RULES AND REGULATIONS

I. ORGANIZATION AND OFFICERS

1. The University Libraries are under the general charge of a Director, who is appointed by the Board of Trustees from the members of the University Faculties and who is, under the President, the chief executive officer of the Libraries.

2. The Associate Director is, under the President and Director, the chief executive officer in all the internal affairs of the Libraries, and acts for the Director in the absence of the latter.

3. Other Library officers are (a) The Library Advisers; (b) The Heads of the administrative departments of the Libraries, or Assistants in charge; (c) Librarians of the University Libraries, or Assistants in charge.

4. A Library Adviser is appointed for each department or group of departments by the President on recommendation of the department or departments concerned. The Director appoints a Library Adviser for the General Library.

Heads of the administrative departments are nominated to the President by the Director; Officers of the Departmental Libraries are nominated
to the President by the concurrent action of the Director and the Library Adviser of the department or departments concerned. Other members of the staff are appointed by the Director, or by him nominated to the President.

5. The Libraries of the University include:
   a) The General Library;
   b) The Departmental Libraries;
   c) The House Libraries.

They constitute the University Libraries under the general administration of the Director.

6. Departmental Libraries are formed and maintained under the following conditions:
   a) The Departmental Libraries severally contain books specially needed in connection with the work of investigation and instruction of a particular department, group of departments, school, or college of the University. In case of difference of opinion the field of each Departmental Library is defined by the Library Board. Libraries which require books outside their special field use the General Library or other Departmental Libraries and do not attempt the development of a general library. The collections of such libraries are confined to the subjects determined upon, and such reference books as are
needed frequently enough to warrant their duplication. Any Departmental Library may borrow books from the General Library and from other Departmental Libraries as needed.

b) The books are placed in a single room, or connecting rooms with a single common entrance.

c) A common author catalogue and, when practicable, a subject catalogue is made. Books are, so far as possible, catalogued and classified according to the system adopted for the University Libraries in 1911.

d) An Adviser for each library is appointed by the President in consultation with the departments concerned.

e) The Library Adviser of a Departmental Library representing a school or group of departments is ex-officio a member of the Board of Libraries.

f) No Departmental Library changes its location without the permission of the Director.

g) Departmental Libraries are subject to the general rules of the Libraries. Special rules proposed for any Departmental Library by the departments concerned are reported to the Board of Libraries through the Director for approval by the Board. In the intervals
between the meetings of the Board of Libraries such rules may be authorized by the Director.

h) The Library Adviser is the representative of the department or departments concerned in all relations to the Departmental Librarian or attendant, and is the adviser of the Director in all matters pertaining to the administration of the Departmental Library.

7. Departmental Libraries have been authorized and established for the following schools, groups, and departments:

a) The Divinity School (Oriental Languages and Literatures, New Testament and Early Christian Literature, Church History, Systematic Theology, Practical Theology, Comparative Religion);

b) The School of Education;

c) The Law School;

d) Philosophy;

e) Psychology;

f) The History and Social Science Group (Political Economy, Political Science, History, Sociology, Anthropology, Household Administration, Commerce and Administration);

g) The Classical Group (Sanskrit and Comparative Philology, Greek, Latin, History of Art);
h) The Modern Language Group (Romance, Germanic, English);
i) Mathematics and Astronomy (at the University);
j) Astronomy (at the Yerkes Observatory);
k) Physics;
l) Chemistry;
m) Geology, Geography, and Paleontology;
n) The Biological Group (Zoology, Anatomy, Physiology, Physiological Chemistry, Botany, Pathology, Bacteriology);
o) Public Speaking.

8. The Administrative Departments of the Libraries are three:

a) The Acquisition Department has charge of the acquisition of books and other publications for the Libraries of the University, whether by purchase, exchange, or gift; also of binding, and of the purchase of equipment and supplies.

b) The Cataloguing Department catalogues and classifies the books and other publications possessed or acquired by the University Libraries.

c) The Readers’ Department is charged with the execution of all regulations relating to the use and circulation of books, and is responsible for the physical care of the books and other similar possessions of the Libraries.
II. ACQUISITION OF BOOKS

9. Orders for the purchase of books are signed
   a) in the case of the Departmental Libraries by a member of each department appointed by the department or by the head of the department;
   b) in the case of the General Library by a person appointed by the Director.

10. Orders for books are in effect requisitions; they are approved by the Director of the Libraries, who in this matter acts as the deputy of the Committee on Expenditures of the Board of Trustees.

11. An order for a duplicate of a book already owned by the Libraries is returned to the person with whom it originated with information to this effect, and is taken up by the Director for approval only on information from the department that a duplicate is desired.

12. The Director refers to the Board of Libraries orders for duplicates of extensive collections of books, and other orders the filling of which is in his judgment of doubtful wisdom.

13. The Acquisition Department immediately notifies the proper departmental officer in case the funds on hand in the department are not sufficient to cover an order for books.

14. All books in all libraries of the University are the property of the University and belong to the
University Libraries. Books acquired by gift or exchange are assigned by the Director to the General Library or to a Departmental Library, subject, in the case of gifts, to the conditions under which they have been accepted from the donor. Appeal may be made from the decision of the Director to the Board of Libraries.

15. a) All books belonging to the Libraries are as far as practicable located where they are likely to be of most service, whether in the General Library or in a Departmental Library.

b) Books of interest to several departments, by whatever department recommended or to whatever account charged, are assigned by the Director to the General Library or other library in which it is judged that they will be of the greatest service. The department that has recommended the purchase is notified of the location of the book, provided it is assigned to another library. When catalogued, a printed or multigraphed card is supplied for the library of the department which has recommended the purchase. In no case of such diversion of a new book to a library other than the one from which the order came is the cost of the book charged against the appropriation of the department.
originally ordering it, unless by agreement of that department.

c) The first or only set of a given periodical, or of the reports, proceedings, or transactions of a society, institution, or government office, is not in general divided between libraries, but, after consultation with the libraries concerned, assigned as a whole to that library in which it is judged that it will be of the greatest service. In cases in which broken sets already exist, the Director has authority to locate them in the General Library or other library in which they are likely to be of the greatest service. Appeal from the Director's decision may be made to the Board of Libraries.

d) Duplicates may be located in different libraries according to need. Different editions of the same book, different lives of the same individual, etc., are as far as possible shelved together. Only in special cases to be decided by the Director may lives of the same person or different editions of the same book be separated.

e) Books no longer needed in a Departmental Library are returned to the General Library.

f) Books are temporarily transferred from one library to another on agreement of the repre-
sentatives of the libraries immediately concerned, and approval by the Director, and charged as in the case of other loans. Permanent transfers are made through the Acquisition Department and record of them kept by that department, the catalogue and shelf-list records being changed by the Cataloguing Department.

16. The Acquisition Department keeps a list of libraries and other institutions to which the various official publications of the University, including dissertations, are regularly sent, and receives recommendations and instruction with reference to changes in this list.

17. The Acquisition Department keeps a record of all books and periodicals received by exchange and given in exchange, and co-operates with the Press in arranging for exchanges. All proposals for exchange of University publications for publications to be received by the Libraries are reported to the Acquisition Department before the arrangement is consummated.

III. BINDING OF BOOKS

18. Binding orders for books in Departmental Libraries outside the General Library Building, including volumes of periodicals, are prepared by
the Departmental Library concerned, and are submitted with the book to the Acquisition Department; other binding orders are prepared by the Acquisition Department. Suggestions for binding may originate with any officer of the Libraries or of the department concerned.

19. Binding orders are in effect requisitions and are, as in the case of book orders, subject to the approval of the Director.

IV. USE OF THE LIBRARIES BY READERS

CLASSES OF LIBRARIES WITH RESPECT TO USE

20. The General Library is a reference and circulating library.

21. The Departmental Libraries are reference and research libraries designed primarily for the use of the members of the Faculties and of students doing advanced work. (For certain exceptions see 29.)

THE USE OF BOOKS IN THE LIBRARIES

22. The Reading-Room of the General Library and that of the Library of the School of Education are open to

a) All members of the University;

b) Former members of the Faculties and former students of the University.
So far as the limits of space permit they are also open to

c) Members of other educational institutions in the vicinity, and residents of Chicago engaged in serious study;

d) Scholars visiting Chicago;

e) Employees of the University.

23. The Departmental Libraries are open, as reference libraries, to members of the Faculties of the University, to Trustees and administrative officers, and to students pursuing advanced studies in any department. Other persons of the classes named in 22 make use of them if permitted by the regulations of a particular library, or in special cases are granted the privilege by the Director or, in respect to a given Library, by the Adviser of that Library.

24. Any person making use of the Libraries may be called upon to register his name, residence, and occupation.

25. Marking or mutilation of books or other publications is forbidden.

THE CIRCULATION OF BOOKS: GENERAL RULES

26. No book, map, manuscript, periodical, pamphlet, print, or other article is taken from any Library, by any person, unless record of withdrawal is made at the time. Any person drawing a book
from the Libraries or having it charged against him for use in the Library is responsible for it until it has been returned to the attendant and due record of such return has been made.

27. General encyclopedias, dictionaries, and such other books as the Libraries deem necessary to withdraw from outside circulation are used in the Library only.

28. Unbound numbers of periodicals are used in the Library only, but other numbers than the last may be drawn for overnight use. Exceptions to this rule are made by departmental rules subject to the approval of the Board of Libraries. Bound volumes and duplicate copies of periodicals are subject to the general rules for bound books.

THE CIRCULATION OF BOOKS IN THE UNIVERSITY

29. Subject to the rules respecting circulation and the general regulations of the Libraries, members of the University (including Trustees, administrative officers, members of the Faculties, and registered students) and employees of the University have the privilege of drawing books from the General Library and the Libraries of the School of Education, the Divinity School, and the Classical Group, for use outside of the Libraries. Books belonging to other Departmental Libraries are
reserved for use in the Library, or circulate under the following rules (30–37).

30. No person not a member of the Board of Trustees or of the Faculties may hold on loan from any Circulating Library more than three volumes at one time, nor may the total number drawn and not returned at any time exceed six volumes from all Libraries of the University. This limitation does not apply to books drawn on Faculty order. In exceptional cases a student engaged in research may be allowed to exceed this number at the discretion of the officer in charge. For rules governing privileges of Fellows and advanced students see 35–36.

31. In respect to circulation, books are of four classes:

A. General encyclopedias, dictionaries, and various other books are reserved for use in the Library only.

B. Certain other books, retaining their regular place on the open shelves or in the stacks, are reserved for use in the Library during Library hours, but are loaned for home use overnight.

C. Books temporarily withdrawn from their regular place on the shelves and reserved for use in connection with particular courses of instruction are given out for limited
periods for use during Library hours, and are loaned for home use overnight.

D. Books not falling under any of the above classes are given out for home use at any hour.

The General Library has books of all four classes. Departmental Libraries assign their books to any one or more of the classes, as is deemed best.

32. Books of classes B, C, and D are drawn by students and other persons having like privileges, under the following rules:

a) In the Library of the School of Education and in those Departmental Libraries not open after 6:00 p.m. reserved books (classes B and C) are given out at 5:00 p.m.

b) In the General Library and in Departmental Libraries open in the evening (except the School of Education Library) reserved books (classes B and C) are given out at 9:00 p.m.; provided, however, that of books of which there are several copies all copies not required for evening use in the Library may be given out after 5:00 p.m., and that in Departmental Libraries having no books open to general circulation (class D) reserved books (class B) may be given out at 5:00 p.m.

c) All books loaned for overnight use are returned the following morning within ten min-
utes after the close of the first lecture period, Sundays and holidays not being reckoned.

d) Books open to general circulation (class D) may be drawn for two weeks. Any book so drawn is subject to immediate recall if needed in the Library for purposes of research.

33. The loan of books open to general circulation (class D) may not be renewed in any of the Libraries having such circulation, but extension of the period of loan may be granted.

a) In the General Library, by the assistant in charge of circulation.

b) In a Departmental Library, by the assistant in charge of the Library on approval of the Library Adviser.

