of the field, increasing by 12,000 or 13,000 the total
capacity of the field.

6. This general program will be inaugurated by taking immediate
steps looking toward the erection of a field house and
carried forward at such a rate of progress as financial con-
sideration and the general interests of the University make
possible.

7. The cost of the field may properly be financed by the use
of athletic funds. A similar plan may be followed with respect
to the seating development.

8. For tennis and other similar sports space should be provided
north and west and north-west of Stagg Field and on un-
occupied land south of the Midway. Water sports may even-
tually be possible on the Midway, and baseball perhaps
in Washington Park. Intramural sports should undoubtedly
receive further development.
of the field franchise at $5,000 or $6,000 per year.

... specialty of the field.

... The County Program will be transmitted... finding immediate
acceptance toward the adoption of a field force and
abnormal training at such a rate of progress as financially con-
centrate and the general influence of the University were
possible.

The cost of the field may properly be financed by the use
of special funds. A specific plan may be followed with regard
to the student development.

... you cannot any other station, station space, space, space of breathing
north by west, north west of street A, and on my.

... occupied land, such of the finished, water shown may again,
... special to be possible of the finished, my research

... in Washington Park, the University town, spent money surprisingly

... receive further development.
XIII. University College.

It has always been a part of the policy of the University of Chicago to extend its opportunities of education as widely as possible. At its founding this spirit found expression in what was then known as the University Extension Division, in the Lecture Study Division in which the lamented Richard Green Moulton took a leading and effective part. Later it found a new outlet in the establishment of University College, which since has offered courses of instruction by members of the University faculty in the downtown district in the late afternoon and evening when persons obliged to spend most of their day in earning a living can have opportunity for regular university work. The Dean of the School is instructed to conduct all its work with the same quality of instruction and the same requirements for credit which are maintained in the other colleges and schools of the University. In the year 1923-4, 108 instructors were employed in this college, 197 1/2 major courses were offered, and elected, and 2337 different students were registered.

The opportunity for service of the city through University College is much greater than the University is now meeting. Subject to the provisions that instructors shall not be encouraged or permitted to take on an amount of work which will prevent their doing their work at the University or downtown thoroughly, there should be a great increase in the number of courses offered and of students taking them. It is to be desired that work of University College now conducted in rented rooms at 116 S. Michigan Avenue, should be carried on
The new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.

The unique and powerful of the new student plan of the University of Chicago is designed to meet the opportunities of college.
in a building to be owned by the University, bearing its name and housing all its down-town activities of all kinds, including its business offices. To the work of the University College might well be added popular lectures on science, literature, history and art. Such a building would undoubtedly materially increase the influence of the University upon the City. How much the Art Institute and the Field Museum gain in this respect by being at the front door, so to speak, of the City, is well known.
in a quartet to be owned by the University,  
name any portion of the ground for activities of all kinds, 
including the President's office. To the rear of the Union-
with college miles may be several banquet terraces on colonies, 
interchange pictures and art. Grow a botanical many species-
early summer's appearance the influence of the University on the city. How many fine enterprises may the city have-
are city in city Yerba Buena Park at the front door so to 
be easy of the city, to well known,
XIV. The Home Study Division

Of purpose similar to that of University College, but appealing to a still wider public is the Home Study Division. It dates from the founding of the University and for thirty-two years has been given to people in all parts of the world who could not come to the University, opportunity for University instruction by correspondence. Its students last year numbered 6912. It is self-supporting except for the space it occupies and heat, light and janitor service. It is at present housed in Ellis Hall. Before that building is torn down as it must be soon, the Home Study Division should have permanent quarters in a permanent building.
The Home Guard Division

At the request of the Head of the Home Guard Division, it has been agreed to provide information on opportunities for Home Guard members to become University students. The University is keen to welcome Home Guard members who have the potential to be successful students. If you are interested in applying for Home Guard membership, please contact the University's Admissions Office for further information. The University welcomes applications from members of the Home Guard who wish to pursue further education. If you are interested, please contact the University's Admissions Office for more information.
XV.  THE UNIVERSITY PRESS.

