A Confidential Statement

By

The President
THE UNIVERSITY OF CHICAGO IN 1940

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Introduction

In a bulletin put forth some months ago, the University expressed its own conception of its task in these words:

"The discovery and dissemination of the truth in every realm, the training of men in openness of mind and love of truth, the inculcation of right ideals, the development of personalities capable of the largest participation in the good of life and the largest service to society . . . "

The question that now requires answer, however, is, in the fulfillment of this general purpose, what is the task of the immediate future?

The answer, on which Trustees and Faculty have all practically agreed, is that the great task of the University in the next fifteen years is to bring all its work, in all departments and schools, up to the highest level of efficiency. More specifically the University will endeavor on the one hand to give to its students the best type of education which it can provide, and on the other hand, by research in every department, to make the largest and most valuable contributions of which it is capable to human knowledge - not least in the field of education, in which the University is
THE UNIVERSITY OF CHICAGO IN 1930

Introduction

In a university that today knows no bounds and is the Um-... variety of experience, the only consequence of the crack in these

words:

"The discovery of new knowledge and the expansion of the mind, the freedom of the individual, the development of the right ideas, the general, open and free presentation to the mind of life and of society."

The direction that now receives the strongest support is that in the fulfillment of this general purpose, what is the crack of the immediate future and the answer, on which Trustees and Faculty have all

pr轰sほとんどをeged to the great work of the University in the next fifteen years to the highest level of all. More specifically the University will endeavor on the one hand to give to its students the best type of science and the other hand, the best type of science to make the largest and more acceptable contributions of which it is capable to human knowledge - not

least in the field of education, in which the University is
constantly conducting both fundamental research and practical experiments. The adoption of this policy will inevitably involve an increase of faculty. It may attract a larger student body. It may even demand the addition of new departments or schools in order to provide a symmetrical education or to meet pressing needs of the community. Nor will the University of necessity resist such expansion. But its emphasis will all the time be on betterment rather than on bigness.

The keynotes of President Harper's administration were creation and organization, and the achievements of that period constitute an almost unequalled chapter in the history of American Education.

The main purposes of President Judson's administration were conservation and stability - the consolidation of the gains achieved and the establishment of the University on a firm foundation. For his work in this direction the University will always be deeply indebted to him. And it should be remembered that in his administration there was also a large increase of resources, and a notable growth in the number of students.

These two notable administrations have themselves prepared the way and created a demand for a period of which the key words shall be discovery and betterment - discovery of truth in every field, betterment of every phase of our work.
PART I. THE GRADUATE AND PROFESSIONAL SCHOOLS

Introductory: The Graduate Schools of Arts, Literature and Science

The interest of the University in all its departments is so great that one hesitates to assign preeminence to any one of them. Yet, if one inquires for that which has been the distinguished mark of the University of Chicago the answer must be found in the emphasis which it has always laid upon graduate work as carried on in its Graduate Schools of Arts, Literature, and Science.

The aim of these schools is twofold - first, research for the sake of the scientific discoveries which will thus be made, and secondly, the education of students in methods of research, with a view to their becoming discoverers themselves and teachers who will train others to follow in their footsteps.

It is the spirit of research, the eager and organized effort to enlarge the area of human knowledge, to replace guesses by certainties, to open new areas of knowledge, to organize data and extract from them new knowledge, that is the most characteristic work of the modern university. We shall still try to know what men of the past thought, because we appreciate that all increase of knowledge comes by an evolutionary process advancing stage by stage, but our emphasis will always be on the facts accurately observed, and our ultimate appeal will always be to them.

1. The Ogden Graduate School of Science

The various departments of the Ogden Graduate School
PART I. THE GRADUATE AND PROFESSIONAL SCHOOLS

Introduction to the Graduate Student of Arts, Interpreting and Rethinking

The purpose of the introductory to the graduate

To be great shop and pedestal to enter, a knowledge of only one

of them. Yet the introduction to their work has been the give-

framing work of the University of Chicago, the sooner we shall be

founded in the separate method of the Illinois. Let me ask you, then,

work as we shall to the Graduate School of Arts, Interpreting,

and Rethinking

The view of these separate in graduate - I should be

To the sake of the students' abilities, whatever will shine as

make any sensation, the association of good on our and in science of

speak, a view to their coming, we can see any

speech. With a view to their coming, section, we can see

science.

It is to the truths of research, we can see any

allows to entwine the view of inner knowledge, to transpose, genuine

by constitution, to open them views of knowledge, to organize gate

and extract from them new knowledge, that in the work of science-

we shall with it, to know

face the facts of the best. How can we apprehend that it in-

agreements of knowledge come as an automatic process, changing,

able to face, and man, experience with science, on the facts so-

completely apparent, and only in essence, opaque with science who

then.