In special cases the recommendation of the professor under whom the student is working may be required.

34. Trustees of the University and members of the Faculties have the privilege of drawing books of Class D (see Rule 31) from any of the libraries having such books and retaining them until the end of the current quarter. Books so drawn may be once renewed at the end of the quarter for another quarter, if not required by others having the same privilege; but another application for the book has prior claim over that of the person who has held it for 30 days. Anyone desiring to use in the Library a
book drawn out by an instructor notifies the officer in charge, who may then request the immediate return of the book to the Library. Near the end of each quarter each person drawing books under this rule receives a list of books charged to him, returns those drawn in a previous quarter, and either returns or renews those drawn in the current quarter. Books drawn after the sending of the notice are counted on the new quarter.

In this and the following rules the Autumn Quarter is understood to include the vacations in September and December, and the Winter Quarter to include the vacation in March.

35. Fellows have the privilege of drawing from their Departmental Library and from the General Library books open to circulation and of retaining them till the end of the current quarter. A book needed by another applicant may be recalled by the officer in charge. Each Fellow receives near the close of the quarter a list of books charged to him and returns the books before the end of the quarter. No book so returned can be redrawn by the same person till after three days. Books drawn after the quarterly notice are counted on the new quarter. The same privilege granted to Fellows in the drawing of books is extended to other resident students engaged in the preparation of theses or other research work of a similar advanced char-
acter at the option of the department concerned. A list of all students to whom this privilege is granted is kept where it may at any time be consulted by the Library attendants in the Departmental Library concerned.

36. On the recommendation of a head of a department of instruction a limited number of advanced students may be assigned special desks in the Departmental Reading-Rooms. Such students may draw books open to circulation under the following regulations:

a) All books so drawn must be charged at the Delivery Desk of the Library from which they are drawn (in Harper, W31) and retained at the desk assigned to the student at all hours at which the Library is open.

b) All books so drawn must be returned on or before the last day of each quarter.

37. A member of the Faculties may grant permission to draw books in his name from any Departmental Library whose rules do not forbid it on the following conditions:

a) Such permission must be in writing over the autograph signature of the person granting it.

b) Such permission is only for the particular book and person named, and is not operative against the rules of a particular Library; it does not apply to reference books (class A).
c) The instructor granting such permission is personally liable in case the book is lost or injured.

d) The time limit on such permission is two weeks unless otherwise stated by the instructor, and in no case extends beyond the end of the quarter in which it is drawn unless drawn in the last ten days of a quarter.

e) The authority to issue such permission does not belong to the Fellows.

f) Extension of loan may be granted at the end of the period named under the conditions stated in the previous sections of this rule and in rule 33, due regard being had for the claims of other applicants. No book drawn under this rule may be retained beyond the end of the quarter in which it is drawn, or be redrawn by the same person within three days.

g) Any Departmental Library may, after consultation with the Director of the Libraries and approval by the Board of Libraries, curtail the privileges herein stated or shorten the periods named, but may not lengthen them.

38. Books may be withdrawn from Departmental Libraries for permanent keeping in laboratories or museums only when there are other copies retained in the Departmental Library. Such duplicates are removed to a laboratory or museum room
only when a locked case is there provided for shelving them. They are under the supervision of the instructor who has charge of the room, or someone designated by him, who also keeps the keys to the case. They are inspected regularly by the Head of the Readers' Department and the Departmental Librarian or Library Adviser. Such books are not withdrawn except upon written permission of the instructor in charge. Access to them is not denied to other instructors in any department.

39. Keys to a library room are given out only on the written order of the Library Adviser of the Library concerned, or other designated representative of the department concerned. In every case a record is kept of the name and address of the person to whom a key is issued. Such keys may be recalled at any time. No person to whom a key has been given shall lend his key or admit others to the Library with it.

CIRCULATION OF BOOKS AMONG PERSONS NOT MEMBERS OF THE UNIVERSITY

40. On recommendation of a member of the University, and payment to the Cashier's Office of a library fee of $2.50 a quarter (or, on recommendation of a Dean or Head of a department of instruction of the University indorsed by the Director of
the Libraries, without fee), residents of Chicago, non-resident or visiting scholars, alumni, non-resident and former students of the University receive cards entitling the receiver to the privilege of drawing books from the General Library and other Libraries which permit general circulation (see 29), subject to the rules applicable to students of the University. Persons holding such cards are further granted the privilege of using the Departmental Libraries (subject to the rules of those Libraries) by authority of the Director, or, in respect to a given Library, by the Adviser of that Library. Cards issued without fee expire at the end of the quarter, but are subject to extension or renewal by the Director.

41. To scholars visiting Chicago complimentary cards, good for four weeks, are issued at the discretion of the Director. To members of the faculties of educational institutions in Chicago such cards may be issued good for one year.

42. The School of Education Library issues to teachers in the public schools of Chicago complimentary cards, giving the privilege of drawing books under the general rules of circulation.

43. The University Libraries loan books to other libraries so far as the demand of the University community makes this possible. Application must be made in writing addressed to the Director and signed by the librarian, or other like officer, of the
library requesting the loan. If granted the loan is made under the following conditions:

a) The loan must be authorized by the department or Library concerned through the Adviser or some one appointed by him. The Associate Director is the Adviser of the General Library.

b) Books so loaned may be retained for a period indicated by the Adviser, but not more than four weeks; except that students temporarily out of residence may with the written approval of the Adviser retain books so loaned three months. Renewals may be made at the discretion of the Adviser; but only in exceptional cases is a loan renewed more than once, and then only by the indorsement of the Director.

c) The Library to which the book is loaned assumes responsibility for any loss.

d) The borrower pays all transportation charges.

e) Books are forwarded from and returned to the Delivery Room of the General Library.

44. Persons not connected with the University occasionally desiring the privilege of drawing books from the Libraries may make application through a local library. If approved the loan is made under the conditions named in rule 43. When loan through a local library is impracticable, application may be made,
a) Through an officer of the University, said officer assuming full liability for any loss; or
b) The application may be accompanied by a deposit of twice the value of the book or books desired.

RETURN AND RECALL OF BOOKS

45. For reasons deemed sufficient by the Library Adviser of the Library to which the book belongs, or by the Director, any book may be recalled at any time, and in such cases must be returned at once on receipt of notice.

46. The Library sends a notice in every case where a book is kept more than four days beyond the limit specified in these rules. At the request of the officer in charge, a notice is sent requiring immediate return of a book which it is deemed necessary to recall. These notices are issued for the General Library by the officer in charge of circulation; for the School of Education, by its Librarian; for the Law School, by its Librarian; for other Departmental Libraries, by the Head of the Readers' Department. Extreme cases arising in any Library are reported to the Head of the Readers' Department for further action.

47. Any book mutilated, lost, or not returned within a reasonable time after notice has been sent is either replaced within thirty days by the person in whose name the book has been drawn, or said
person pays into the hands of the Director twice the present value of the book, as estimated by the Director.

V. LIBRARY HOURS AND PERIODS OF SERVICE

48. The following are the regulations respecting the period of service of the staff:

a) A week's work consists of forty to forty-two hours according to circumstances. Exceptions are made by special contract.

b) A member of the staff who has rendered forty-eight weeks of service is entitled to four weeks of vacation on full pay; but pages have two weeks of vacation, or its equivalent in half-day service, after fifty weeks' service.

c) After twenty-four weeks of service, vacation is credited pro rata. No vacation credit is given for less than twenty-four weeks' service, and vacation taken by a person leaving the service of the Libraries after less than twenty-four weeks is treated as absence without pay. Vacation is taken within the term of appointment.

d) Members of the staff serving half-time or more, namely, twenty or more hours a week, except those on student service or service
scholarship, are entitled to vacation under this rule pro rata.

e) Persons serving on less than half-time, and persons on student service or service scholarship, are paid for actual service rendered, without vacation credit or payment for holidays on which no service is rendered.

f) Days on which the General Library is closed (see 50) are holidays for all members of the staff. On other University holidays and on the half-days in which Quarterly Convocations are held, release from service without diminution of pay is given as far as in the judgment of the Director the interests of the service permit; but no extra compensation is given for service not exceeding full time.

g) The giving of a holiday on the Monday following a regular holiday when the latter falls on Sunday is subject to the general ruling of the University.

h) In the University vacations, at the end of December and March, half-holidays without diminution of pay are given at the discretion of the Director, but no extra compensation is given for service not exceeding full time.

49. a) On January 1, July 4, Labor Day, December 25, and on Sundays, the Libraries are closed throughout the day.
b) On other University holidays (February 12, February 22, May 30, and Thanksgiving Day) the General Library is open, stack service being provided, from 9 A.M. to 1 P.M.

c) In the University vacations in September, December, and March the General Library is open from 9 A.M. to 5 P.M.; but on Saturdays from 9 A.M. to 1 P.M.

d) On all other days of the year (including Convocation days) the General Library is open from 8 A.M. (or 15 minutes before the first regular lecture period) to 10 P.M.

e) The Departmental Libraries are, as a rule, closed on the University holidays, and in the vacations in September, December, and March, only the Law Library being open from 9:00 A.M. to 5:00 P.M.

f) Readers wishing to use books belonging to Departmental Libraries at times when these are closed and the General Library is open may, by giving notice in advance, have a reasonable number of such books transferred to the reading-room of the General Library for their use.

g) Variations from the general schedule are made by the departments concerned in consultation with the Director.
VI. FINES AND PENALTIES

50. On books of class D (see Rule 31) a fine of 3 cents a day is charged on each volume not returned according to the terms of Rule 32 d). When a book has been retained beyond the prescribed time and a notice of the fact has been disregarded, a messenger is sent to secure the book and an additional fine of 25 cents is charged. No fine is to exceed the cost of book, and for this purpose the value of a book to the Library is not to be reckoned less than $2.00.

51. On books of class C fines are levied according to the following schedule: For the first hour or fraction thereof after the time appointed for return, 15 cents; for each hour after the first, 5 cents; for each full day, 50 cents.

52. On books open only to overnight circulation (class B), and books drawn under Rule 37, fines are charged as follows:

a) In the Law School Library, 25 cents for the first hour or fraction thereof, 10 cents for each succeeding hour.

b) In other Libraries, 15 cents per day or fraction thereof.

53. a) For failure to return to the desk a book drawn for use in the room, the fine is 15 cents.

b) For removing a book from any Library without making proper record of withdrawal according to the blanks provided, or for the
removal of a book not subject to loan from any Library Room, the fine is 25 cents for the first and 50 cents for each subsequent offense.  
c) For failure to return within 48 hours a book recalled under Rule 46, the fine is 50 cents per day or fraction thereof.

54. Students refusing or neglecting to pay fines due  
a) Do not receive credit for their courses until the fine is paid;  
b) Do not receive honorable dismissal from the University;  
c) Forfeit the privilege of using the Libraries until fine is paid.

55. No violation of the regulations of the Libraries will be excused on the plea of ignorance.

56. Any person violating these regulations may at the discretion of the Director be excluded from the privilege of using any or all of the Libraries of the University for a period not exceeding four weeks. Such exclusion may be made permanent by a vote of the Board of Libraries with the approval of the President.

VII. PUBLICATION AND AMENDMENT OF RULES

57. These rules are printed and a copy is sent to each member of the Faculty. A copy is placed
in a conspicuous position in every Library of the University. Other copies are on distribution at the attendants' desks.

58. Each member of the Library staff is provided with a copy of these rules and is held responsible for acquaintance with them and conformity to them.