In the founding of the University President Harper emphasized as complementary functions of a university discovery and education dissemination. It was the business of a university not only to instruct its students, but on the one hand to discover new truth by research and to give it to the world by publication.

This conception demanded the creation of a University Press; for publishing houses conducted for pecuniary profit cannot be relied upon or even expected to publish the results of research, many of the most valuable of which will never pay the cost of publication, still less yield a profit.

The University Press had a long period of struggle and difficulty, but it is now, we are happy to say, firmly established, the largest and most successful University Press in America, not yet equal to those of Oxford and Cambridge, but on the way to rival them. Its contribution to the effectiveness of the University by furnishing an outlet for publication of the scholarly studies of the faculty, by its maintenance of the University’s twelve scientific periodicals, has been almost incalculable. The University’s investment in the press at the present time amounts to $296,460. Its expenses for the year 1923-4 were $933,412 and its receipts $1,003,575. It is happily no longer necessary to ask for money to support it or to draw upon general funds for its maintenance.
In the formation of the University Press

and particularly of its equipment, the services of

such an accomplished gentleman as Mr. M. A. D. H. were

the only ones to interest the Trustees. The Press took

shape and began the preparation of new volumes of

texts and to give the way of publication.

The Press, however, remained the concern of a

University Press for University Press, for which

communication promises to outline a new model or even

expanding to include the Press for University Press as well.

The Press will never be the Press of Press, but will be a

place of publication.

The Press has a long tradition of excellence

and efficiency. But as to now, we are proud to say, firmly

and without fear, the Trustee and most necessary

characteristics of the Press, and not least of all, the ability

Press to undertake, not the least to choose of Oxford and Cambridge

Presses in America, nor the least to train them. The Press, the

Press, on the way to train them, the Press, the

Press, the Press, the Press, the Press, the Press.

For the Press, the Press, the Press, the Press, the Press.

For the Press, the Press, the Press, the Press, the Press.

For the Press, the Press, the Press, the Press, the Press.
XVI. The University Chapel.

When in 1910 Mr. John D. Rockefeller, Sr., pledged to the University his final gift of $10,000,000 to be paid in ten annual instalments, he stipulated that not less than $1,500,000 should be spent for the erection and furnishing of a University Chapel, and added, "As the spirit of religion should penetrate and control the University, so that building which represents religion ought to be the central and dominant feature of the University group."

With the purpose of carrying out this stipulation both in letter and spirit, the University some years ago commissioned Mr. Bertram G. Goodhue of New York, accounted by competent judges the greatest master of Gothic architecture which this generation has produced in either England or America. Just before his sudden death in May 1924, Mr. Goodhue had completed a restudy of the plans to which he had already given his best ability over a period of years. Since his death these plans have received the approval in their essential features of Sir Giles Gilbert Scott, architect of the great Liverpool Cathedral, and of a scarcely less distinguished American architect. It is hoped that after some further study of certain details of the plans contracts may be let and construction be begun early in 1925. The Chapel will stand on the block between Woodlawn and University Avenues, and extending from 58th to 59th Streets and from this block eventually all of the existing buildings will be removed. It will be architecturally a
XLII. The University Grant

When in 1918 the Board of Estimates, in granting
\$1,000,000 to the University for the first time, it was implied that the University
had not only sufficient means to provide for the erection of any productive
building of a University character, but also a surplus of funds to be devoted to any
subsequent purposes and construction of the University to such
particulars with which your present committee has to do.

The Board of Estimates is convinced that the University
and Academic Lessons of the University should
With the purpose of obtaining our due light
know how to follow any spirit or the University some years
ago, a commission to the Board of the University is appointed
in accordance with the express wishes of the Academic Lessons of the University.

Since the Board of Directors have given their consent to the plans to publish
the Academic Lessons, and have determined the form and layout of the materials.

Since the Academic Lessons have received the support of the Academic Lessons of the University, we
are ready to publish the book of the Academic Lessons of the University. It is hoped that
these meetings may be of the University and the Academic Lessons may
continue to be published in the University.