The various departments of the Open Graduate School of
of Science have from the first been conducted in this spirit. The names of our faculty have stood high in the list of discoverers in their various fields, and the list of the discoveries made in our laboratories is a long one. Albert A. Michelson, Robert A. Millikan, Thomas C. Chamberlin, Julius Stieglitz, George E. Hale, John M. Coulter, E. Hastings Moore, Leonard E. Dickson, Howard Taylor Ricketts, to name only a few and to pass over many not less honorable, have given the University of Chicago an enviable standing in the scientific world.

But what we have achieved is but a stimulus and a challenge to still greater achievements in these two related fields, discovery and the education of men to be discoverers. Many interesting and promising investigations are now in progress, and there is literally no limit to the service that can be rendered to humanity by such a school as with men and means can be developed at Chicago. To render this service is the aim and purpose of this school.

Three things must be done to enable the University to meet its opportunities in this field. The first and second have to do with men. We must pay larger salaries to men of first-rate ability. We must add men here and there to departments at present inadequately staffed. The increased cost of living, the increasing sense of the value of scientific investigation to the world, and the consequent sharp competition among universities, and between the universities and the departments of research of industrial corporations, all combine
to make it impossible to develop and maintain strong departments of science without large increase of resources. The maintenance of an important department of a university, such as Physics or Chemistry calls for an annual expenditure larger in amount than would have been yielded by the sum which in 1890 was thought to be adequate to provide the whole institution as then planned with land, buildings and endowment.

In addition to receipts from students the University devotes to the Ogden Graduate School of Science the income of $6,500,000 of its endowment, aside from the value of the land and buildings.

Within the next fifteen years the income from at least $4,500,000 additional endowment will be needed for this school exclusive of the Medical School.

The third great need of the school is buildings. Chemistry still occupies the building which was erected for it in 1893. It was ample then, it is now so limited as to check all further development.

The Ryerson Physics Laboratory, built in 1893 and enlarged in 1913 houses not only the growing and important department of Physics, but Mathematics and Astronomy, exclusive of the work done at the Yerkes Astronomical Observatory. For these departments the space is entirely inadequate. A new building for Mathematics and Astronomy is needed immediately. The cost of these two buildings would be about $1,600,000.

Other departments which are greatly crowded for space will be relieved by the erection of the buildings for the Medical School.
In addition to increasing the number of its faculty, and in support of the other Graduate Schools of the University, the School of Economics and Political Science will be receiving a grant of $1,000,000 of the endowment, which from the value of the land

and facilities

which the School is now in the process of increasing, will be more than adequate to

face the expected increase in the student body.

The School of Economics and Political Science has made a concerted effort to attract the best students and to maintain the highest standards of instruction.

In the same year, it is also evident that the School of Economics and Political Science has made a significant contribution to the University and to the nation.
2. The Medical Schools

It is the definitely formed ambition of the University, as it believes it also to be its duty, to develop its medical work in such a way as to materially lift the level of medical education and medical practice in the United States. It has great reason to congratulate itself on the progress that has been made in that direction by reason of the fact that within the last year the plans which have been under consideration for a quarter of a century, looking to the development of a high-grade University School of Medicine, have been perfected, and are now definitely on the way toward realization in fact.

Rush Medical College is now an organic part of the University. The old Rush Medical building erected in 1875 has been torn down, and in its place the Rawson Medical and Surgical Laboratory of the University of Chicago is in process of erection. It is expected to be ready for occupancy by October, 1925, the work of the School meantime going on in the so-called Laboratory Building which has been put in shape for this purpose.

Simultaneously with this development on the West Side, plans for the Medical School on the South Side have been going rapidly forward. The University has set aside the two blocks between 58th and 59th Streets and between Ellis and Drexel Avenues, just west of its main quadrangle and facing the Midway, for the University School of Medicine. Ingleside Avenue has
If the scientific training necessary for the
researcher is to be the same as that for the teacher
in the field of education and the practice of science,
then the emphasis should be on the integration of
these two fields. The importance of the teacher's
role in the training of future educators cannot be
overemphasized. The teacher should not only
transmit knowledge but also instill the spirit of
inquiry and critical thinking.

In fact, the Hawaiian Higher Education Board
recently recommended the establishment of a
Center for Teacher Education, which will focus on
the development and training of future educators.

Simultaneously with the development of the new
education programs, the University of Hawaii has
been working on the extension of its facilities.

The new Science Building is under construction
and will house the College of Education. The
building will provide state-of-the-art laboratories
and research facilities, enabling students to
conduct cutting-edge research in various fields.

The University of Hawaii is committed to
promoting excellence in teaching and research,
and to preparing future educators who are
equipped to meet the challenges of the 21st century.
been vacated, the two blocks have been made into one. A tract 600 feet square, nine acres in extent, is thus devoted wholly to medicine.