59. These rules may be amended by the Board of Libraries, subject to the approval of the Board of Trustees in matters involving finances or general policy. All modifications of the rules are at once reported to the Board of Trustees. In the intervals between the meetings of the Board of Libraries the Director may order necessary temporary modifications of the rules.
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Abbott, Ruth  Oct 1, 1912 - Dec 31, 1912
Ashmore, Edith  June 30, 1912 - Dec 31, 1912
Baker, Harriet Franc  June 30, 1912 - Dec 31, 1912
Barrett, Storrs Barrows  Dec 31, 1912 - Dec 31, 1912
Bass, Vera Kathryn  Dec 31, 1912 - Dec 31, 1912
Bengtson, Ida A.  June 30, 1912 - Dec 31, 1912
Burton, Ernest D.  Feb 1, 1912 - Dec 31, 1912

Dickinson, Emma Louise  June 30, 1912 - Dec 31, 1912
Dickinson, Julia Louise  Dec 31, 1912 - Dec 31, 1912
Froning, Margaret E.  Dec 31, 1912 - Dec 31, 1912
Geyser, Flora M. von  Dec 31, 1912 - Dec 31, 1912
Giffin, Beulah Emma  Dec 31, 1912 - Dec 31, 1912
Groves, Charlotte Elizabeth  Dec 31, 1912 - Dec 31, 1912
Hansen, James C. M.  Dec 31, 1912 - Dec 31, 1912
Hardinge, Margaret Anne  Dec 31, 1912 - Dec 31, 1912
Harris, Rachel Agnes  Dec 31, 1912 - Dec 31, 1912
Henry, Edward A.  Dec 31, 1912 - Dec 31, 1912
Hill, Albert Ellsworth  Dec 31, 1912 - Dec 31, 1912
Hogan, Percy Anderson  Dec 31, 1912 - Dec 31, 1912
Hoyt, Mary Louise  Dec 31, 1912 - Dec 31, 1912
Hygen, Dorthea Helene  Dec 31, 1912 - Dec 31, 1912
Jacobsen, Karl Theodor  Dec 31, 1912 - Dec 31, 1912
Lagergren, Anna Constance  Dec 31, 1912 - Dec 31, 1912
Lauren, Anna Emilia  Dec 31, 1912 - Dec 31, 1912
Lawrence, Harriet Winifred  Dec 31, 1912 - Dec 31, 1912
Little, Clara Louise  Dec 31, 1912 - Dec 31, 1912
Manchester, Earl Northup  Dec 31, 1912 - Dec 31, 1912
Merrill, Margaret Dean  Dec 31, 1912 - Dec 31, 1912
Mills, Sarah Ellen  Dec 31, 1912 - Dec 31, 1912
Mitchell, Sarah Louise  Dec 31, 1912 - Dec 31, 1912
Morgan, Ruth Edna  Dec 31, 1912 - Dec 31, 1912
Morton, George H.  Dec 31, 1912 - Dec 31, 1912
Nachman, Selma  Dec 31, 1912 - Dec 31, 1912
Muir, Grace Gladys  Dec 31, 1912 - Dec 31, 1912
Von Noé, Adolf C.  Dec 31, 1912 - Dec 31, 1912
Morton, Margaret  Dec 31, 1912 - Dec 31, 1912
O'Brien, Myra Belle  Dec 31, 1912 - Dec 31, 1912
Park, Marie  Dec 31, 1912 - Dec 31, 1912
Patterson, Sarah Luella  Dec 31, 1912 - Dec 31, 1912
Perrine, Cora Belle  Dec 31, 1912 - Dec 31, 1912
Perry, Claire Minne  Dec 31, 1912 - Dec 31, 1912
Potter, Alice Elizabeth  Dec 31, 1912 - Dec 31, 1912
Robertson, Josephine C.  Dec 31, 1912 - Dec 31, 1912
Roe, Clara Strong  Dec 31, 1912 - Dec 31, 1912
Runyan, Walter Leroy  Dec 31, 1912 - Dec 31, 1912
Satterthwait, Ella  Dec 31, 1912 - Dec 31, 1912
Schenk, Frederick W.  Dec 31, 1912 - Dec 31, 1912
Schmidt, Dorothea Charlotte  Dec 31, 1912 - Dec 31, 1912
Seeley, Marguerite  Dec 31, 1912 - Dec 31, 1912
Shedd, Jessie Thomas  Dec 31, 1912 - Dec 31, 1912
Stoddard, Florence Louise  Dec 31, 1912 - Dec 31, 1912
LIBRARY STAFF - 2.

Stone, Elizabeth
Thompson, Helen Bowman
Titsworth, Helen Anna
Torrey, Clarence Almon
Tyler, Alice Nichols
Warren, Irene
White, Mabel Frances
Wood, Alice Amelia
Dear Mr. Smith,

Thank you for your recent letter regarding the future of our company. I am pleased to inform you that we have made significant progress in our strategic planning and are confident in our ability to meet our goals.

Upon further review of the attached financial statements, I am encouraged to see the growth in revenue and profit margins. This is a testament to the hard work and dedication of our team.

I am also pleased to announce that we will be expanding our operations in the upcoming quarter. This expansion will bring new opportunities for our employees and will further solidify our position in the industry.

Please do not hesitate to contact me if you have any questions or concerns. I look forward to continued success with our company.

Sincerely,

[Your Name]
February 13, 1912

HARPER MEMORIAL LIBRARY

Messrs. Shepley, Rutan & Coolidge,
Chicago.

Gentlemen:

In writing you February 9th our letter referred to the final completion. In further explanation would say that we expect to be practically through with the east tower and center portion April 1st and with the west tower May 1st and while there may be odds and ends to do after this time believe we will without doubt be absolutely through before June 1st and you are perfectly safe in making arrangements for the convocation and dedication in June as desired. This of course is contingent on labor troubles but we are so far along that we do not anticipate any such.

Yours very truly,

WELLS BROTHERS COMPANY

Second Vice President

WGL..T
1234
Harper Memorial Library

Messrs. bluff, Rupre & Co.,

Chicago

Gentlemen:

In writing you December 3, 1910, I am seeking information about the status of our contract with the company that we have been working on for the past few years. We understand that negotiations are ongoing and that a decision is expected to be made soon.

Yours very truly,

W.C. Brothers Company

Second Vice President
February 5, 1913

TO ALL MEMBERS OF THE FACULTIES:

With a view to protecting the stacks of the Harper Memorial Library from persons who might not make legitimate use of them, while at the same time securing the freest practicable admission to all members of the University, the following arrangements will go into effect February 12, 1913.

1. Admission to the stacks may be had by the west elevator from 8 A.M. to 6 P.M., and by the east elevator from 8 A.M. to 12 M. and from 1 P.M. to 6 P.M. After 6 P.M. the stacks will be locked and admission to them can be obtained only by application at the desk on the third floor. Admission at the east end between 12 and 1 P.M. will also be from the desk on the third floor. Persons seeking admission to the stacks are requested to use the west elevator as far as practicable.

2. The elevator attendants are instructed to carry to the basement only persons whom they know to be members of the Faculty or of the Library staff, or who bear cards of admission to the stacks.

3. Cards admitting to the stacks will be issued by the office of the Associate Director on recommendation of a member of the Faculty. Professors desiring to secure admission for graduate students may obtain cards from Mr. Manchester in room M.24, from Miss Gettys at the west end of the main Reading Room, or in M.23. When signed by a Professor these cards should be presented by the student at Mr. Hanson's office,
TO ALL MEMBERS OF THE FACULTY:

With a view to acquainting the members of the Faculty with the

important and pertinent matters which may crop up in the course of the

academic year, it has been decided to hold a Faculty Meeting at 10 A.M.
morning of the 1st of November, to discuss the following matters:

1. Admission of new members to the Faculty.
2. The proposal of the new regulations for the examination of the
   students.
3. The appointment of the committee for the preparation of the
   syllabus.

All members are requested to attend the meeting at the earliest
possible hour.

If the above-mentioned proposals are approved, it is necessary to
notify the students and parents immediately.

The Committee on the examination will be convened as per

the instructions given by the principal. The report of the

Committee will be presented at the next meeting.

The approval of the proposal for the new regulations will be

subject to the consideration of the Academic Council.

Please ensure that copies of the Committee's report

are distributed to all the students and parents.

Yours faithfully,

[Signature]

Secretary of the Faculty
M.23 or M.25, for his signature, between the hours of 9 - 12 A.M. and 1 - 5 P.M. Members of the faculty not personally known to the elevator attendants are recommended to make out such cards for themselves also when desiring to use the stacks, securing also Mr. Hanson's signature.

4. Such stack permits are available either for a single day or for a specified period, but all permits expire at the end of the quarter in which they are issued. For renewal, application should be made at Mr. Hanson's office.

5. Books must in no case be removed from the stack without first being charged. All charges must be made at the attendant's desk on the third floor in either tower. The stack room attendant will send the book up by the book lift and the applicant will call for it on the third floor.

6. Professors are requested to use caution in the recommending of stack permits, and with rare exception to limit them to graduate students doing research work.

7. All persons admitted to the stacks are requested to exercise the utmost care not to displace books on the shelves. Books removed from the shelves should not be replaced, but left on the tables provided in each tower for this purpose.

ERNEST D. BURTON

Director of the Libraries
...
April 12, 1913.

My dear President:

I have a report from Mr. W.E. Angier, partner of Ralph Modjeski, on the cracks in the stone of Harper Library. He says that the stone itself does not form any large extent of the strength of the masonry, that from the appearances it seems to him that the cracks in this stone are largely due to its character (Bedford Limestone being subject to cracks unless it is seasoned before being laid) that it may partly be due, owing to the uneven settling of the floating foundations of the building.

He said he does not consider there is anything to cause any uneasiness; that individual stones, if cracking sufficient bad to look objectionable, could be cut out and replaced.

Yours very truly,

Wallace Neikman

President Harry Pratt Judson,
The University of Chicago.
October 18, 1913.

My dear Mr. President:

Mr. Arnett informs me over the telephone that $500 has been, or is to be, appropriated for Celtic books to be ordered by Professor Cross.

I am reminded, however, that this is not the method of procedure which you some time ago indicated as that which was to be followed, and unless my memory fails me, your instructions were somewhat definite to the effect that I was not to act under appropriations made in this way. I of course only desire to carry out your wish in the matter, but I am a little perplexed by what seem to me to be contrary instructions. Will you kindly inform me how to proceed in this case and in future similar cases should any arise.

Very truly yours,

[Signature]

President H. P. Judson,

The University of Chicago.
October 18, 1911

The year is approaching

The expected increase in our labor force in 1911 may

see a change in our policy of giving more to the expense of production.

Goes.

I am interested to know that life is in the possession of one

without a doubt. I have always been interested in that subject and to be told

some good life of people. It is our business now to know what you mean by

your statement. I am not sure that I am going to say any more about it.

I will let you know what I think of it. I am not sure that I can

write you a letter about it. I have always been interested in that question.

You have a right to expect us to do something to that end

and I will try to give you some more about it.

Very truly yours,

[Signature]

Livestock [illegible].

The [illegible] of Chicago
Chicago, October 22, 1923

Dear Mr. Burton:

I have your favor of the 18th inst. This is a thoroughly exceptional case. The arrangement of an appropriation of $500 for Celtic books was a part of the agreement by which Professor Cross was called here. That being the case, it had not occurred to me as being necessary to go through the ordinary routine. I do not think it likely that similar cases are likely to arise very often, as they come only in case of the establishment of new chairs.

Very truly yours,

H.P.J. - L.

Director E. D. Burton,
The University of Chicago.
October 26th, 1932

Dear Mr. Sullivan:

I have just learned of the 16th

...That the President's

...Continued the administration in a

...It may not be necessary to do so, but

...I think it likely that similar cases

...since January 1st, as they came only in case of

...the establishment of new office.

Very truly yours,

H. B. B. - Jr.

Director of the University of Chicago
January 16, 1914

My dear Mr. Robertson:

Would it be possible for you to attend a meeting of the Library Advisers and Heads of Departments specially interested in reserve books on Monday, January 26, at four P.M. in the Director's office, room H. 27 Harper Memorial Library? The purpose of the meeting is to consider the extension of the plan for renting or selling to students full sets of the books prescribed for reading in connection with certain courses. The plan has been tried out on a small scale during the Autumn Quarter 1913 and has been found so satisfactory that it seems desirable to extend it so as to give all students willing to pay the required sum an opportunity to rent or purchase the books.