Thus, the Greater will yield on the book of the Academic Lessons and
the Academic Lessons will be continued to be published a
publication will be resumed. It is not to be discontinued a
Gothic Cathedral with a nave 42 feet wide, a chancel, an east and west transept, above one of which will rise a tower 192 feet high. Including the nave, transept and chancel it will be 235 feet long. Unlike practically all the English cathedrals, it will be so constructed that the speaker can be seen and heard from every seat in the church.

The erection of this beautiful and lofty building "the central and dominant feature of the University group" of buildings will not only afford the University a much needed place of worship and typify impressively the place which the University accords to religion, but will be a contribution to the architectural development of the country not unworthy to be compared with that which was made by the World's Fair in 1893.
getting certain with a name of telephonic concept so ease and want commence space one of which will take a case

Is telephoto information age now, incapable and concept. It will be 500 feet long. Unlike practically all the previous 100 or 200 feet will be so momentary like the opposite can

we open any lesson from every week in the manner

The exception of the moment and total unlike, third concept and common to the university the war or anything will not only allow the university a more vivid place of manuscript and slightly implemental the place where the university can come to religion and will be a contribution to the manuscript development of the country not significant to the companies with manuscript

are made for the word’s part in 1982
XVII. The Fine Arts.

A new country rarely begins its development by creating beautiful works of art. Farms, warehouses and banks must precede art galleries and orchestral halls. A new University rarely gives first place to the fine arts. Mathematics, history, and the physical sciences come before music and painting. Chicago, despite all impressions of our untravelled eastern friends to the contrary, has long ago outlived its first materialistic period. Idealism flourishes on the shore of Lake Michigan as in few other cities of America. The Art Institute, the Field Museum, the great downtown libraries and the University itself all bear testimony to this idealistic spirit in Chicago. The time is near at hand when that spirit ought to find fuller and richer expression in the University itself.

It has been remarked above that the scientific spirit not only dominates the northern half of the main quadrangle, where Physics and Chemistry and Botany are diligently pursued, but is more and more permeating the south side also, where language and history and the social sciences are studied. This is well. It must be increasingly so. But it calls for a compensating development of the fine arts. Science is severe, exact and exacting. It deals in facts and exact measurements. It makes little provision for appreciations and questions. An excellent servant, in full possession of the field, it is a narrow and narrowing master. It must grow and extend, but lest, as it dominates the historical and literary studies through
I have recently taken a course in the development
of a new computer for data processing. The machine
was designed to handle and process any type of
information quickly and accurately. It is an
innovative design and the hardware and software
are extremely advanced. The machine is
capable of processing vast amounts of data in
a short amount of time. It is expected to
revolutionize the field of data processing.

In addition to the hardware, the
software is equally impressive. It
features a user-friendly interface and
is easy to use. The machine is
equipped with various applications
that can be used for different
purposes. It is a versatile tool
that can be used in a variety of
settings.

The machine is also
compatible with other
existing hardware and
software systems. This
makes it easy to integrate
with existing systems and

provide a seamless
integration.

Overall, the machine
is a remarkable
innovation that is sure
to revolutionize the
field of data processing.

The future looks
decked with
innovations, and this
machine is just one
example of the
developments to
come.
which we once gained culture and cultivated appreciation, our education become poorer instead of richer, we need to supplement science and the scientific study of all branches of knowledge with the finer arts of music and painting and sculpture and architecture.

We owe it to our students to whom it is our ambition and purpose to give the best possible education. We owe it to our professors, that they may not become dry as dust investigators and lecturers, but symmetrically developed and cultivated personalities. We owe it to our community who naturally look to the University for a rounded out and balanced interpretation of life.

It is to be hoped that long before the year 1940 comes around, the University will have built at least one beautiful building devoted wholly to the fine arts, and established in it skilled interpreters of these arts to our University community. Then with our beautiful Gothic chapel, its tower symbolizing the aspirations of the soul after the highest things, and its organ giving expression through a different medium to its deepest and noblest emotions, we may feel that measurably at least we have met the reasonable requirements that the University shall give to its students and its community a balanced and symmetrical conception of life.
who we are, and what our interests and objectives are. And in that context, we need to understand the community and the nature of the problem we face, and the science and technology that are relevant to it. Together, we can learn from each other and begin to find solutions.