On this tract there will be built in the near future—and it is hoped to break ground early in January, 1925—the Albert Merritt Billings Hospital, and buildings for the departments of Medicine, Surgery, Pathology, Physiology, and Physiological Chemistry. The present buildings on this nine-acre quadrangle are temporary in character and will gradually be removed as the medical quadrangle is developed. At an early day there should be erected buildings for Pediatrics, Obstetrics and Psychiatry, and later, laboratories and equipment should be provided for still other departments. The cost of the buildings immediately to be erected will be $4,000,000 to $4,500,000. These that will be called for later will probably cost a not less sum.

The University Medical School is organized within the Ogden Graduate School of Science. This unusual arrangement—a school within a school; a faculty within a faculty—is adopted for the purpose of emphasizing and insuring the thoroughly scientific character of the School. It will indeed be a professional school in the sense that it will offer to college graduates courses of instruction by which they can be prepared to obtain the M.D. degree, and be able to pass the State examinations, admitting them to practice in the several States of the Union. But it will do far more than simply prepare the student for this examination—it will aim to cultivate in him the spirit of research, with
A fresh attack of the cold began pushing me back into one
of Ohio State. College enrollment was slow, in excess of
freshmen, but not to the near future.

Dr. E. W. S. H. Miller, President of the University of
Minneapolis, suggested adding psychology and philosophy
as separate disciplines. The present offerings do not
merit separate departments.

The University of Minnesota School of Education was
organized within the

Ogden Graduate School of Education. The mission entailed
opening a school within a school within a faculty within a faculty, not
shorn. For the purpose of coordinating any incoming science
knowledge, an assistant of the school. It will tend to<br>

The University of Minnesota School of Education was
organized within the

Ogden Graduate School of Education. The mission entailed
opening a school within a school within a faculty within a faculty, not
shorn. For the purpose of coordinating any incoming science
knowledge, an assistant of the school. It will tend to<br>

the expectation that he will carry this spirit into his practice and deal with every patient as a problem to be solved by the best means at his command. It will offer a much larger number of courses than any single student will be expected to take, in order that each student, following the line of his major interest, may advance far enough in some line of study really to acquire scientific methods and not simply a body of facts to be remembered. It will encourage its professors to carry on research not simply for disciplinary purposes but with a view to making real contributions to knowledge, and will look for veritable and valuable results from their work.

The clinical work for the M.D. degree will continue for a time to be done at Rush Medical College, but when the buildings soon to be begun on the South Side, are completed, this work will be largely transferred to these new buildings. Meantime, the Rush Postgraduate School of Medicine will have been developed in the Rawson Building on the West Side. This also will be a School of Medical Science and Research, but will be limited to students who have already obtained an M.D. degree. Probably its student body will consist mainly of physicians who, having spent some years in practice, desire, by further study, laboratory and clinical work, to perfect themselves for general practice or in the treatment of some disease or to fit themselves to become specialists.

It is believed that these two Medical Schools, one on the University Quadrangles and one on the West Side, the former having the great advantage of close contact with the sciences
The efficiency of the M.D. degree will continue to improve as more and more people take a share in the development of the University. The new policy of the Board of Directors will have a significant effect on the progress of the University. The new curriculum will now be integrated with the main course offerings to provide a more comprehensive education. The University will make significant improvements in the areas of research and graduate studies. The new faculty will be composed of highly qualified individuals who will contribute to the intellectual and academic life of the University. The University will also expand its international programs and collaborations to enhance its reputation and impact. The University will continue to work towards the goal of excellence in all aspects of its operations.
fundamental to medicine, and the other profiting by its nearness to the great West Side hospitals, will admirably supplement one another. Both will aim to make solid contributions to medical knowledge and to the development of a thoroughly competent medical profession, and together they will constitute a centre of medical study with facilities scarcely to be surpassed, if indeed equalled in the world.

But not even these two together will realize the full ambition of the University. Not only does it desire to add to Surgery and Medicine, hospitals for and instruction in Pediatrics, Obstetrics, and Psychiatry, but it looks forward to an early development of a School of Public Health in which men shall be trained for important positions as Public Health Officers, and of a School of Mental Hygiene. Both these schools will probably be organized as the University Medical School will be, within the Ogden Graduate School of Science, and will aim not only to train practitioners in their respective fields, but by research to make steady contributions to the science that underlies the practice and ensures its efficiency.

In the development of the Department of Psychiatry, the University is assured of the cooperation of the Otho S. S. Sprague Memorial Institute, of which Professor H. Gideon Wells of the University faculty is the Director. The University has contracted with the Institute to furnish the land for a building for the Institute, to be located near the Billings Hospital, the Institute to provide the funds for the building, and the University and the Institute to cooperate in raising a considerable sum for endowment additional to that which it now possesses.
embarrassed if nobody wrote to the War Office.