Trusting that you will be able to attend the meeting, I am,

Cordially yours,

[Signature]

Mr. David A. Robertson,

Department of English.
Countly 16, 1916

I have the great pleasure to inform you of the receipt of your letter of May 16th and of the enclosed one of May 26th. I have been informed by the President of the Board of Trade of the recent developments and I am glad to say that everything is going well. The negotiations with the various governments are progressing satisfactorily and I am confident that we shall be able to conclude a treaty with them shortly.

I am Robert Smith, Chairman.

[Signature]
Chicago, January 21, 1914

Dear Dr. Burton:

I shall be glad to attend a meeting in the Director's office, Monday, January 26th at four o'clock, to consider the extension of the lending library. May I mention, however, that a great many of the Faculty likely to be invited to this meeting are attending the lectures by Professor Abel Lefranc at four-thirty in the Harper Assembly Room?

Sincerely yours,

D.A.R.-D.

Dr. Ernest D. Burton
The University of Chicago.
My dear Mr. Robertson:

Replying to the question of your secretary respecting the list of Library employees whose names ought to be included in the University Address List about to be published, I beg leave to state that I think this list should include the Director, the Associate Director, the heads of departments of the Libraries and of the Departmental Libraries, and those members of the staff who have been given Faculty rank of Associate or higher. These lists somewhat overlap. Combined they include the following names:

- Mr. and Mrs. Ernest DeWitt Burton
- Mr. and Mrs. James Christian Meinich Hanson
- Mr. Clarence Almon Torrey
- Miss Cora Belle Perrine
- Mr. and Mrs. Earl Northup Manchester
- Miss Josephine Chester Robertson
- Mr. and Mrs. Frederick William Schenk
- Miss Winifred Kimball Winne
- Miss Clara Louise Little
- Mr. Walter Leroy Runyan
- Miss Irene Warren
- Miss Cora Margaret Gettys
- Miss Clara Strong Roe
✓ Miss Sarah Ellen Mills
✓ Mr. and Mrs. Karl Theodor Jacobsen
✓ Miss Emma Louise Dickinson
✓ Miss Dorthea Helene Hygen
✓ Miss Eliza Lamb
✓ Miss Selma Nachman
✓ Mr. and Mrs. Edward Atwood Henry

This will exclude a number of names which have hitherto stood in the list, but the retention of them on any general principle would require the addition of some twenty or thirty more. The names that I have in mind are those of,

Miss Edith Askmore
Miss Julia Louise Dickinson
Miss Margaret Anne Hardinge
Miss Rachel A. Harris
Miss Ruth E. Morgan
Miss Sarah L. Patterson

In the case of Miss Dickinson and Miss Hardinge, who have been employed in the Library for nearly twenty years and whose names were probably put on the list when the whole list of the Library staff was included, I think we might make an exception and retain them. I suggest therefore that to the list given above for inclusion you add the names of Miss Hardinge and Miss Julia L. Dickinson.

Very truly yours,

Mr. David A. Robertson,
Faculty Exchange.
Chicago, March 15, 1915

Dear Mr. Burton:—

It seems to me unfortunate that a case like that reported on in the enclosed should arise. The present attitude of the young man, though not expressed by him, seems to be that it does not pay to adhere to library regulations because it is much simpler and more convenient and safer to use the very common system of removing books without record.

I have had Wolfner in class and know him to be absolutely reliable. I am afraid that his sense of justice, as well as his pride, has been hurt by the handling of the case. May I suggest that you have a brief interview with him to make him feel that the Director of the Library is always accessible for the purpose of interpretation?

Very truly yours,

D.A.R.-F. Secretary to the President.

Dr. E. D. Burton
The University of Chicago.
Chicago, May 5, 1915.

Dear Mr. Burton:—

May I add to the work of the already overburdened staff of the University libraries by the suggestion that when a man like Sir Walter Raleigh or Mr. C. M. Trevelyan lectures at the University an exhibit of his publications be placed on a special shelf in the main reading room, with appropriate notices on the bulletin boards calling attention to the same?

I should have sent you a copy of the expression of appreciation of Miss Gettys' efforts in connection with the University Orchestral Association announcements. I enclose a copy herewith. Although addressed to Miss Gettys who, I believe, was the one actually engaged in preparing the bibliography, the appreciation is of course of the work of the University libraries.

Very truly yours,

Dr. E. D. Burton
The University of Chicago
Chicago, April 19, 1916

Mr. George P. Brett,
The Macmillan Company, 64-66 Fifth Avenue, New York City.

Dear Mr. Brett:—

Your favor of the 17th inst. is received.

I have read your plan with much interest, and will bring it to the attention of members of our library staff and literary departments. I must confess at the outset serious doubts as to the practicability of the scheme. In the first place, it would be necessary for a large amount of time to be given to the work in question. I doubt whether it would be feasible for members of the staff to give so much time. Naturally of course they will be interested to a certain extent in books which fall in their respective fields, but to cover the ground comprehensively would involve much more than that. In the next place, I doubt whether different institutions would form the same judgment on the same material. In that case there would be a diversity of opinion, and the purpose would to a large extent fail of realization. I will write you again as soon as I get the judgment of my colleagues on the matter.

Very truly yours,

J.P.J. — L.
Mr. George L. Fricke
The Remington Company
56-68 Third Avenue, New York City

Dear Mr. Fricke:

Your favor of the 15th inst. is received.

I have kept your plan with much interest, and will pray to the action of members of our party for the defeat of the gentleman in the opposite column. I must confine all my remarks to the scope of the letter. In the light place it would be necessary for a large amount of time to go along with the work in question. I must again say that it would be necessary for members of the party to give us the help of their many fine materialists at some time while we are reconstituting to a certain extent in order which will be interested in making more pay those in the party place I am aware that many more pay this. In the next place I have written

the above note in part to show how much importance may fore the same advantage of the above material. I fear none gave money to a large extent of the settlement of the above material. I will write you again as soon as I get the satisfaction of my colleagues on the matter.

Very truly yours,

[Signature]
My dear Mrs. Selban

Mr. B's suggestion is interesting, but I fear entirely impracticable. Certainly it is impracticable unless there were deliberate engagement. I am not sure that a reasonably well-organized force might not undertake such a task; but the task involves great expense and much money in expert examiners and the examination of a book for purpose of a review. How much time? How much expense? How much in that necessarily superfluous examination? A great deal of course.

Something more than I have, ought to be done I think. I cannot great expenses, as calling the
I am inclined to believe that something like the well-known term be done. Take, for instance, a small field, in a small way, what is attempted by one or two men, almost without any substantial pecuniary reward, in the Nefton Teachers' Magazine. On the whole then I cannot, in my ignorance, expression of respect, sympathy, and purchase, a willingness to consider the future the feasibility of cooperation in such face under taking.

Sincerely,

A. W. Freeth
April 24, 1916.

Memorandum to Dr. Burton:

Referring to letter to President Judson, April 17, 1916, from George P. Brett.

I have read the above-mentioned letter and President Judson's answer to the same, and beg to note herewith my firsthand impressions, not deeming it necessary to go into the subject unless the President should desire that further investigations be made.

Propositions similar to that presented by Mr. Brett have been brought forward from time to time and in different countries. Here and there sporadic attempts have been made to put the plans into actual operation. With the exception of the so-called A. L. A. Catalogue of 9000 Best Books for Small and Popular Libraries in the United States, published by the American Library Association, and the supplement to the same, the A. L. A. Bulletin, and occasional lists of so-called "best books" issued by library associations and individual libraries, little seems to have come of it. Attempts on a larger scale, such as Sonnenschein's 50,000 Best Books, have been unmercifully criticised for the selection, as has, for that matter, the A.L.A. Catalogue.

The difficulty seems to lie chiefly, as has already been pointed out by President Judson, in the different viewpoints of the specialists. In the work of evaluation by various experts for the American Library Association
Week of July

Weather to the southeast.

I have been working on the text and pictures for the last week.

The text is coming along nicely, and the pictures are looking good.

I hope to have everything ready for the deadline by next week.

Please let me know if you have any questions or concerns.

Best,

[Signature]
enterprise in 1904, it frequently happened that two authorities would give
diametrically opposite opinions on the same book; that is, the historian
would condemn a given book, the economist would praise it.

The second main difficulty has also been pointed out by President
Judson, viz. how men in academic work may be persuaded without special
remuneration to give the necessary time to the evaluation of books and to
continue the work indefinitely; also the difficulty of establishing a central
and co-ordinating agency with sufficient means and power to organize the work
and to keep it up. Unless some multi-millionaire should come forth and
decide to devote ten or fifteen million dollars to the enterprise, I fail to
see how anything very tangible can result. Clearly, it requires some Founda-
tion like the Carnegie Institution or the Royal Society of London to guarantee
results that shall be worth while.

J. COOMANSON

JCMH-N
The sentence may still need to be read and corrected.

The president's speech.

The sentence may still need to be read and corrected.

The president's speech.

The sentence may still need to be read and corrected.

The president's speech.

The sentence may still need to be read and corrected.

The president's speech.
May 3, 1916.

My dear Mr. Burton,

Mr. Brett's plan seems to me impracticable in its present form. Some general plan, however, for estimating current literature seems to me desirable, and if this letter could start the discussion of such a plan, it would serve a very useful purpose.

My idea of what is needed is:

1. A central organization with a fair endowment controlled by an association of universities, schools, libraries, etc.

2. The division of current literature into special fields, certain groups of books to be reported upon by the departmental faculties who would naturally keep in touch with this type of literature, or by the faculties of professional schools. Reports on articles might be added.

3. Voluntary reports on literature from those whose judgment might be considered acceptable.

4. Provision for paid workers to supplement the reports and to summarize reviews, etc.

5. Publication of special lists, with generalizations or summaries from the reports, for both schools and general readers and of a general year book for library reference.

Very truly yours,

C. R. Baskerville,
DEAR PRESIDENT JUDSON:

The interest shown by the replies which I have received from almost all the persons to whom I sent my letter of April last on the subject of the distribution and reading of books leads me to make you this further communication on the matter.

I propose to show by extracts from the replies which I have received to my letter that the need for discrimination in book buying, and the desire of the public for information on new books are widely recognized; and I also propose to take notice of some objections which have been made by my correspondents to the plan submitted in my original letter, and to attempt to reply to these criticisms, at any rate in part.

I have been told that the Library Association is to give some attention to the plan suggested in my letter at its forthcoming meeting, and I am hopeful that some practical way will be suggested at that meeting for carrying out the idea of evaluating the new books and disseminating lists of the books selected.

Moreover, it seems well to put into this letter a suggestion as to the possibilities of cooperation with the plan by the publishers; for, while it is obvious that the publishers must influence neither the selection of the books to be recommended nor the criticism or notes which are published in the lists recommending these books, it is also plain that the publishers' ends cannot fail to be served by the work that is to be done, if the plan is adopted, and the lists distributed. So as far as it possible for the publishers to aid in the matter they should certainly be called upon to do so, even though the fact that they must in no way influence the selection or the criticism of the books will prevent them from regarding the lists as advertising mediums, and from giving them financial support.

My correspondents generally recognize the impossibility of publishers' having anything to do with the preparation of such lists in any manner whatever. One correspondent says: "Such a list could never
Dear Instructor,

I appreciate the opportunity to express my concern regarding the current grading practices in the course. I believe that the grading system is not fair and does not accurately reflect the students' understanding of the material.

I understand that the purpose of the course is to provide a comprehensive overview of the subject, and I believe that the current grading system does not align with this goal. The grading system seems to focus more on memorization and recall rather than understanding and application of the material.

I have taken steps to ensure that I am prepared for the course, but I believe that the grading system is not designed to reflect this. I have tried to approach the material in a way that aligns with the course objectives, but I believe that the grading system is not designed to reflect this.

