The present budget as presented makes no provision for certain needs which were felt by the Deans to be extremely important for the maintenance of our morale, the retention of important men, the securing of certain new men and the adequate provision for laboratory equipment and supplies. It is customary for the Departments to recommend what they consider important and in a second column to place the items which are desirable. At the first survey of the Department recommendations no attempt was made to include anything whatever from the second or desirable column. In confining ourselves to the important columns and reducing these wherever it seemed at all possible, the Deans arrived at a total about as follows.

(The following items are not within the present budget.)

**ARTS and LITERATURE.**

**Philosophy:**

- Increase of salary of young instructors $400.00
- Additional assistants to care for new course requested by Dean Wilkins $500.00
- Increase of salary for Professor Ames $333.00

$1233.00

**Psychology:**

- New instructor to provide for the demand for additional instruction $2400.00 $2400.00
The present budget as presented makes no provision for certain items which were left off the budget to be extremely important. The magnitude of our problem, the retention of important men, the securing of certain new men, and the expenditure provision for labor, and equipment and supplies. It is customary for the departments to recommend what they consider important and in a second column to place the items which are desirable. At the literal expense of the department recommendations on matters were made to include supplies, whatever from the second or desirable column. It continuing conclusions to the important column and regarding these whenever it seemed at all possible, the Dean, string at a cost short as follows:

The following items are not within the present budget.

**Arts and Literature**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of salary of young instructors</td>
<td>$400.00</td>
</tr>
<tr>
<td>Additional assistants to care for new</td>
<td>$500.00</td>
</tr>
<tr>
<td>courses recommended by Dean Wilson</td>
<td>$250.00</td>
</tr>
<tr>
<td>Increase of salary for Professor Ames</td>
<td>$150.00</td>
</tr>
</tbody>
</table>

**Philosophy**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>New instructor to provide for the</td>
<td>$400.00</td>
</tr>
<tr>
<td>general for skillful instruction</td>
<td>$2400.00</td>
</tr>
</tbody>
</table>

**Psychology**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
</table>


Political Economy:

Additions to the present salaries in order to remain valuable men
To provide adequate salary for successor to Professor Moulton in addition to amount in budget

$2500.00
1500.00

$4000.00

Political Science:

Addition to salary of promising young instructor
Addition to salary of brilliant Assoc. Professor, L. D. White

200.00
500.00

700.00

Comparative Religion:

Promotion of A. E. Haydon to Assoc. Prof. (Prof. Haydon has just resigned a position as minister at $2000 in order to give more time to his Department)

500.00
500.00

Oriental Languages:

Increase of salary to Assistant Professor, strongly recommended by Prof. Breasted

200.00
200.00

New Testament:

Increase of Prof. Votaw’s salary
Increase of Prof. Goodspeed’s salary

200.00
500.00

200.00
500.00

Greek:

Addition to salary of promising instructor

200.00
200.00

Romance Languages:

Increase of salaries of young instructors
Increase of salaries of Professors to recognize and retain services of eminent men

500.00
2500.00

3000.00
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political Economy:</td>
<td></td>
</tr>
<tr>
<td>Affiliation to Associate Director</td>
<td>$5800</td>
</tr>
<tr>
<td>Affiliation to Salary of Prominent Professor</td>
<td>$1800</td>
</tr>
<tr>
<td>Political Science:</td>
<td></td>
</tr>
<tr>
<td>Affiliation to Salary of Prominent Professor</td>
<td>$1800</td>
</tr>
<tr>
<td>Administrator's Salary</td>
<td></td>
</tr>
<tr>
<td>Complementary Religion:</td>
<td></td>
</tr>
<tr>
<td>Promotion of a Professor</td>
<td>$5000</td>
</tr>
<tr>
<td>Promotion of a Professor's Salary</td>
<td></td>
</tr>
<tr>
<td>University President's Salary</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td></td>
</tr>
<tr>
<td>Increase of Salary of Associate Professor</td>
<td>$5000</td>
</tr>
<tr>
<td>New Testament:</td>
<td></td>
</tr>
<tr>
<td>Increase of Professor's Salary</td>
<td></td>
</tr>
<tr>
<td>Increase of Professor's Goodpay's Salary</td>
<td></td>
</tr>
<tr>
<td>Greek</td>
<td></td>
</tr>
<tr>
<td>Affiliation to Salary of Prominent Instructor</td>
<td>$5000</td>
</tr>
<tr>
<td>Romance Literature:</td>
<td></td>
</tr>
<tr>
<td>Increase of Salary of Associate Professor</td>
<td>$2000</td>
</tr>
<tr>
<td>Increase of Salary of Professor to Associate Professor</td>
<td>$2000</td>
</tr>
<tr>
<td>Increase of Salary of Professor to Associate Professor</td>
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<td>$2000</td>
</tr>
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<td>Increase of Salary of Professor to Associate Professor</td>
<td>$2000</td>
</tr>
</tbody>
</table>
English:

To recognize and encourage certain of the younger men, certain of whom have declined offers elsewhere
$1250.00
To enable the Department to carry out a new and important plan for freshmen year instruction, strongly urged by Dean Wilkins
1670.00
For additional instructor in Public Speaking
3000.00 $5920.00

General Literature:

To call Professor Archer Taylor, regarded as a distinguished scholar who would add great strength not only to the Department but to related Departments in English and Modern Languages
4500.00 4500.00

TOTAL FOR ARTS AND LITERATURE $23,353.00

SCIENCE

Mathematics:

For Professor Dickson in recognition of the scientific eminence for which he received important prize at the Cincinnati meeting
500.00 500.00

Astronomy:

To add a man of experience in place of Professor Barnard
2000.00 2000.00

Physics:

Increase in salary of young instructor of promise
400.00 400.00
English:

To recognize and encourage excellence of the younger men of whom we have come.

$1,550.00

To enable the department to carry out a
new and important plan for graduate
year instruction, especially under
Speck, William

3,000.00

$5,580.00

General Literature:

To call Professor Arthur Taylor, to reading
as a distinguished scholar who could
best judge the need of the departments in
English and Modern Languages.

$4,500.00

$5,580.00

TOTAL FOR ARTS AND LITERATURE

$32,580.00

Science:

Mathematics:

For Professor Dickson in recognition of
the scientific eminence for which he
recently received the Nobel Prize at the Cotton-
Field meeting

500.00

500.00

Astronomy:

To add a man of experience in place of
Professor Bunting

2,000.00

2,000.00

Physics:

Increase in salary of young instructor

400.00

400.00
Geology:
Increase in salaries of young instructors now receiving $2200 and $2400 $500.00  $500.00

Geography:
Increases to provide for the promotion of Professors Jones and Colby, who declined calls to the headship of the Department of Geography in the University of Michigan 900.00
Increases for younger members of the staff 500.00  1400.00

Zoology:
Increases in salaries of young and promising instructors 500.00
Increases in salaries of Professors 500.00
New instructor to carry out plan of Dean Wilkins for new course in Freshman year 2200.00  3200.00

Anatomy:
Increase in salary and promotion for Marion Hines Loeb 500.00  500.00

Physiological Chemistry:
Increases for younger associates and instructors 200.00
Additional associate 1200.00
Additional assistants 500.00  1900.00

Botany:
Increase in salary of Professor Cowles 500.00
Increase in salaries of three young instructors 800.00  1300.00

Pathology:
Increase in salary of Esmond Long 500.00  500.00

TOTAL FOR SCIENCE $12,200.00
Increase in salaries of young instructors

$500.00 $500.00

GEOGRAPHY

Now receiving $5500 and $6400

GEOGRAPHY

Increase to provide for the promotion of Professor Jones and copies of the latest publications of the Department of Geography in the University of Michigan

$500.00

Increase for younger members of the staff

$500.00 $500.00

FOOTOLOGY

Increase in salaries of young and promising instructors

$500.00 $500.00

Increase in salaries of Professors

$500.00 $500.00

New instructor to carry out plan of departmental work

$500.00 $500.00

Will join in new course in treatment of yeast

ANATOMY

Increase in salary and promotion for

Motion picture footage

PHYSIOLOGICAL CHEMISTRY

Increase for younger associates and instructors

$200.00 $200.00

Applicants for associate

$200.00

Applicants for assistant

$200.00

BIOLOGY

Increase in salary of Professor Coffee

$500.00

Increase in salary of young instructors

$500.00

$500.00

Pathology

Increase in salary of Emeritus Professors

$500.00

$500.00

TOTAL FOR SCIENCE

$1,500.00
PHYSICAL EDUCATION

Increase in salaries of younger instructors  $600.00
Instructor for corrective and remedial work  2200.00  $2800.00

Total for Arts, Literature and Science and Physical Education.

Arts and Literature          $23,353.00
Science                      12,200.00
Physical Education           2,800.00

$38,353.00
PHYSICAL EDUCATION

Increase in salaries of former instructor
$800.00

Instructor for collectible and remedial work
$5800.00

Total for Afka, Literature, and Science

Afka and Literature
$2873.65

Science
15,500.00

Physical Education
5,800.00

$38,583.00
The above provisions were for salaries only. In addition there were requests from several departments for
increase of service or of supplies and equipment which seemed important for the successful carrying on of the work if we
were to maintain efficient departments. In a very few cases something is provided in the present budget. Requests for
which provision was not made but which seemed important are as follows:

Department of Art:

Slides and equipment for Prof. Sargent's
new work and for work of Prof. Swift $750.00 $750.00

(Aside from expense of transfer of equipment from
School of Education to Lexington.)