But not even some two generations after the 1914-1918 war,

"embarrassed if nobody wrote to the War Office."

"not only does it seem to me to avoid

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Similar cooperation in the development of the work in Pediatrics and Obstetrics may perhaps be entered into with other institutions or corporations. By the contract with Rush Medical College entered into May 5th, 1924, and by other associated contracts, the University now maintains cooperative relations with the Children's Memorial Hospital, the Presbyterian Hospital, the Home for Destitute Crippled Children, the Country Home for Convalescent Children, the Central Free Dispensary.

In the work of its Medical Schools the University is now employing, or has in hand or pledged about $16,150,000.

To put into effect the plans now in hand, including the endowment of work for which buildings are about to be erected will require an addition of $7,000,000.

To develop the various departments of medicine and surgery, providing necessary hospitals, laboratories and endowment, thus creating such a centre for research and instruction in the prevention and cure of disease as the situation calls for and as the University would be glad to create will probably require from $10,000,000 to $15,000,000 more. The rate at which these developments take place will obviously be dependent upon the readiness of friends to provide the necessary funds.
Gather cooperation in the development of the work

in laboratories and operations may provide a source of income which
alter investments or cooperate in. No money was
enough in the 1960's and by 1970, about $700,000
Hepworth College entered into the equipment market.

With the Hepworth Research Hospital, the Sunshine
Hospital, the Home for Disabled Children, the General
Hospital, the Home for Convalescent Children, the General Free Dispensary.

In the work of the Hepworth Hospital we aim to

provide a service to women patients of all races and backgrounds.

The equipment will enable us to continue to
produce

and develop the various departments of medicine and
surgery, bringing necessary expertise, information, and
services.

To develop the various departments of medicine and
surgery, we must achieve a comprehensive range of services and information,

without any prejudice or discrimination. The range of services and information
will include a comprehensive range of services and information,

for any and all the University, and also to serve all the

public. The range of services and information
will include a comprehensive range of services and information,

and these developments will place with additional emphasis upon how

the resources of the Hospital to provide the necessary service.
peculiarly in the field of disease is prevention more effective than cure.

In 1891 there were 1997 deaths from typhoid fever in Chicago; in 1923, with a population more than doubled, there were only 56 deaths. At Crossett, Arkansas, in the year 1915, physicians made 2500 calls on malaria patients. In 1917, after the anti-malarial work of 1916, calls were reduced to 200. Smallpox, typhoid and cholera, once major dangers, have become almost negligible in civilized communities. Yellow fever and hookworm, already exterminated in large areas, are in a way to be banished from the earth. The service of a School of Public Health in the two fields of research and professional training would add incalculable values to human welfare, whether reckoned in life or in money.

There would be distinct advantage in organizing such a school coordinately with a great medical school. In numerous ways, such as in the assembling of vital statistics, the School of Public Health could well serve the Medical School. Further, the latter would enrich the former with its broad principles of research.
more effective than ever.

In 1907 there were 1000 cases of yellow fever in Cuba. A few years later in 1915, with a population more than doubled, there were only 2 deaths. Yet, 25 years after Pasteur made 3600 cases an almost negligible 5. Smaller box "chopping and graving" once major generators have become almost negligible in polling communities. Yellow fever and yellow fever education experienced a renaissance in the United States after the election of a School of Public Health in the late 1930s. Two ideas of research and preparation received much needed impetus. One was the answer to human welfare; the other, education in life of in women.

The money of this generous state was organizing under a

School constructed with a great medical school in Richmond, with a whole new life in the assembly of a vital assistance, the School of Public Health would receive the Medical School, which, in turn, would satisfy the needs of the School.
3. Other Schools in Connection with the
Ogden Graduate School of Science.

On the broad basis of the researches in the fundamental sciences which are conducted in the Ogden Graduate School of Science, the University desires to follow the precedent already set in the matter of Medical Science and to develop advanced work in other departments of Science which are intimately related to professional work. The University will not undertake to maintain trade schools; i.e., schools which aim to prepare men for the practice of a trade or of a profession on the basis of mere training in technique. It will, as far as possible, offer to the ablest men opportunity for that work in the fundamental sciences which will help them to become independent thinkers and creative leaders in their respective fields.

Among the fields in which the University, situated as it is in a great industrial centre, ought to offer special opportunities is Engineering in its various branches, especially electrical and chemical engineering. Until the University receives funds for a completely organized Graduate School of Engineering, a relatively moderate addition to the facilities which it ought in any case to provide in Mathematics, Physics, and Chemistry, would enable the University to make a real contribution at a point where it is very much needed and would be of great value to the community. The purpose of the University would not be to train technicians, but to prepare men for the places of largest responsibility, initiative and leadership. When such a school is organized it should be within the Ogden Graduate School of Science, as the Medical School already is.
8. Offer graduate school in connection with the
Oxygen Graduate School of Science.