I hope that you will consider this feedback and make changes to the grading system to better reflect the goals of the course. I believe that the course would benefit from a grading system that focuses more on understanding and application of the material.

Thank you for your consideration.

Sincerely,
[Your Name]
command public confidence if it were conducted by publishers or with publishers' money" and another, speaking of the reviews of books which appear in the current newspapers and magazines, even in those of the highest class, says: "In many cases publishers dictate the character of reviews, either directly or indirectly".

OPINIONS ON THE PLAN AS ORIGINALLY SUBMITTED

"I realize very keenly, and librarians generally are in a position to realize, the great difficulty of obtaining reliable information about the current publications. Your suggestions are admirable. I quite agree with you that a plan which would bring about cooperation between the libraries and the universities and cover the field as no single institution can possibly do, and thus make the work of all available for all, is exceedingly desirable".

"I have long felt the need of such lists for our students and frequenters of our library."

"The suggestions contained in your letter are most interesting. It is certainly most desirable that there should be some way of determining the best books as published from time to time.

With reference to your suggestions that the Extension Department or Publicity Department could further this good work I fully agree with you."

"The Library has welcomed the suggestions of Mr. Brett, and we pledge cooperation so far as our resources permit. The judgment of other teachers, readers and librarians would, I am sure as Mr. Brett proposes, fortify and enlighten more and more our purchases.

Mr. Brett's plan of wider cooperation and more authoritative issue would, therefore, be of real service to us. It seems to me, however, that its chief value would be to the general book buyer, and so perhaps aid in re-establishing the 'small book store', one of the means of popular education."

"I think it, i.e., the plan, worthy of large consideration. I wish sometime there might be a conference on this subject either at the meeting of the American Library Association or at some meeting of the Association of American Universities."

"I think it would be a great help if your plan could be adopted and I believe our library here would be willing to do its little share in such an enterprise."

"The plan in general seems to me a good one; I hope something may come of it."

"I am much interested in your suggestions which seems to me practicable and promising of good results."

"The idea is an excellent one in the way of service. I have often wished that universities might direct attention officially to good new books in all departments of thought."

"I agree most heartily with the ideas you express in your letter."
"The plan you suggest has a great many things to commend it. I wish it were possible for I think that in no other way could we do a greater service to young people who read, often times, a vast amount of literature to little profit."

"We are always glad to recommend books which have merit. The difficulty is to know what books have merit."

"We all believe heartily in the plan and are ready to do our part."

"I am greatly interested in your letter of April 14th because you outline definitely there a plan that has been in my mind for several years.

We should be glad to cooperate with other colleges and with libraries in formulating lists."

"The matter of selecting good books to put before the young people of our country is so important that I should personally welcome any plan that would provide lists of excellent books for the young."

"I feel the importance of the question you raise, and think that there ought to be some real possibility of help in the direction you name. I am sure we should be glad to try to cooperate."

"Mr. Brett's premise is sound. There is no such medium for informing the general public as to the value of current books."

I agree thoroughly with Mr. Brett that it is a proper university of library function and would render a culturing service wholly out of proportion to the relatively small cost."

"The need for a list of books whose value bears the impress of recognized authority is great; the output of the book press is so tremendous and the wily ways of the advertiser are so misleading that the average book purchaser becomes confused and in the end discouraged.

The libraries have carried on the work of book selection independently of each other, paralleling much of the work which has been necessary. Such an organized effort as your plan contemplates would be of much value for them as well as for the general public."

The foregoing extracts are taken partly from letters from university presidents and professors and partly from letters from librarians of some of the largest libraries throughout the country.

The letters from which these extracts are taken in many cases go on to detail some means by which the plan could be carried out; and in some cases make suggestions not in the original plan, as, for instance, that the new books themselves be exhibited at the libraries and at the universities.

Some further extracts from my correspondents' letters are given below:

(1) "It would be necessary for a large amount of time to be given to the work in question. I doubt whether it would be
feasible for members of the staff to give so much time."

I think this gentleman, who is the president of one of the largest of our universities, fails to recognize the fact that the members of the faculty of his university and of other universities must, in any event, read the books pertaining to their special subjects. Whether these books are really worth while books, or are not of much value, so long as they are new it is necessary for the professor or teacher to make himself familiar with them, each with the books in his subject, and to determine their value. In any case then, no great additional amount of work would be required for the teacher or professor to write a short account of the book in question and give his opinion of its contribution to the knowledge of its subject.

(2) "I am inclined to think that the libraries must in some way supply the means by which the public may buy books also in smaller places. No agency of any sort has hitherto provided any guide to current books as good as the A.L.A. Booklist. It forms therefore the foundation on which to build. And I think it quite likely that the aid of the universities could be obtained quite as easily for the A.L.A. Booklist in order to make it more useful and also to bring it into use by the public generally as for any other form of guide to current literature.

I express my great pleasure that you are showing so much interest in an object which occupies so prominent a place in the librarians' desires."

The above suggestion in relation to the selling of books by libraries is one that is frequently made in my correspondents' letters and it is by no means impossible that in connection with the plan as originally suggested, such libraries as chose to do so could arrange with the publishers for the sale of books to their visitors and readers.

What is most to be desired in connection with this whole matter is that for the purposes of culture and education of the community as a whole, information about good new books should be disseminated as widely as possible among the people; the sale of books by libraries, under proper regulations, would undoubtedly tend to serve that end.

(3) "It seems to me the task would be a gigantic one and might require a lifetime to work out. There are so many different standards of valuation that it would be difficult to obtain a cooperative list with any degree of homogeneity. If anything of the kind should be undertaken you could depend on this Library to do its part."

Of course it would be difficult to work out the plan in question – most things worth while are difficult of attainment – but
there are, I am sure, no insuperable difficulties to overcome.

In any case, as I have pointed out above, the professors and teachers of the best class undoubtedly make themselves familiar now with all the books published on their own specialties; and these professors and teachers could in large part, I am sure, be relied upon to furnish notes or short accounts of all the new books that come before them for the use of a central committee which should have charge of the work of preparing the lists of new books in the manner suggested.

Moreover, as is pointed out by my correspondents, each of the large libraries, at any rate, and in many cases the smaller libraries also, attempt, through committees of readers and examination by librarians to determine what are the best of the new published books, so that the work which has to be done in connection with this plan is already being done in great part over and over again for the thousands of libraries scattered throughout the country; whereas, by proper cooperation, under the management of a central committee, the work could be done once for all by a very large body of readers so that the work for each individual member of this body would be very small indeed.

(4) "The popularizing of the A.L.A. Booklist and adapting it to general public use has often been suggested and might well be done. It seems to me that the practical solution of the difficulties you speak of may be in widening the scope of the Booklist to give the necessary information to the public at large."

(5) "It has been several times suggested that we should get out two editions of this A.L.A. Booklist, one to be for the general public. I wonder if this after all would not meet your suggestions. The editor of the A.L.A. Booklist now has the help and advice of university professors. If a book magazine could be issued each month in readable form for the general public but backed by the authority of the American Library Association and distributed by libraries, by library commissions, universities, publishers and booksellers, your requirements would perhaps be met. Of course publishers would have to face the possibility that some of their publications would not be approved or recommended with enthusiasm by the American Library Association. They ought still to play the game and not sour on the proposition, as I fear they would."

(6) "The real difficulty is of course two-fold in character. First, the difficulty of obtaining dependable reviews of new books; second, the difficulty of securing an opportunity to examine the books before purchasing. What is needed then is after all an opportunity for a personal examination of the book.

An arrangement might be made with the local library of the community which would undertake to exhibit books sent on approval for a certain length of time. Then the library would select
such books as they chose to keep for their collections, and return the others".

These three correspondents recognize the fact that the basis for the work which has to be done in connection with the larger plan which I have suggested already exists, and that only cooperation between the universities and libraries is now necessary, and the appointment of a central committee in order to make the plan effective.

A few important criticisms of the plan have reached me, and I place these below, with some remarks noted on each objection, so that if I have understood the objection correctly you will be able to judge as to whether I have answered it adequately, and as to whether the objection in question is a real one to the plan as originally set forth.

(a) "It is impossible, I am sure, to induce university libraries, even a few of the best, to work together on the compilation, publication and distribution of such a book list as you suggest".

I do not know why my correspondent says that it is impossible for the universities to work in conjunction on such a plan. As I have pointed out, the members of the faculties already from the very nature of their positions, are in possession of the information which would make their work of contributing to the enterprise almost nil.

(b) "The librarians of the country, though united in an association of three thousand members, with headquarters at Chicago, cannot cooperate with you to produce the lists you have in mind; perhaps I should say that in my opinion they would not."

I have not suggested that the librarians should cooperate with the publishers; the publishers must be left strictly out of the matter. They are not concerned in it at all. If the work is to be undertaken it must be done because it is of benefit to the public and not because it would be of advantage to the publishers. It certainly will help the publishers of the best books by increasing the number of readers of good books throughout the country, but in no other way.

As has been pointed out above the librarians throughout the country, through their own staff and through their reading committees, are already doing their work a number of times over, and cooperation in the matter would not only save an enormous amount of time but would, on the whole, if properly systematized, probably produce better information and more reliable opinions on the new books than is now furnish-
ed the separate libraries.

(c) "My suggestion is that the publishers write and ask a special committee of librarians or of a library association, either the national or the special, to produce for them at first a monthly, later if it proves a success, a weekly journal, to be called 'New Books: Expert and Unprejudiced Reviews: no Book Advertisements'."

No list of books which is prepared by the publishers or prepared under the direction of the publishers, or paid for by the publishers, will present unbiased notes or reviews of books or make any proper selection of the good books from the poor ones, which are the main objects to be achieved. Any lists which the publishers have to do with in any way whatever will be unbiased and subject to undue influence of all descriptions, as indeed, this correspondent recognizes when he says in another part of his letter, speaking of publishers' reviews - "They are partisan of course, and hence not reliable".

(d) "The most serious problem would be to have some organization or agency to secure the necessary cooperation from the universities and from the public libraries. Unless there is someone to organize this problem and see that it is handled systematically and regularly, very little can be accomplished. I believe that most universities and libraries would be willing to cooperate in a plan which would appear feasible".

This correspondent recognizes the only serious difficulty that there is with the plan, i.e., the securing of cooperation between the universities and their faculties on the one hand and the libraries on the other hand. The appointment of a committee representing these two bodies to discuss the matter would, I feel sure, be possible in order to carry out the plan, or such modification of the plan as seemed advisable and necessary after it had been fully considered and discussed.

(e) "The difficulties in the way would be the lack of uniform standards, the difficulty of securing properly qualified readers, the duplication of work by the different universities engaged and the fact that few people would go to the trouble to search through a number of different lists to secure the information which they would contain".

There would be no duplication of work in connection with this matter excepting that it might be desirable occasionally to have books read by two or more readers so as to make sure of the value of the opinions submitted. This is already done in many cases by the libraries themselves and is, indeed, a common practice in the publishing
THE MACMILLAN COMPANY

SHEET No.8

offices where a manuscript is frequently read by two or three different readers in order to get a consensus of opinion on it.

(f) "Where will the universities secure the funds to finance the publication of the lists?"

"How do you propose to increase the revenue of libraries so that this additional work can be undertaken? This is the practical side of the question which must be considered before your very admirable idea could be put into execution".

These two correspondents present practical difficulties to the consummation of the idea from the financial standpoint and, frankly, I cannot answer their inquires, knowing nothing of the resources of the libraries or of the universities, for utilization in support of such projects as this.

The work is, however, very important as I have already pointed out. Many thousands of new books are published each year and very often the public buys more of the "trash" which is published in a year than it does of the good books, and the public has good sense enough not to do this if it had a guide to point out the better books and those which it would be best worth while to read and possess.