Chemistry

Geology:

Microscopes, casts, lantern slides 1040.00 1040.00

Zoology:

Increase service salaries 400.00 400.00

Anatomy:

Artist 2500.00
Research Assistant in embryology 900.00
Service wages 480.00 3880.00

Preventive Medicine.

Supplies and wages 3000.00 3000.00

Physiology:

Supplies, etc. for Nat'l Research Fellows1000.00 1000.00

TOTAL FOR EQUIPMENT $10,670.00
The scope of provisions were for salaries only. In addition, there were expenditures from several departments for increases or service or supplies and equipment, which seemed important for the successful carrying out of the work. It was necessary to maintain efficient departments in a very few cases, some of which were not included in the present budget. The expenses for which provision were not made but which seemed important are as follows:

**Department of Art:**
- Stipends and equipment for Pre. Exper. $750.00
- Materials and equipment for Pre. Work of Pre. Studio $750.00
- Funds from experience of student in department from School of Education for Psychology

**Chemistry:**
- Experiments

**Geology:**
- Microscopes

**Microscopes, etc., for Earth Sciences**
- Experiments, etc., for Earth Sciences

**Anatomy:**
- Assistant
- Assistant in Embryology
- Service Wages

**Preventive Medicine:**
- Supplies and Wages

**Photography:**
- Supplies and Wages
- etc., for 1st Reservoir, Yellow River

**Total for Equipment:**
$10,750.00
Total Increase of Salaries and Equipment.

Salaries, Arts, Literature and Science  $38,353.00
Equipment  "  "  "  "  10,670.00

$49,023.00

It should be borne in mind that the above makes no provision for a strengthening of the Social Science Departments in order properly to develop the staff in connection with the Laura Spelman Rockefeller Research or for strengthening notably weak departments, such as German, or for securing outstanding men in certain other departments, such as Psychology, English, Spanish, Latin and Geography.
Total Income of Salaries and Employment

Salaries After Retirement and Pension
10,870.00

Employment

460.00

58,338.00

It should be borne in mind that the space makes no provision for a strengthening of the Social Science Department in order to develop the staff in connection with the latest American Rockefeller Research or to extend the policy of research, such as German or French, or to expand certain minor in certain other departments, such as zoology, English, Spanish, Latin and Geography.
Certain needs of more general character not provided for in the Budget.

There are certain needs of a more general character, some of them referring more specifically to undergraduate work, others of importance for the University in general. Among these may be noted the following which experience of this year has shown to be important.

General emergency fund to provide for contingencies in the form of additional instruction in certain departments and for other needs which cannot be foreseen so far in advance. $10,000.00

General lectures to be given before the University by eminent scholars from this and other countries whom it is desirable for our students to hear. 3,000.00

Ushers for the Sunday morning services, the expense for whom has been deducted from the contributions which are supposed to be for the University Settlement. 800.00

Better provision for the health of the students, especially those not living in Hitchcock or the original group of four women's halls. At present such students who may have such contagious diseases as measles cannot be admitted to city hospitals and the University makes no provision for their care. Mental cases and students needing a quiet place to recuperate for a few days are also unprovided for. A three-apartment building with nurse in attendance on the basis of 300 case days per year estimated by Dr. Reed, 8,000.00

Proper direction of student activities as recommended by Dean Wilkins as one of the results of his "Better Yet" inquiry. 10,000.00

Professional Schools. No expansion is provided for in the professional schools, and the amount of appropriation to the School of Commerce and Administration is materially reduced below the amount approved in principle last June. This reduction in Commerce and Administration is due largely to decrease of income from student tuition because of decreased attendance. 31,800.00

(From page 7)
Certain needs of more general character are brought to your
attention.

There are certain needs of a more general character, some of
which will arise from time to time in the course of our work and
activities. They are important in the University in general. Ample
funds may be

noted the following which experience of a year's past shows to
be important.

- General emergencies that cannot be foreseen or for which
  funds cannot be reserved in advance. The University
  Department to which these emergencies are
  referred must take action promptly and effectively. Funds need
  not be reserved for such emergencies.

- University grants.

- Proper provision for the poor in times of financial crisis.
  The University is not responsible for the financial crisis
  of the University. The University's role is to help those in need.

- Professional education. The University should provide
  education for the University's best interests. The College of
  Arts and Sciences is responsible for educational programs.

- The University must be prepared to respond to new
  emergencies and crises. The University must be prepared to
  respond to new emergencies and crises.

- Ample funds may be necessary for the purpose of providing
  student assistance. The University should be prepared to
  provide student assistance.

- Ample funds may be necessary for the purpose of providing
  student assistance. The University should be prepared to
  provide student assistance.

(To be continued)