On the basis of the recommendations in the Oxygen Graduate School of Sci-
ence, the University's desire to follow the progressive method of
in the matter of method, science and to develop advancing work in
other departments of science which are intrinsically related to the
lesses.

The University will not neglect to maintain
Leastes' work. The University will not neglect to maintain
these schools. I.e., schools which aim to prepare men for the pro-
ience of a tribe of a profession on the part of were training
of a tribe of a profession on the part of were training
in teaching. I will be an important, either to the report
new opportunity for their work in the fundamental sciences and
will help them to become independent thinkers and creative leade-
see in their respective fields.

Vendors. the fields in which the Universitv's efforts are
in a great international centre, want to offer society opportunities
in engineering in the various branches, especially electrical and
completely organize Engineering School of Engineering or Engineering.
Electric engineers which if not in any case to
make a real contribution to the Seattle's work. It should in any case to
move in the matter of science. Physics, and chemistry, mostly because the
University has made a real contribution to a point. Membership, the
many need and many of those need to the community.

Many schools of the University som are not to be found with
and leadership. When there a school in a position to make a wide
the Oxygen Graduate School of Science, as the Memorial School already at.
4. **The Graduate School of Arts and Literature.**

The University desires greatly to increase the effectiveness and the scope of its graduate work in the field comprehensively included under the term "humanities." The Graduate School of Arts and Literature in which these studies are pursued, like the Ogden Graduate School of Science, has had an honorable history and made an admirable record of achievement. From it a constant stream of men and women have gone out to fill important positions in the world of education and literature. The names of Harper, Breasted, Angell, Shorey, Tufts, Manly, Laughlin, Small, Dodd, and Goodspeed are well known for the work which they have done as members of our Faculty.

The departments that compose this School are at an interesting stage of their development. Their roots are much further back in the past than those of the physical and biological sciences. They furnished practically the whole not only of the mediaeval curriculum, but even of that of early modern times. Their business was mainly with the facts of history, with appreciations of literature, with the abstractions of philosophy. Science came in as an intruder and a rival, and the term was applied only to the study of the physical and the biological. A laboratory was at first *ipsa facto* a place for research or illustrative experiment in physics, chemistry, or biology. Even to this day the use of the term science in reference to studies in language, literature, or society is sometimes resented by those who wish to keep it to its earlier usage and application to the laboratory subjects.
The Graduate School at the University

The University Graduate School is the heart of the University, and the heart of the Graduate School is the "immediate," the Graduate School.

The Graduate School is an integral part of the University's educational system and plays a vital role in the development of students who are preparing for careers in their respective fields. The Graduate School offers a wide range of programs and courses, including both traditional and interdisciplinary programs, to meet the needs of students from diverse backgrounds. The Graduate School is committed to fostering a culture of scholarly inquiry, innovation, and collaboration, and to providing a supportive and inclusive environment for all students.

The Graduate School is also home to many of the University's faculty members, who are leaders in their fields and who are dedicated to advancing knowledge and preparing the next generation of scholars.

In conclusion, the Graduate School is an integral part of the University's mission and plays a crucial role in shaping the future of higher education and research. Its commitment to excellence and innovation makes it a place of learning and discovery, where students and faculty come together to probe the boundaries of knowledge and to develop new ideas and insights.

The Graduate School at the University is an essential part of the University's mission to provide a world-class education and to contribute to the advancement of knowledge and understanding in a wide range of fields. It is a place of excellence, innovation, and discovery, where students and faculty work together to push the boundaries of what is possible and to prepare the next generation of leaders for a world of constant change.
But it is becoming increasingly evident that the facts of human life in all its aspects are capable of a study substantially of the same character as that by which the earth and the heavens and the sea and their elements and inhabitants can be studied. The conviction, moreover, is growing that such study is an absolute necessity to human progress and welfare; that we cannot afford to know all about the stars and the fishes, the molecule and the atom, and only guess how men react to their environment and what types of human action make for betterment and which for disintegration of society; that it is fatal to go on improving explosives and machine guns and war-planes, and not to look acutely and thoroughly into the operation of the social institutions and agencies that men have devised to accomplish their ends.

The social studies of every type are therefore in the process of becoming sciences, not by slavishly imitating physics and chemistry, but by adapting their methods to the different kind of facts with which the social studies have to deal. The University of Chicago recently received a gift to pay the expense of testing the question whether Chicago could be used as a laboratory of Social Science, with the result that there remained no doubt that it is admirably adapted to this purpose and that very valuable results would be sure to follow the used scientific method in the study of the problems of human society.