However, I may perhaps point out to these two correspondents that the libraries are already doing this work, in great part in duplication, and that it would certainly cost no more to do it in cooperation with other libraries and the universities than it costs at present. The only additional expense which there would be, would be connected with the printing and the distribution of the lists; and here again the A.L.A. Board is already publishing a monthly list of new books and distributing it widely. To increase the list of books so that it would cover practically all of the current literature, and to provide for such distribution of this revised list to the public as would be necessary, would not entail a very great addition to the present expenditure; and the additional funds it seems to me, might be very easily provided by the universities acting together. They would distribute the lists, through their Extension and Publicity Departments, as would also the libraries themselves to their readers and other inquirers, the libraries being already, at any rate in the case of the larger libraries, at very considerable expense in connection with the distribution of special lists which they individually prepare and send out in considerable quantities.

The connection of the publishers with such a scheme should be limited to the submission of the books, without charge, for the use of the readers who examine the books for inclusion in the published lists, the publishers being obliged to submit to the committee having charge of the matter a copy of each new book as published, or if pos-
sible in advance of publication, so that there should be as little de-
lay as possible in the inclusion of the book, if it were worthy, in the
published lists.

Speaking of course, only for my own concern, I should be
glad to go even farther than this, and agree to place on exhibition
at each university and at each large library desiring it, a copy of
each new book issued by my Company, with the understanding, of course,
that proper regulations would be made for the handling and safe re-
turn of these books at proper intervals.

Very truly yours,

George B. Brackett

President Harry Pratt Judson,
Chicago University,
Chicago, Illinois.
Chicago, August 11, 1916

Dear Mr. Brett:

Your favor of June 1st was received at a time when I was absorbed in the activities connected with our Quarter-Centennial anniversary. During July I have been in Canada. I am taking the liberty of enclosing to you comments by Professor Burton, Director of the University Libraries, and by Mr. Hanson, the Associate Director. I send these for what they are worth. It will be a decided advantage I am convinced if your plan could be carried out. An estimate which would consist of a brief analysis showing the scope of the book in question and a judgment as to the value would be exceedingly useful. The weight of the judgment in question would depend upon its author. For that reason therefore I should like to have the name of the author of the review always published in connection with it.

Very truly yours,

R.F.J.-V.
Mr. George P. Brett
The Macmillan Company, 64-66 Fifth Avenue, New York City
Dear Mr. President,

I am happy to hear of your return from the Far East.

I am writing to express my appreciation for the opportunity to work with you during my time at the University of Illinois. I have learned so much from you and your dedication to education.

I understand your efforts to improve the facilities at the University, and I am working to support these initiatives. I am also interested in exploring ways to expand the outreach of the University, particularly to underprivileged communities.

I look forward to continued collaboration with you.

Yours sincerely,

[Signature]
Chicago, November 9, 1916.

Dear Mrs. Morris:

At the suggestion of Mr. Swift, I am writing to state what could be done if $5,000 were made available at the beginning of the year for acquisition of books in American Literature.

I have conferred with President Judson, Dr. Burton, Director of the Library, and Professor Manly, the Head of the English Department, and am authorized to make this statement as endorsed by them.

Although the books desired are almost all out of print, the low prices at which they are held, in contrast to English publications of equal significance, make it likely that this sum of money, judiciously invested, could purchase from 1500 to 2000 volumes, of which perhaps one-tenth would need to be rebound. This re-binding might properly be borne by the fund, so that the books would be acquired and delivered to the library ready for cataloguing. An acquisition of this size would nearly double the number of volumes in American Literature now in the possession of the English department. Moreover, for the obvious reason that it would include mostly the more accessible material, the average price of books purchased in later years would probably be somewhat greater.

The present size and nature of the American literature collection would make it logical to undertake the work of expansion in terms of the following types of books:

1. Books for which there is immediate need in current graduate courses, a list of two or three hundred, which it has not been possible to secure out of the departmental budget.

(This would necessarily include some titles from each of the next three groups.)
Dear Sir,

As the Superintendent of the U.S. Naval Academy, I am writing to suggest a plan to improve the educational opportunities for officers. I have been in close contact with the officers of the academy and have discussed the need for additional facilities and resources to enhance the educational experience for our future leaders.

I have been in touch with Mr. John Smith, the head of the Naval Academy Department, and he has expressed interest in making improvements in the academy facilities. He has mentioned the need for additional classrooms, laboratories, and other educational resources.

I believe that the academy would benefit greatly from the addition of a new, state-of-the-art facility that would provide students with the latest technological and educational tools. Such a facility would not only enhance the educational experience but also prepare our students for the challenges they will face in their future careers.

I would be happy to discuss this proposal in further detail and would welcome any suggestions or ideas you may have. I look forward to hearing from you soon.

Sincerely,

[Signature]
II. Books systematically selected to supplement and complete the works of, and biographies and criticisms of the leading forty or fifty American men of letters. There are large numbers of notable omissions in our present equipment.

III. Anthologies, collections, special histories of groups, organizations and literary centers, and also theses and monographs.

IV. Important current books particularly in the fields of Poetry, Drama and Criticism.

V. Periodical files.

The actual selection of material and some of the negotiations will need to be carried on under my immediate direction and will involve a good deal of clerical work by a qualified assistant who is an expert in American Literature and possibly a small amount of travel. A sum not to exceed 5% of the gift, or $250., would seem to be a legitimate expenditure for these purposes.

The University is prepared to enlarge the Library budget by approximately $1,000., the amount required for the purchasing and cataloguing of these acquisitions.

I need hardly add that we all regard the possibility of such a gift as a matter of great importance to the strength of the Library and through it to the effectiveness of our expanding work in American Literature.

Yours very truly,

Mrs. Edward Morris,

4800 Drexel Boulevard,

Chicago.
The study of marine biology has been extensively researched and has contributed significantly to our understanding of the ocean's ecosystem. It involves the study of marine organisms and their interactions with their environment. Marine biology plays a crucial role in the protection and conservation of marine life.

One of the major topics in marine biology is the study of coral reefs. Coral reefs are known as the 'rainforests of the sea' due to their biodiversity and complexity. They serve as nurseries for various marine species and are also crucial for the health of the ocean's ecosystem.

Ocean acidification is another important area of research in marine biology. The increase in carbon dioxide levels in the atmosphere has led to the increase in ocean acidity, which affects the growth and survival of marine organisms. Scientists are working to understand the impact of ocean acidification on marine life and to develop strategies to mitigate its effects.

In conclusion, marine biology is a vital field of study that helps us understand the complex and diverse marine ecosystems. It is essential for the conservation of marine life and the health of the ocean.
January 9, 1917.

To the Members of the Modern Language Departments:

It is a matter of regret to the Library administration, but unavoidable, that the process of reclassification of the books in the Modern Language Group should to some extent interfere with the use of these books by members of the Faculty and students.

It has occurred to us that the difficulties of the matter might to some extent be reduced by a detailed statement to you of the processes through which the book passes in being recatalogued and of the ways in which books in process of cataloguing can be obtained in case of necessity.

1. As far as possible, books which are to be recatalogued are removed from the shelves by sections. A dummy is placed on the shelf or shelves from which sections have been removed, with statement to the effect that the books have been taken to the Cataloguing Department. The attendants at the delivery desk and in the stacks are notified as each section is taken, and a card is tacked up in M.21 stating the number of the truck and the initials of the cataloguer to whom the work has been assigned. As the truck passes on to the reviser, the initials are changed to facilitate search for books requested. Occasionally, for special reasons, only part of a section may be taken.

At present the books in Romance are being recatalogued. These books are represented in the catalogue by temporary cards with call numbers from RC2 to R91.
To the Manager of the Modern Language Department:

I would like to bring to your attention the fact that the process of cataloging has been neglected in the Modern Language Department. The catalogers have not been informed of the new procedures and methods that have been adopted in the library. As a result, the cataloging of the books is not being done properly, which is detrimental to the growth and development of the library.

I would appreciate it if you could take the necessary steps to ensure that the cataloging of the books is done correctly and efficiently.

Thank you for your attention to this matter.

Sincerely,
[Your Name]
possibly be in the Cataloguing Department, or when unable to secure a book in the Romance classification, the applicant should fill out the regular slip used for tracing books that are temporarily misplaced or in use. These slips are to be found at the delivery desk in W.31.

3. Such slips are turned over to a member of the staff, who locates the book as soon as possible, and in case the applicant is a Faculty member, notifies him when the book is ready; in case the applicant is a seatholder in the Modern Language Reading Room, the book is charged and sent to the applicant at his seat; in case the applicant is not a seatholder, nor a Faculty member, a note that the book is ready and being held at the Information Desk is posted on the bulletin board in W.31, unless a stamped envelope is presented with the tracer slip, in which case the student is notified by mail.

4. In case the book cannot be found, the applicant is notified of that fact as soon as there is reasonable certainty that further search is useless.

5. In the Readers' Department, Mrs. Carver is assigned to search for books applied for on tracer slips. In the Cataloguing Department, Miss Lauren assists in the search. Books she is unable to find are referred to Miss Robertson, and books not found at all are reported to Miss Roe before the applicant is notified. Difficulties in obtaining Romance books may also be reported to Miss Lagergren.

6. Members of the Faculty and graduate students are requested to observe the above routine, as indicated in paragraphs 2, 3 and 4. If after a reasonable time no report is received, or if the report is unfavorable, application may be made to the Associate Director, Mr. Hanson.
7. Inasmuch as the number of books in transit, on trucks, shelves or desks, in the Acquisition and Cataloguing Departments not infrequently amounts to 5,000 volumes at a time, it must always be a matter of considerable labor and often involves delay to find a book which is called for. For this reason, books in process of cataloguing should not be asked for for trivial reasons. But the Library authorities are always ready to make the necessary search when the book is really needed.

[Signature]

Director of the Libraries
Inform me as the number of books to transfer, no frisks, please.

As regards the handling and cataloging department, I have taken

amount to 2,000 volumes at a time. I must advise you of a matter of concern:

able to find a pack with a call for a

the reason, books to process of cataloguing agents not to be asked for at

trivial reason, but the important matter, the specific needs to make the

necessary research may the pack to better needed.

[Signature]

Registrar of the Librarian
My dear Mr. President:

Mr. Hanson has mentioned to me a visit of certain members of the Board of Trustees to the stacks in Harper during my absence from the city and some questions which Mr. Donnelley, in particular, asked. It has occurred to me that you might like to have in your hands my answers to these questions.

The first of them was: "What additional space for stacks would be required for the probable growth of twenty-five years?" This, of course, can be figured out from my letter to you. But I am glad to give the answer in compact form. I estimate that the growth of the next twenty-five years will probably be from 800,000 to 1,000,000 volumes. Roughly speaking, this would call for stacks having a capacity of 400,000 cubic feet; in other words, a room 50 x 50 x 100 feet, or its equivalent.

Mr. Donnelley's second question was whether we ought not to take the buildings east and west of Harper wholly for stacks. My answer is that we should eventually occupy the whole of these buildings up to the third floor for stacks, but the third floor and above should be reserved for other library purposes, including reading rooms, seminar rooms and offices. In the letter which I wrote to you, I suggested that in building these buildings we should carry the stacks only through the basement and first floor, giving the second floor temporarily to classrooms. I made this suggestion because I thought that this arrangement would work out better for the general
interests of the University. But I have no objection at all, from the point of view of the Libraries, to the buildings being built from the outset with stacks up to, but not including, the third floor.