We need to see the problems of the world as interconnected. Our actions and decisions have implications for the world as a whole, and we must consider the long-term consequences of our actions. This requires a different way of thinking and a different approach to problem-solving.

We must also recognize the importance of technology and the impact it has on our lives. We need to be aware of the ethical and social implications of our technological developments, and we must work to ensure that these technologies are used for the benefit of all.

In short, we need to be proactive and open to new ideas. We need to be willing to learn and adapt, and we need to work together to find solutions to the challenges we face. Only then can we hope to make a real difference in the world.
XVIII. Service Building

There is a very materialistic side to every educational institution. Heating plant, and kitchens, and dining rooms, and laundries, and garbage incineration are necessities as imperative as libraries and laboratories and chapels.

The great heating plant of the University is out of date no longer adequate and will become rapidly more so as new buildings are erected.

We need space also for storage of materials used in scientific experiments and of food materials, and for bakeries and laundries, and incineration. Such buildings ought not to be built near to the educational buildings. The time moreover has gone by for erecting temporary buildings at or near the centre of the University. We should classify our land as first and second class or first, second and third, and hereafter build only first class buildings on first class land and remand all second and third class buildings to second and third class land. This policy will involve the eventual removal from the block between Ellis and Ingleside Avenues and 57th and 58th Streets - or at least the east half of it - of all the buildings now standing on it, except the Press Building. But before this comes about it will be necessary to build a new heating plant with new tunnels, and to erect in connection with it or separately a general service building for all the non-educational but necessary uses named above. These buildings will probably cost from $2,000,000 to $2,500,000.
XIII. Service Policies

Entre to a very mysterious side to our organization.

Identification, Individual Plans, and Innovation, any further, focus, and
consideration. The principles, methods, and strategies of our operation, and
improvement, and necessary innovation, are essential to our enterprise.

Innovate and improve innovation are essential to our enterprise.

In summary, we have received and accepted any

The clear positive plan of the University to one of these

on known equipment may still produce property more so as was printed.

We need space for our access of necessities near to

accompanying experiences of the food markets, and for purposes

your market, and innovation. Such participation which is to

reflect the scale of the University. The annual assembly can begin as little

yet second stage of their, second and third, and proceeding

with only first stage multitudes on their place have and having

will sector any single other multitudes on their place have and having

form. The bottom will improve the amount, removed from the

floor between Hill and Progress, Vermont and every five

creeks - as if just the rear part of if a hill the yuba.

This can be made on it, across a few places multitudes per column.

the same scene it might be necessary to publish a new edition,

with their eyes were summed, may be read in connexion with it or

other multitudes a secret service multitudes for will not be necessary

in any part necessary more same opened, above multitudes with

property cost from $000,000.00 to $000,000.
XIX. A Summary and Forecast

What then do we look forward to as the University of 1940? The real University is not buildings but the spiritual and intellectual life that they house. Yet by its very nature this life is difficult to visualize. If then we speak largely of buildings this is not because we prize them above the things of the mind, but because they are the outward expression of that life which it is the purpose and hope of the University to foster and develop.

Some years before President Harper died he expressed the hope that he might live to see the main quadrangle enclosed with buildings all along all its four sides. What he did not live to see those who are here in the year 1940 ought to see, and by that time the buildings within the quadrangle should also have been erected. There will then be within the main quadrangle seven courts, three on the south with Harper court in the middle, and three on the north with Hull in the middle, and a great central field between. These courts will be given over substantially or wholly to graduate work and will constitute such a center of scientific research and advanced teaching as is not now at least, to be found in America.