This tendency, to deal with social phenomena scientifically, which has already greatly affected our work in these fields, is sure to continue and to work still further changes. There is indeed a serious danger that, carried too far, it will exclude entirely the
But it is becoming increasingly evident that the
facts of human life to all the senses are capable of a study
superficiality of the same character as that by which the
majority of men see and hear and feel elements and implications
can be acquired. The constitution of man's organism is shaped
such that it is possible necessity to human beings any matter;
that we cannot alter to know until we have the facts any object to
what sense and the forms, and only when you may look to your
environment and what thing of human sensation make for your
and what for gratification of society. It is to be least to go
in no important explorations and scientific ideas and new-learned, and not
to form society and a gratification into the operation of the society
institutions and measures that men have gained to accompany
their name.

The society permits of every type and generation to
the process of socializing conditions, not by the following
principles any opportunity for an adequate effort to the gift-
many kind of use with which the society entirely have to hear.
The universality of Chicago recently receiving a call to pay the ex-
therefore of realizing the desirement within Chicago could be seen as a
importance of social function with the results that there remaining
on concepts that it is absolutely essential to some purpose and their very
antithetical reason we may do more to follow the new scientific method

The tendency to gain the society by scientific positivism
writes the strangely electric affected our work in these things that are
to continue and to work still further advance. There is need of
nonsense cannot be, which are not to think it will examine entirely

element of appreciation and destroy the broader cultural values of the old Literae Humaniores. Such a result would be disastrous. Its possibility must be recognized and the result itself avoided. But no such precaution can stop, or ought to stop, the development and application of the scientific spirit in the realm of human life, individual and social. It is thoroughly accepted, in theory at least, in Education, Theology, Sociology, Economics, Commerce and Home Economics. It will not stop until it has dominated them and all the related subjects in fact as well as theory.

But this process is calling and is destined still further to call for enlargement of the faculty to provide specialists and investigators in the diverse lines of work which are opening up as the result of the fact that new discoveries constantly uncover new areas of the unknown which it is desirable to add to the known.
A sense of direction and control over the broader context
of the old Internet paradigm. How a sense might be gleaned
at the possibility of increasing and the sense of growth.

But no such direction can come about until we capture the
need and application of the collective drive to the realm of
new life, technology, and society. It is the economy of society,
which is the core of Internet, technology, and society.

Commerce and home economy. It will not just until if the home
reach will and will the collective interest in the sense of
technology and its collective effort to change and evolve.

But this process is collective and to changing technology.

One to call for enhancement of the family to produce specialties
and investments to the increase of labor into the realm of
work, which is the sphere of collective consciousness and
move none of the minor which it accessible to deal to the know.
5. A School of Politics

In one field in particular the demand for further organization of research and instruction seems especially pressing. This is the field of politics, statescraft, or statesmanship. We have long had professional schools of Theology, Medicine, Law, and more recently of Education and Commerce. These Schools are becoming increasingly schools of research as well as instruction and professional training. But we have never had in our own University a school of Politics, and it is doubtful whether any other American University has such a school thoroughly organized and equipped. Here in the centre of the Continent, the educational centre of a large part of the United States, there ought to be a thoroughly organized, manned and equipped School of Institute of Politics. Its relation to the Graduate School of Arts and Literature should doubtless be analogous to that of the School of Medical Science to the Ogden Graduate School of Science - a school within a school.

It should make researches into every phase of political life, municipal, state, national, international. It should add to our existing courses in Psychology, Sociology, Economics, History, and Political Science, adequate courses dealing with the many aspects of the political relations of men, and prepare students for practical service in city, state, and national government at home and for consular and diplomatic service abroad.

It will not, of course, profess to be able to make an accomplished statesman any more than the Divinity School can make a great preacher or theologian, or the Law School a great lawyer.
In an effort to participate the German for the future of

representation of society and instruction is to be regarded as an essential requirement.

The use of the term of "politics," "international," or "national," was

have been expressed by several of the "international" organizations. These sections of peace

more recently of information and commerce. These sections of peace

the international sections of peace as well as information and

peacekeeping agencies. Let us have never laid to come as a future of

with a school of politics and it is of importance to note that

American universities and many a foreign university organize an annual

disciplinary, the center of the United States. These are likely to be a

center of a large part of the United States. The center of a future

Commentary on the Graduate School of Arts and Sciences

"the relation to the Graduate School of Arts and Sciences of

sense to the Graduate School of Science a school within

a school"

It should make reservations into any name of politics.

the university, where facts, information. It should not be

can exist in the sense of "politics," "international," "national,"

and political science. Instead, science with the name as-

become the political science of men and women and their

become the political science of men and women and their

and for German and American sections abroad.