I may restate the matter thus: My letter proposed the following procedure:

1. Stacks in Classics basement . . . . 80,000 vols.
2. Stacks in Modern Language building, basement and first story . . . . 240,000 "
4. Build Divinity School building with stacks for 110,000 "
5. Build History building with stacks in basement and first story . . . . 310,000 "
6. Build stacks in first floor of Harper . . 97,000 "
7. Convert Law School into library building with stacks for . . . . 467,000 "
8(a). Convert second floor of Modern Language and History into stacks for . . . . 340,000 "

An alternative plan would be:

1. Build stacks in Classics basement . . . . 80,000 vols.
2. Build Modern Language with stacks in basement, first and second floors . . . . 340,000 "
4. Build Divinity School building with stacks for 110,000 "
5. Build History building with stacks in basement, first and second stories . . . . 450,000 "
6. Build stacks on the first floor of Harper . . 97,000 "
7. Convert Law School into library building with stacks for . . . . 467,000 "
In the absence of the minutes of the last meeting, I have no objection to the following:

I. Report on Claims Receivable
   2,000 current
   2,000 due
   2,000 other

II. Report on Investments
   2,000 current
   2,000 due
   2,000 other

III. Report on Liabilities
   2,000 current
   2,000 due
   2,000 other

IV. Report on Operations
   2,000 current
   2,000 due
   2,000 other

V. Report on Investments
   2,000 current
   2,000 due
   2,000 other

VI. Report on Liabilities
   2,000 current
   2,000 due
   2,000 other

VII. Report on Operations
   2,000 current
   2,000 due
   2,000 other

VIII. Report on Investments
   2,000 current
   2,000 due
   2,000 other

IX. Report on Liabilities
   2,000 current
   2,000 due
   2,000 other

X. Report on Operations
   2,000 current
   2,000 due
   2,000 other

XI. Report on Investments
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   2,000 other

XII. Report on Liabilities
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XIV. Report on Investments
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XV. Report on Liabilities
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XVI. Report on Operations
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XVII. Report on Investments
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XVIII. Report on Liabilities
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XX. Report on Investments
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XXI. Report on Liabilities
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XLII. Report on Liabilities
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XLIII. Report on Operations
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XLIV. Report on Investments
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                                                                          2,000 other

LVI. Report on Investments
                                                                          2,000 current
                                                                          2,000 due
                                                                          2,000 other

LVII. Report on Liabilities
When these steps have been taken in whatever order may seem best, the University will have before it, as I pointed out in my previous letter, three possibilities:

a) It may rebuild the dormitory buildings for book stacks.

b) It may construct a library building, chiefly for stacks, west of Ellis Avenue.

c) It may construct a stack building in Harper Court. This may be wholly underground, or partly underground and partly above ground.

As another generation will choose among these plans, with more light than any of us have today, it is not worth while to discuss their relative advantages.

If you think Mr. Donnelley would be interested in these answers to his questions, I should be glad to furnish you with a duplicate of this letter.

Very truly yours,

[Signature]

President H. P. Judson,

The University of Chicago.

EDB-N
Your choices when faced with the need to analyze a given set of facts
and make decisions about a person's health and well-being must be based
on thorough research and careful consideration. However, in situations like
this, it is important to consider the ethical implications of your actions.

I am aware that the information provided by the doctor is confidential
and must not be shared without his consent. However, I believe that it is
important to discuss the options available to my mother with her and her family.

I have spoken with her doctor, and he has recommended surgery as the best
option for her current condition. I understand that this surgery is risky, but I
believe that it is necessary to improve her quality of life.

I am concerned about the potential complications that could arise from
this surgery, and I want to make sure that my mother is fully informed about
the risks and benefits. I would like to speak with her doctor directly to
understand his perspective on the matter.

I appreciate your help in this situation, and I will continue to do my best to
support my mother during this difficult time.

Sincerely,

[Signature]
May 14, 1921.

My dear Mr. President:

Some weeks ago you remarked to me in your office that there could be no increase in the Library Budget for next year. Since that time, with the help of Mr. Hanson and the heads of the various departments of the Library, I have been making a careful study of our financial situation, in order to work out the best possible plans for the year beginning July 1st. I beg leave to submit the following statements.

On April 1st of the present year, we were paying monthly salaries at an annual rate of $115,114.00. The amount provided in the budget for salaries was $85,504.00. The supplementary appropriation was $20,500.00. We were able to use from the Card Fund for salaries $1,800.00, making a total of $107,804.00.

The explanation of the difference between the funds provided by the University and the salary scale of April is partly in the fact that we carried forward from last year a balance of $1,759.33 and partly that the salary scale of the last half of the year is always higher than the average of the year, because of absences without pay and the increases of salary made within the year. Despite the difference, therefore, between these two figures, we are hoping to come out without a deficit at the end of the year. It remains, however, that
The presentation has been reviewed and is ready to be used for the meeting tomorrow.

The addition to the organization in the past few years has been noted. It is to be expected that this trend will continue and that it will be advantageous for the future of the organization.

In addition to this, the importance of the organization's work cannot be overstated. It is a vital component in the overall framework of our society and its activities are crucial to the success of our projects.

The implementation of new ideas and strategies is always challenging, but it is necessary for our organization to remain relevant and effective. This is a key area that we need to focus on in the future.

Thank you for your attention to these matters.
we are paying our present staff at the rate of $115,000 a year.

It must also be borne in mind that, in the case of some of the younger members of the staff especially, small increases in salary are practically imperative.

On the assumption that the University would provide next year the same amount of money which it gave to the Libraries last year, the problem which was presented to us was to add to the $115,000 the relatively small increases in the smaller salaries and then reduce this increased figure to $107,804.

In order to accomplish this, we have studied every department with care. In some cases the head of the department has found it necessary to continue his study through several weeks in order to discover points at which readjustments could be made by which expenses could be reduced with the least possible impairment of the efficiency of the Libraries. The result of these studies is that by reducing somewhat the hours at which we shall give stack service, substituting student service for staff service at certain points, accepting resignations in other departments where it is possible to reduce the quantity of work without seriously impairing the quality, we have worked out a budget for next year of approximately $109,000. This I regard as an entirely safe budget, on the assumption that the appropriations for the coming year will be the same as those of last. It is certain, upon the basis of past experience, that absences without pay will amount to $1000.

Will you permit me then to call attention to the fact that it
will be impossible to carry forward the Libraries on any materially smaller sum than was available last year without a serious impairment of their service. The supplementary appropriation which the Libraries have had for years in addition to the amount provided in the budget, has been, from our point of view, simply a part of our available resources. In the endeavor to give to the University efficient library service, we have found this total sum none too large, but have been obliged to watch expenses at every point and to hold salaries to the lowest point consistent with the securing of an efficient staff.

With keen appreciation of the problems which those who are responsible for the total budget are facing, I feel nevertheless that my responsibility requires me to put this situation before you as I have done above, and especially to emphasize the fact that the base line, so to speak, of the finances of the Libraries is not the amount contained in the budget, $85,504, but the budget plus the $20,500, namely, $106,004, and that this figure cannot be reduced without seriously impairing the service which the Libraries render to the University.

Respectfully submitted,

[Signature]

President H. P. Judson,
The University of Chicago.
At the Department of the Interior, the question of the
extent and nature of the
reservation is under consideration. The
superintendent of the reservation reports that
there are several hundred to one or two thousand
people who are willing to affiliate to the
reservation. In the meantime, I have
come to the conclusion that
affiliation is the
primary consideration. I have
written to the
reservation and
affiliation is
the
primary consideration.

Lowerright explained
the meaning of affiliation
with
affiliation.

With best expressions of the
highest regard,

Lowerright.
July 3, 1925

My dear Mr. Hanson:

I am not sure that I have ever answered yours of April 12. After four and a half months in my present office and reaching the beginning of a new university year, I see no reason to anticipate that I shall wish to make any change in the present state of affairs in the libraries within the year now beginning. Unless some unexpected situation develops affecting, perhaps, your health or mine, or some other change which I do not now anticipate, I shall expect you to continue as Associate Director, with about the same relation between us as has existed for the last three months.

Perhaps this is as far ahead as it is safe to predict. I hope, however, that you will have no sense of uneasiness in the matter but will be assured that whatever situation may develop you will be consulted and your wishes followed as far as possible.

May I inquire whether this arrangement is satisfactory to you and whether there are any changes in the routine which we have been following which you regard as desirable. I should be glad to consider any that you have to suggest.

Very truly yours,

Mr. J. O. M. Hanson
Faculty Exchange

EDB:HP
April 9, 1865

My dear Mr. Hopkins,

I am not sure that I have ever written you of

myself. After your good part in my political career and receiving the permission of a new administration, I am well aware that I shall wish to make my change in the present state of affairs in the interest of the

year that began.

Failure of Mr.斯顿, and your position, I hope not, but I am glad to hear that you are continuing your course as you have been doing.

Perhaps we shall not have much to do soon of

the war. I hope, however, that you will have no chance of

fellowship in it, in any way.

May I inquire whether you are interested in the

prospect of the next election? I hope not, but if you are, I am glad to hear from you.

Yours truly,

E. H. Leavenworth

Secretary

E. H. Leavenworth

Sgd: H.
April 12, 1923.

My dear Dr. Burton:

I have just received yours of April 10th.

I cannot sufficiently thank you for the kind words contained in that letter. It was a great relief to me to have this statement, setting forth the policy favored by yourself and Dr. Judson, viz., that a member of the teaching staff should act as Director of the Libraries. You have presented the matter in such a way that I have become much more reconciled to the situation than before.

There is one favor I would ask, and that is that you continue as Director. I believe that I could manage as Associate Director without referring to you more library problems than would ordinarily have to be submitted to the President's office. I believe also that the continuance of the present arrangement will result in less drain on your time than if another member of the teaching staff be now appointed to take up the duties of Director. The new man would for a year or two, at any rate, require constant instruction and guidance from you.

Another favor I would ask is that in case a new appointment must be made, you give me an opportunity to consider my own position. The present plan has worked out well for the last twelve years because of your unusual qualifications. I have said repeatedly to library colleagues and others, who have asked me how the University of Chicago
Dear [Name],

I hope this message finds you well. I wanted to reach out and express my appreciation for your continued support.

I recently attended a conference in Chicago and had the opportunity to meet with several key figureheads in the industry. Your insights and advice were invaluable, and I wanted to thank you for taking the time to share your knowledge and experience.

I also wanted to update you on the progress of [Project]. As you know, the project is in the final stages of development, and we are on track to meet our deadline. I believe that your expertise would be an asset as we continue to refine the project.

Please let me know if you are available for a call or meeting to discuss this further. I look forward to hearing from you.

Best regards,

[Your Name]
plan has worked out in practice and how it might work in another institution, that in my opinion it would prove successful in any university, provided they had an exceptional man in charge, but that personally I knew of no other man than yourself with whom I could have worked with so little friction and with such satisfactory results. I trust therefore, should you and the Board of Trustees decide on another appointment, that I may be given an opportunity either to slip out quietly or to have my services utilized on the teaching staff in conducting courses and seminars in bibliography and the book sciences, while perhaps acting also in an advisory capacity on the Book Committee and assisting on difficult bibliographic problems likely to come up in connection with the administration of the Libraries.

Sincerely yours,

JCMH-AN

President Ernest D. Burton,

The University of Chicago.

JCMH-N
October 2, 1924.

My dear Mr. President:

In answer to yours of September 29th, may I state that I still hold the opinion expressed in my letter to you of October 24, 1923, that Mr. Henry's position deserves a substantial increase. I hope that the addition to his salary mentioned by you - $300.00 - will enable him to devote himself more exclusively to problems of the University Libraries. You will recall that, in discussing the budget for 1924-25, this promotion was listed as desirable but not as pressing as some others and for that reason passed over. I assume therefore that if the increase is to be granted before July 1, 1925, it will mean an addition to the salary budget for the present year. I do not see how the $300.00 can be taken from the salary allowance of the Readers' Department for the current year.

As for the new assistant in the Readers' Department at $2000 to $2400 a year, may I quote here from my annual report for 1923-24, written in June but not as yet submitted, as we are still waiting for certain figures from the Auditor's office and the Readers' Department:

"Recent visits to departmental libraries have impressed on me more forcibly than ever the need of a supervisor of these libraries, a man whose chief duty shall be to look after the problems and needs of the 15 departmental collections now so located that members of the General Library staff find it difficult to aid in their administration.