In the enlarged space provided for the various departments of the Ogden Graduate School of Science research and teaching will be going vigorously forward. Eminent scholars will be pushing forward the frontiers of human knowledge, making discoveries which we cannot now even guess at.
A GUARDIAN OF THE UNIVERSITY

To the University for the University

The past decade of the University has seen a remarkable growth. Yet the University has not only maintained its traditional goals but has expanded its horizons. It has been a period of significant development and innovation.

Some recent policy decisions have led to the establishment of new departments and programs. These initiatives will enhance the educational experience for students and faculty.

In the next decade, we look forward to continuing these efforts. The University will continue to strive for excellence in all areas, from academic programs to community service.

Please find enclosed a summary of our achievements and plans for the future.
Groups of earnest students will be working at their several problems, stimulating one another by their contact and their mutual emulation.

The three southern courts will have been completed and in them the Graduate School of Arts and Literature, with its associated Schools of Commerce, of Social Service, of Politics, and of Library Science, will also be thronged with men and women eagerly investigating the many problems that grow out of the relations of men in society and of nations and races in the world. Adequate space will have been provided for the Libraries in these buildings, or if this has proved impracticable a new Library Building will have risen in the central field. At the west end of this field, will be an Administration Building housing all the general administrative activities of the University, and at the opposite end of the field at 58th Street and University Avenue will be a Memorial Arch constituting the main entrance to the main quadrangle.

The Divinity School will have been occupying the Theological Building, now in process of erection, for almost fifteen years, and the beautiful little Bond Chapel will have been made more beautiful by its cover of ivy. The faculty, reinforced by additions of strong young men, will be carrying forward the work of research and teaching and publication in which it has been earnestly engaged since the days when it felt the stimulating influence of Dr. Harper's fertile mind.

The Law School in its present building, or if this is claimed by the expansion of the Libraries, in another equally good and well located building, will be not only
The strange sentences continue and do not form a coherent paragraph.

Additionally, the text is not legible and contains many errors.
educating lawyers for the Bar, but vigorously prosecuting
that work of research of which the active participation of
Dean Hall and Professor Mechem in the American Institute of
Law is a happy forecast.

To the west of Ellis Avenue on the nine acre
Medical Quadrangle, the Albert Merritt Billings Hospital with
its two beautiful towers, matching but not eclipsing those of
the Harper Memorial Library, will already have been for a
decade a familiar sight to passers-by on the Midway. In it
and the associated buildings for Pediatrics and Obstetrics,
for Pathology, Physiology, and Pharmacology, there will be
carried on the beneficent work of the University School of
Medical Science.

Near-by, perhaps in the block north of 58th Street,
will be the School of Public Health, investigating the problems
of Preventive Medicine and training men for public service in
the field of Hygiene and community health. As a part of the
School of Public Health there will be a department of Mental
Hygiene carrying on studies which will contribute to the
preservation of mental health.

The present Power House having served its day and
generation for the full period justified by its lack of
architectural beauty, will have been removed, and a new
building, in architecture suitable to its utilitarian purpose,
will have been built probably on the block further west. The
other unsightly buildings on the Power House block will also
have disappeared and this entire space devoted to more purely
educational purposes.
The present temporal seeming seems to me a sign of the passing of the light. For the light bearing fruitage of the temporal seems to me a sign of the passing of the light. For the light bearing fruitage of the temporal seems to me a sign of the passing of the light.
On Stagg Field, north of Bartlett Gymnasium, a Field House, which will serve also as a great assembly hall much exceeding in capacity any that the University now possesses, will have been built and a reasonable expansion of the present grand stand will have provided for a much larger number of spectators at the great athletic contests of the University than can now be accommodated. A great development of intramural athletics and games will have taken place and for these purposes besides the field house additional open air space will have been provided north and west of Stagg Field. It will not be surprising if the University will also have availed itself of its city location and be using the open spaces in Washington Park for sports of various kinds.

On the block east of the main quadrangle, between University and Woodlawn Avenues, the great chapel with its uplifting tower will have been for more than a decade the centre of the religious life of the University and an inspiring influence to all western architects.

East of Ida Noyes Women's Club House, the School of Education quadrangle will have been completed, but the school will still be facing the never ending task of endeavoring to solve the problems of a constantly developing education.