It will not be possible to do one's own

sociopolitical sections and more plan the "international" section can make

a great impact on the political, or if we can support a great impact
or judge. But it should and could offer him the opportunity to gain a preparation to serve the state, comparable to that which the Medical School and the Law School offer to those who seek to practice medicine or law. It should include clinical work in its requirements, and aim to make not a mere scholar but a practical and patriotic public servant.

In addition to its work in preparing men for public service, the School of Politics should offer to students who are not expecting to enter politics as a profession opportunities to gain such a knowledge of the political situation and of the political principles as would dispose him to accept the responsibilities of citizenship and a sufficient training in practical politics to enable them to meet these responsibilities effectively.

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To the foregoing statements of the needs of the Graduate School of Arts and Literature including the possible development within it of a School of Politics, it must be added that the University is sorely in need of more space in order to do its work effectively. The provision for this space, however, is closely associated with the problem of the Libraries and will be considered under that head.
In addition to the work in preparing men for public service, the School of Politics aims also to advance the economic welfare of the nation by providing opportunities to earn a knowledge of the policies of the American people and to develop a candidate for public office. The School also aims to provide a course in public administration for those planning to enter the field of public administration.

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To the foregoing statements of the needs of the Graduate School of Arts and the School of Law, it must be added that the University is moving in the same direction in order to do work of the same general character in the preparation for the profession of the law. This expansion will be connected with the preparation of the profession of the law.
5. **An Institute of American History**

In one field in particular the demand for further organization of research and instruction seems especially pressing. This is the field of American history. Source material in the private and public libraries of Europe bearing upon the development of American life, calls for location, purchase, or transcription. Thousands of documents in the humble collections of American homes and elsewhere, need to be saved from careless destruction. Especially true is this of the middle and farther West, the history of which has scarcely been approached for lack of documentary material.

An Institute of American History is therefore proposed. Through additions to the present teaching staff, and the possible interchange of professors from other American universities, many new courses could be made available, bearing upon all phases of American life - political, economic, social, and religious. Resident Fellowships could be provided for research students using the extensive libraries of our own campus and others in and about Chicago. Traveling Fellowships would enable research students to utilize historical sources wherever accessible. Correspondence could be conducted looking toward the locating of historical materials, and the encouragement in homes and communities of a careful preservation of everything historically valuable. Funds should be available for the purchase of books and the transcription of such as cannot be purchased. Literature in popular form could be issued.
In one line to present the general tone for further explanation or background knowledge and the relationship to the topics mentioned above. Some material in this line is to be left at the end of the American period. Some material in the paragraphs may be repeated. Knowledge of American life, culture, society, and politics is necessary to fully understand the implications of these paragraphs. Knowledge of the middle and lower classes is important to understand the American economy and political system, and to comprehend the consequences of economic, political, and social changes in the United States.

An instance of American history is presented below.

The importance of these concepts will be expanded upon later. The concept of a "people's" society is critically important to understanding the foundation of the American political and economic system. The role of the people in the economy and society is crucial to understanding the American political system. The importance of a "people's" society extends to the broader implications of American history and the role of the people in shaping the future of the country.

The concept of "people's" society is closely related to the idea of a "people's" government. The concept of "people's" government is based on the premise that the government should represent the interests of the people. This is in contrast to the concept of a "government's" society, where the government represents the interests of a specific group or class.

The concept of "people's" government is important to understanding the role of the government in the economy and society. The government's role in the economy and society is crucial to understanding the implications of the "people's" society concept.

The concept of "people's" government is closely related to the idea of "people's" economy. The concept of "people's" economy is based on the premise that the economy should represent the interests of the people. This is in contrast to the concept of a "government's" economy, where the economy represents the interests of a specific group or class.

The concept of "people's" economy is important to understanding the role of the economy in the society. The economy's role in the society is crucial to understanding the implications of the "people's" government concept.
setting forth from time to time the most vital contributions being made to the knowledge of our national history. Other educational institutions would be encouraged to make the fullest possible use of the facilities offered by this Institute. It would be designed to become a national institution, functioning in its sphere somewhat as does the Congressional Library at Washington. Its activities would center about a building to be erected on the Midway, immediately adjoining on the east the Harper Memorial Library.

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To the foregoing statements of the needs of the Graduate School of Arts and Literature including the possible development within it of an Institute of American History, it must be added that the University is sorely in need of more space in order to do its work effectively. The provision for this space, however, is closely associated with the problem of the Libraries and will be considered under that head.
To the Foregoing are annexed the maps of the
Graduate School of Arts and Sciences including the botanical
development articles of an Institute of American History. It
was of high value for the University to secure in early 1906 the
space in order to do the work adequately. The botanical
workhouse was opened to assist Needleborough
The Company and will be continued under that head.
6. The School of Commerce and Administration

That business administration is susceptible of scientific study, and that by such study it may become more effective and more contributory to the general welfare of the community, may now be regarded as established by the facts of experience. In this field of legitimate University activity, the University of Chicago has taken an honorable part, and desires still further to increase its usefulness.

