAN PALMER
WILLIAM D. McCLINTOCK
MARION TALBOT

THE UNIVERSITY OF CHICAGO
Founded by JOHN D. ROCKEFELLER
WILLIAM R. HARPER, President

CHICAGO
Mem.

Mr. Laughlin reports that Mr. Hee expects his promotion next summer in accordance with the agreement made at the time of his appointment. As Mr. Hee will be on leave for the coming summer, it is important that there be a decision now. Mr. J. recommends the promotion.
Mem.

The matter is clear for Miss Buckley shall be decided at once. As it involves Miss Lang's position I have not felt authorized to decide it of course I can easily find a suitable person to aid Miss Buckley.
1. Mr. Field - Mech. 1st - arranged with Prof.
2. Jordan - Mech. 1st - arranged with H. P. J. (as understood by him) for Mech 21- 24 am. conducted by Mr. Bach.
3. Freund - illness of Brother - Mech. 17- e+am. conducted by H. P. J.
4. Bryd - Mech. 20 - e+am. conducted before he left - not arranged.
5. Hancock - Mech. 20 - not arranged with H. P. J.

The aim are all that have come to my notice.

H. P. J.