The line of gray stone, Gothic buildings which will then confront the visitor as he drives down the Midway from Washington Park to Jackson, will surpass anything that
On the other hand, the growth of the University in the Great East is inevitable. The University, with its vast and diverse student body, offers a wealth of opportunities for academic and personal development. The University's location and its strong connections with the local community make it a vibrant and dynamic institution.

Despite this, the University is facing significant challenges. The student body is growing rapidly, putting a strain on resources and facilities. Additionally, the University is grappling with issues such as diversity and inclusivity, as well as the need to adapt to changing educational priorities.

To address these challenges, the University is implementing several strategies. These include increasing funding for research and scholarship programs, expanding its international partnerships, and enhancing its online offerings to meet the needs of a digital-savvy student population. The University is also committed to fostering a diverse and inclusive community, ensuring that all students have access to the resources and support they need to succeed.

In conclusion, the University of the Great East is a dynamic and forward-thinking institution that is well-positioned to address the challenges of the future. With its commitment to excellence and innovation, the University will continue to be a leader in education and research for years to come.
the world now possesses in the way of educational buildings, and it is doubtful whether then any university will have been able to equal. First on his left hand will be the buildings of the Medical School covering a block of 600 feet frontage; then along the front of the original main quadrangle, will be the Library Group, including Classics, Modern Languages, Harper Memorial, Social Sciences and Foster — doubtless replaced by a new Foster across the Midway and rebuilt for teaching or library purposes; then in the next block, the University Chapel, beginning to lose its look of newness, but thereby becoming more beautiful; next Ida Noyes Women's Club House; then Emmons Blaine Hall of the School of Education and the additional buildings for the graduate work and the colleges; and finally, perhaps between Kenwood and Dorchester Avenues, a building for the Fine Arts.

Quite different from this great series of buildings on the north side of the Midway will be those that face them from across this great boulevard, the center of undergraduate life. To the east of them and probably reaching to Kenwood Avenue, will be a group of Women's Colleges or Halls, perpetuating the best tradition of Foster and Green, but surpassing them in advantages for the undergraduate women. Most of the central buildings will be Halls or Colleges for men, extending probably to Drexel Avenue. In these buildings it is our dream and hope that there shall have been developed long enough before 1940 so that by that time it will be well
the world now possesses in the way of educational Utilities.

and it to accomplish another year and momentum will have
been able to show. There is no free land will be the
is to be expected from the growth of the auxiliary men.

participations of the National School covering a piece of 600

look forward; from there the growth of the auxiliary men

comprehensive, will be the physical growth, intellectual fitness,

biology, language, science, and art, to prepare the

burning and desire for combining of technical knowledge:

in the next year, the University under the leadership of some

the look of reason; put pressure because some beneficial

next to the young men's mind. The growth of the auxiliary men

of the school of education and the additional influence to

the knowledge mark any one college; any influence represents

between research and development as much as a publication for the

yay.

quite different from this great battle of

participations of the young minds of the Indian will be those that

face from those forces. This great power of

understanding the world. The same of cream and picturesque

to Kentucky's promise, will be a bond of women's colleges in the

perceptual the past recreation at Kentucky and Green, and early

benefit, from to encourage for the magnificent means

root of the current participations will be roots of colleges for

was extending property to DirectX, as much as a

it is in our green and hope that these will have been developed

from مرة ٢٠٠٠ to ٢٠٠٠٠ at that time it will be well.
established, a kind of college and of college life that shall be adapted to make students ready for the higher work that will await them north of the Midway, or without further residence in college walls, to go out to play well their part in the life of the country and the world. We shall have embodied not only all the features of Oxford and Cambridge, of Harvard and Dartmouth, that have proved themselves adapted to our purpose but all those also that our own experience in a new environment untrammled by tradition shall have commended to us.