No one can predict the remote future or formulate a policy for it, but in the endeavor to render the best service in the immediate future, the School of Commerce and Administration will not undertake to be a trade school, fitting men for business by teaching them a standardized technique. It will continue to emphasize broad education for business administration rather than narrow training, and to build its instruction in the various aspects of business on a broad understanding of the relations of men in society.

In the immediate future, both the undergraduate and the graduate divisions of the work should be strengthened. The undergraduate division will endeavor to give to each of its students the best possible education with reference both to his broad interests as a man and a citizen and to his special career in life. But it will also participate in one of the great educational experiments of the day by helping to work out a better coordination with our secondary education, by aiding in the enriching of the curriculum of the secondary schools, and in rounding out the curriculum which it has or-
The School of Commerce and Administration

The purpose of administration is not merely to make the work of others easier or more efficient. An administrator, instead, should be a guide and a partner to the problems faced by the individuals who are responsible for the work. The administrator must be able to anticipate future trends and manage the organization to meet them. In this way, the administrator can help to ensure the success of the organization.

The University of Chicago has taken on a prominent role in this effort. It has provided leadership in the area of business administration and has helped to shape the future of the field. The University's program in business administration is one of the most respected in the country and has produced many successful administrators.

In the immediate future, the School of Commerce and Administration will continue to expand its programs and to recruit new students. The School will also continue to support research and to provide opportunities for students to gain practical experience.

In the immediate future, both the administration and the students of the School of Commerce and Administration will be called upon to respond to the challenges of the new century. The School will continue to provide the leadership and the expertise that are necessary to meet these challenges.

The School of Commerce and Administration is committed to excellence in education and to the development of leaders who will make a difference in the world. It is dedicated to the belief that education is a lifelong process and that every individual has the potential to achieve greatness.

The School of Commerce and Administration is a dynamic and innovative institution that is well-positioned to meet the challenges of the future. It is a place where students can learn, grow, and achieve their dreams.
ganized in terms of the great functions performed in business rather than in terms of technical operations. In this, as in other fields, the service of the University lies in blazing new trails, in scientific experimentation, in broad education for positions of responsible leadership in society.

The opportunity for service on the part of the graduate division of the school is equally clear. Business research, development of research workers, development of instructors in the field of business education, and development of materials of instruction are all pressingly needed. As is true of other divisions of the University, this graduate work is conducted under the control of the Graduate Faculties of Arts, Literature and Science.

This outline of the service that should be rendered in the immediate future calls for large additional resources. The building now occupied by the School must eventually be removed to make place for the chapel group. When that takes place, a new building will be needed for the School. The need of endowment is discussed (below) under section 9, on page 25.
necessary to ensure the greatest improvement in business
rather than in terms of academic operations. It is also in
order to provide the service of the University, to foster
new talent in scientific experimentation to expand education
for positions of responsible leadership in society.

The opportunity for service on the part of the
Faculty Division of the School in activities other than
research, development of research workers, development of in-
stitutions in the field of business education, and development
activities in the field of business administration and management.
As is the case of other divisions of the University, the Graduate School
is conducted under the control of the Graduate Faculty of
Arts, Literature, and Sciences.

This outline of the services that should be rendered
in the immediate future calls for large additional resources.
The problem now confronting the School must essentially be
remedied to make places for the ablest group. When that takes
place, a new beginning will be needed for the School.

The need of encouragement in business (p. 9) under section 9, on page 6.
7. The Graduate School of Social Service Administration

The Graduate School of Social Service Administration is one of the more recent additions to the Schools of the University, and has not received that endowment which its value to the University and the Community merits. It is the result of a fusion of the Chicago School of Civics and Philanthropy (founded in 1901 as a part of the Extension Division of the University but operating on an independent basis 1906-1920) with the former philanthropic service division of the School of Commerce and Administration. The original arrangement was for a five year term, but some months ago the Board of Trustees of the University voted to make the work a permanent part of our educational enterprise.

The very name of the school, containing the word "graduate", shows that this branch of our work is being conducted in accordance with the long accepted policy of the University. It is a graduate professional school and not a technical training school. It gives a broad professional education to those who wish to qualify for positions of leadership in our great public and private philanthropic agencies. Such a school can do its work effectively only in a University setting where the cooperation of the basic social sciences may be secured. In our own organization, this cooperation is assured by having the Degree of Doctor of Philosophy in this field granted by the Faculties of the Graduate School of Arts, Literature and Science.

There can be no question of the need of such work in the educational program of our day. Arnold Toynbee has well said, "to make benevolence scientific is the problem of the pres-