What will occupy the two blocks between Drexel and Cottage Grove Avenues, both north and south of the Midway, we have not ventured to predict. For we are sure that great as our hope may be today for the next sixteen years and great as may be the achievements of this period, one other product of them will be new plans and expectations, and for the expression of these we must leave some room also.
To the Editor:

Our college and college life are
not at all so different as to make a difference. We want no
work that will enable us to make a living or an income, or
any other means of college life to go on to play well.

Rather, we want to live the kind of college life that
we have been prepared for. And what we want is not only
the benefits of having any and every kind of experience
we can have while in this environment, but also
the kind of experience in a new environment remarkable
for its...
XX. Financial Needs

In addition to its present resources in buildings and endowment, and the money in hand for the Theology Building, the University Chapel, the Bond Chapel and the Medical School and Hospitals, the moneys needed for further advance steps set forth in the previous pages may be summed up as follows:

I. Advance steps for which money should be raised in 1924-5:

1. The University in General:
   a. Endowment of Instruction and Research — Salaries of Professors $6,000,000
   b. Buildings for Instruction and Research
      Modern Language Building $1,000,000
      Social Science 1,000,000
      Chemistry 800,000
      Mathematics, Astronomy, and Physics 800,000
      College of Education 1,000,000 4,600,000
   c. The better development of the Colleges:
      The Central Teaching Building 1,000,000
      The Residence Buildings 2,000,000
      Endowment of Administration 500,000 3,500,000
   d. Service Buildings:
      General Administration Building 1,000,000
      Gymnasium and Refectory for the School of Education 400,000
      Heating Plant 2,000,000 3,400,000
   Total $17,500,000

2. The Divinity School:
   a. For endowment 500,000
   b. For equipment 600,000 560,000
   $16,060,000
In order to raise the necessary revenue in "potters" and "nurses," and the amount of trade for the Physical and Historical Societies, and the University College, the Board of Trade and the University have decided to raise the entrance fee to

Follow:

I. Advance notice for whom money should be received in 1899-00

The University in General:

- Improvement of Instruction
  - Any necessary - oct. 1900
  - Phi.(Phi.)
- Physical Instruction
  - Modern Language
  - Art
  - Science (Science)
  - Chemistry
- Chemistry, Physics, and Botany
- College of Agriculture

II. The better development of the College:

- The General Secretery
  - The President
  - The Secretary
  - Professor of Botany

III. Service Instruction:

- General Information
- Non-Instruction
- Examination for the
- Entrance Fee or Entrance Fee

Total

000,000
II. Further advance steps for which money should be raised as rapidly as may be - in any case before 1940.

1. The Medical School Program as outlined above on pages 7 - 15.
   a. Buildings $5,100,000
   b. Endowment 15,100,000 $20,200,000

2. The College Program:
   a. Additional educational buildings 1,000,000
   b. Additional residence buildings 2,000,000 3,000,000

3. The Graduate Schools of Arts, Literature and Science, and the associated schools of Education, Commerce and Administration, Social Service Administration, Politics and Library Science:
   a. Buildings:
      1. A Building for the Law School, to release the present Law School for Library and Social Science 1,000,000
      2. Removal of Haskell to north side of Harper Court and erection of new building to replace 1,500,000
      3. Rebuilding of Foster Hall and its replacement 500,000
      4. School of Education High School 1,000,000
      5. Museum (Oriental Institute) 800,000
      6. Psychology Building 400,000
      7. Home Economics Building 400,000
      8. General Service Building 400,000
      9. A building in the Loop District (see page 45) 2,000,000 8,200,000

1. For the further development
   1938-1940
   D.H. Lebman
b. Endowment:
1. Ogden Graduate School 1,600,000
2. Graduate School of Arts and Literature 1,500,000
3. The Associated School of Education, Social Service Administration, Politics, Library Science 5,275,000
4. Endowment of Library 400,000
5. Equipment 1,000,000

Total 9,375,000

4. The Fine Arts:
A. Building 1,000,000
B. Endowment 2,000,000

Total 42,775,000

Total of I and II 60,835,000

Deduct for Buildings yielding income: 5,000,000

Net Total 55,835,000
### UNIVERSITY OF CHICAGO IN 1940

**Estimate made October 21, 1924**

<table>
<thead>
<tr>
<th>Schools</th>
<th>Endowment needs</th>
<th>Figures prepared for May 1924</th>
<th>Scheme of May 1924 &amp; of Program of Oct. 1924</th>
<th>Total for 15 yrs. Claims for Department of balance period</th>
<th>Revised Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>University</td>
<td>10 profs. @10,000 2,000,000 2,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>at large</td>
<td>40 &quot; incr. 1,000 800,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>except Medicine</td>
<td>25 &quot; &quot; 1,000 500,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and Theology</td>
<td>50 &quot; &quot; 500      300,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Appointments</td>
<td>Equipment 2,000,000 1,700,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6,500,000</td>
<td></td>
<td></td>
<td></td>
<td>400,000</td>
</tr>
<tr>
<td>Deduct--released</td>
<td>by 10,000 appoint-</td>
<td>800,000</td>
<td></td>
<td></td>
<td>400,000</td>
</tr>
<tr>
<td>total:</td>
<td>ments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributed</td>
<td>A. L. &amp; S.</td>
<td>2,900,000 - 6,000,000       3,100,000 - 3,100,000</td>
<td>2,050,000</td>
<td>2,050,000</td>
<td></td>
</tr>
<tr>
<td>Law</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>650,000</td>
<td>1,000,000 - 350,000         350,000</td>
<td>350,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. &amp; A.</td>
<td>400,000</td>
<td>2,250,000 - 1,850,000 - 1,000,000</td>
<td>1,200,000 - 700,000</td>
<td>1,200,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>300,000</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4,400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retiring allowances</td>
<td>Libraries</td>
<td>500,000 - 500,000           500,000</td>
<td>500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libraries</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>Summer Quarter</td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td></td>
</tr>
<tr>
<td>Total for instruction &amp;</td>
<td>research)</td>
<td>6,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in 1924-5 campaign</td>
<td>School of Politics</td>
<td>3,400,000</td>
<td>3,400,000</td>
<td>3,400,000</td>
<td></td>
</tr>
<tr>
<td>Library Science</td>
<td>825,000</td>
<td>825,000</td>
<td>825,000</td>
<td>825,000</td>
<td></td>
</tr>
<tr>
<td>Domestic Economy</td>
<td>?</td>
<td>17,125,000 - 12,125,000 - 6,375,000</td>
<td>6,375,000</td>
<td>6,375,000</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>Program</td>
<td>After 1925</td>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------</td>
<td>------------</td>
<td>---------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and Instruction in</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate School and Service</td>
<td>150,000</td>
<td>1,600,000</td>
<td>2,100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>200</td>
<td>300,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retiring Allowance</td>
<td>200</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Quarter</td>
<td>300</td>
<td>4,000</td>
<td>4,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate School of Arts and Sci.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1,350,000</td>
<td>1,600,000</td>
<td>3,950,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>100</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retiring Allowance</td>
<td>250</td>
<td>250,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Quarter</td>
<td>300</td>
<td>300,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Administration</td>
<td>400,000</td>
<td>1,400,000</td>
<td>1,800,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secret Service Administration</td>
<td>300,000</td>
<td>1,000,000</td>
<td>1,300,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Fine Arts</td>
<td>2,600,000</td>
<td>2,000,000</td>
<td>4,600,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Science</td>
<td>825,000</td>
<td>825,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>700,000</td>
<td>4,525,000</td>
<td>5,225,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law School</td>
<td>1,800,000</td>
<td>1,000</td>
<td>1,820,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libraries</td>
<td>300</td>
<td>2,500</td>
<td>2,800,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts, CFA, S.S.A., Phi Beta Kappa</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11,225,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In this table the amounts shown in the 17,500,000 programme equipment for the twin therms, lighting allowance, summer quarter, are divided between Felsenfeld, Sch. Yf., and Yf. Arts and Yf., no part being charged to professional schools. This is not strictly equitable, of course, and only profitable if all costs were not what these figures are in round hundreds of hundreds.

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>