"When it is remembered that over one-half of the book resources of the University are housed in departmental libraries, that there is as yet no immediate prospect of greater centralization of these resources in the same or connecting buildings, it is felt that the selection and appointment of a supervisor of these collections must be one of our primary aims for 1925-26. The Social
October 8, 1939

Mr. Secretary,

I am writing in reply to the letter you sent me last month in which you asked me to make some suggestions on the matter of the proposed visit to China. I understand that the visit is intended to be for the purpose of promotional goodwill, and that it is expected to play a significant role in the development of trade relations between the United States and China.

In view of these considerations, I would like to make the following suggestions:

1. It would be advisable to assign a permanent ambassador to China to represent the United States and to promote trade and cultural relations. This would help to establish a strong and effective presence in the country.

2. It is important to have a well-coordinated strategy for promoting trade and investment. This should include measures to encourage American businesses to invest in China, as well as efforts to reduce trade barriers and increase market access.

3. It is crucial to have a strong diplomatic presence in China, with a focus on building relationships with key officials and businesses. This will help to create a positive image of the United States and to foster strong business relationships.

I believe that these suggestions, if implemented, will help to ensure the success of the proposed visit and will contribute to the long-term development of trade and cultural relations between the United States and China.

Sincerely,

[Your Name]
Science Group, it is true, urges strongly the appointment of a Documents Librarian. The need of such an official, perhaps with one or more assistants, is recognized. It is doubtful, however, if the creation of such a position should take precedence over the appointment of a Supervisor of Departmental Libraries."

As you see, this matter has been on my mind for some time and I have discussed it with Mr. Henry and informed him why it would not be possible to secure such an assistant this year.

Yours very respectfully,

J. C. M. Hansen

President Ernest D. Burton,

The University of Chicago.

JCMH-N
I have pleasure to add my name to the above.

Your obedient servant,

[Signature]

[Handwritten note:]

Precept for 1939-40

The University of Chicago

[Handwritten note:] 1939
My dear Dr. Burton:

Upon receipt of your letter of October 9 regarding books in the Rental Bureau I took up the matter with Miss Little and learn the following facts. Of course it is unnecessary to say that the phrase "Classics Library" was the blunder of the 'Cub' Reporter. The alleged interview with me regarding fictitious signatures in Friday's Marcon is another splendid example of garbled misinformation.

The "Divine Lady" a novel by E. Barrington (a nom de plume) which is really a biographical sketch of Lord Nelson was bought in response to a rush letter from Dean Flint sometime in August asking Miss Little to be sure and have two copies ready on the opening day of the quarter.

"Jenny the Joyous" is by Cornelius Stratton Parker, an American Novelist, and was purchased as the request of Professor James Westfall Thompson. It has been very favorably reviewed.

The "Prancing Nigger" is by Ronald Fairbank, one of the best novelists, who lived for sometime in Cuba. The title is the local nickname of the hero of the book. Really, it is a sort of take-off or satire on several recent novels and is considered one of the cleverest things which has appeared recently.

The "Eyes of Max" is a series of short stories, mostly detective stories, by Ernest Brahman who is considered one of the greatest masters of style writing today.

While these titles appear rather frivolous, as a matter of fact the novels are much better literature than those that have been appearing during the last three or four years. In general they are free from salacious references and other undesirable
The year of course is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page. The front page is now to pass the front page.
characteristics.

In conclusion I might add that novels are purchased for the Rental Bureau on three different bases of selection. (1) At the request of a member of the faculty, in the vast majority of cases of the English faculty. (2) New novels by authors, the reading of all of whose works is required in certain English courses. (3) Novels which are favorably reviewed in the best literary magazines of the day.

Sincerely,

Edward A. Henry
Head of the Readers’ Department.

EAH*LS

President Ernest D. Burton,
University of Chicago.
Office of the President

Referred to 1924

Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President’s stationery for him to sign.
5. Return
   a) With information called for in writing.
   b) With suggestion of answer in writing.
   c) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
10. Send to ___________________________ with covering letter.
11. File under___________________________
12. Make __________________________ copies.
   Send to

November 13, 1924.

My dear Mr. President:

I have read Mr. Henry's letter of October 18th. His title and salary for the coming fiscal year will depend somewhat on the attitude taken by yourself and the Board of Trustees toward the proposal for a re-grading of the force, soon to be submitted to you.

In this plan, based on the U. S. Reclassification Act of 1923, Professional and Scientific Grade 2 includes Assistant Librarian, $2400-$3000; Professional and Scientific Grade 3, Associate Librarian, $3000-$3600 - This is the grade in which Mr. Henry now belongs; Professional and Scientific Grade 4, given the title Librarian, $3800-$5000; followed by Grade 5, Senior Librarian, and Grade 6, Chief Librarian. These titles do not fit our present organization, but that is of minor importance.

Mr. Henry states that he is still teaching a minor in the University College, for which he is paid $375 a year. He quotes Mr. Reeder, Assistant Librarian of Ohio State University and Mr. Price, our former stack assistant and Modern Language Librarian, now in Washington, and states in conclusion that while he appreciates the promotion received he feels that it is not a full measure of his service to the Library and he will expect further increase in the not too distant future.

An increase of the salary of the Head of the Readers' Department, corresponding to Assistant Librarian in many university libraries, to $3600 would make the salary for this position compare favorably with that of
The text is illegible and cannot be transcribed accurately.
Assistant Librarian in most American university libraries. To illustrate:

Harvard has three Assistant Librarians, of whom one, Mr. Potter, Head of the Order Department, receives, I believe, $4000. Mr Potter is an exceptional man, having been with the Harvard Library for nearly thirty years, and is, more than any other man, responsible for the development of the resources of the library during that period. Two other Assistant Librarians, Head Cataloguer and Head Reference Librarian, receive $3000, unless there have been recent promotions.

Yale's Assistant Librarian receives $5000. This is Mr. Barr, an exceptional case and an exceptional man who was for many years Assistant Librarian at the John Crerar Library, having graduated from the New York State Library School and served for a time in the Library of Congress.

The University of Wisconsin has two Assistant Librarians at $3400 each, Dudley, who has been with the institution since 1893, and Burke, Head of the Readers' Department for some twenty years.

The University of Michigan has Mr. Goodrich as Assistant Librarian at $3000, a graduate of the New York State Library School with many years of experience in university and reference libraries.

Ohio State University has two Assistant Librarians, each at $3000. One of them, Reed, has served since about 1900 and is a fine man of sterling character. The second one I have not met.

Cornell University pays its Librarian only $3500. The University of Pennsylvania pays its Librarian only $3000, but he has permission to do outside work, chiefly writing, during library hours and in this way increases his income to about $4000 a year. Columbia pays its Assistant Librarian
$3500, Stanford $3000, California $3600, University of Illinois $2800.

The Head of the Readers' Department of the University of Chicago has a difficult position, in that he must supervise the departmental libraries and student service, collect fines, act in a sense as superintendent of the building, and have some supervision of stacks and equipment. It seems therefore obvious to me that the position should pay not less than $3600. Moreover, a capable Assistant Head should be secured at a salary of $2500 to $3000 a year. The Head of the Readers' Department, being practically the Assistant Librarian, should also hold the rank of Assistant Professor in the Faculty. I believe that this rank has been allotted to Assistant Librarians in most American university libraries. Mr. Henry's letter is returned herewith.

Very truly yours,

[Signature]

President Ernest D. Burton,

The University of Chicago.
The Board of the Committee Department of the University of Chicago

and the policy of the College, as well as that of the University, is not to make any discrimination in the appointment of faculty and staff on the basis of race, color, religion, national origin, or sex. It is the policy of the University to have large representation of faculty and staff from minority groups.

The Board of the Committee Department of the University, after careful consideration of the matter, has decided to remove the name of [redacted] from the list of candidates for the positions of [redacted].

With this decision, we reaffirm our commitment to diversity and inclusion and to the principles of equal opportunity and non-discrimination.

Walt Stahl, President

The University of Chicago
My dear President Burton:

In reply to your generous letter of October 10th may I state that I had already partially anticipated it? When the work at the Y.M.C.A. Hotel started this fall, I declined a place in it. Now I have resigned the correspondence study work and have also laid aside two or three minor things, so that at the present moment my only standing responsibilities are the library and one minor of teaching work in the University College. May I state that last year as for several years recently my income was slightly over $4,000. As a result of this process thanks to the $300 increase which you promise me, I will earn this year $3,300 from the library and $375 from the University College which is as you see somewhat less than I have earned. I am glad to do this in order to give a larger proportion of my time, thought and energy to the library. I am doing this for two reasons. The first and chief of which is that I am very fond of my work in the library and am deeply interested in the solution of the problems which it offers. Secondarily, and I am sure my course this fall proves that this is secondary, I am hoping for a larger recompense in the not too distant future.

May I in this connection make the sort of a statement which I rarely do make? Last Winter we had here as a graduate student Mr. C.W. Reeder, the Reference Librarian of the Ohio State University. He was interested in getting the scheme of our organization and when I drew it for him in graphic form he said, "Why Mr. Henry, you are not a Head of a Department you are an assistant librarian directing the activities of half the work of the entire library which should properly be considered as made up of three or four departments". This summer at Saratoga when Mr. Price was giving me the facts regarding the new Federal Classification he said, "Mr. Henry, with the variety of things which you are supervising
My dear President Fisk:

With reference to your Circular No. 10 of October 10, 1892, I write to say that I have reached a decision after much deliberation. I have determined to decline the position offered to me by the Board of Trustees of the University of Chicago. My reasons for this decision are as follows:

1. I am not convinced that the University College is the best medium for the training of young men, especially in the arts and sciences.
2. I feel that the University College is not in consonance with the aims and objectives of the University of Chicago.
3. I believe that my services would be more valuable to the University of Chicago in a position where I can contribute to the overall academic and administrative development of the institution.

I have therefore decided to decline the position and to continue my services to the University of Chicago in a role that I believe is more appropriate to my skills and experience.

Yours sincerely,
[Signature]
and directing if you were in Washington you would be in the $5200 class."

In closing may I thank you for this offer which you have made me. I know something of the problems of finance which you are facing, and so while I feel that it is not a full measure of the value of my services to the library, still I am deeply appreciative of it.

Most sincerely yours,

Edward A. Henry

Head of the Readers' Department

EAL*LS

President Ernest B. Burton,
Office of the President,
University of Chicago.
Memorandum to

1. Mrs. Nichols and I are the only ones famili-
car with th tables as a whole. Heads
of dept consulted only with ref to
their own dept.

2. Tables by dept can easily be supplied
if needed. J. C. M. Hanon
My dear Mr. President:

I submit herewith tables requested in your letter received about two weeks ago. A key to the abbreviations in the left-hand column under the heading "Grade" is appended.

In Table II the figures for first, second and third years do not represent an exact increase of one-third for each year. Slight variations were found necessary in order to avoid awkward salary figures.

The salary for Director has been filled in under the New Scale at $5000, assuming that the policy in force since 1910 will still hold and the Director will give only part of his time to the Libraries. In case the new scale goes into effect, the position of Associate Director would be graded as P.5, the minimum salary $5200.

These estimates do not attempt to forecast the development of the Libraries beyond 1928 or 1929. With the reorganization completed, there should be a gradual reduction in the force of cataloguers, classifiers, printers, etc., so as to offset somewhat increases due to organization of new departmental or school libraries. This is based on the assumption that the annual accessions will not materially exceed 50,000 volumes and pamphlets. It assumes also that there will be no marked increase in the number of assistants, that promotions will in a measure be taken care of by normal changes of personnel, i.e., promotions within the force to vacancies caused by resignations.
Finally, I assume that the University will take care of additions to its budget occasioned by a possible extension of its pension system to library officials other than Director or Associate Director. Similarly, I have not attempted to make any estimate on expenditures for equipment and furniture likely to be called for.

Very truly yours,

[Signature]

President Ernest D. Burton,

The University of Chicago.

JCMH-N
Grading of Positions According to Reclassification
of Departmental Service at Washington

### Professional and Scientific Service

<table>
<thead>
<tr>
<th>Grade</th>
<th>Position</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>P.6</td>
<td>Chief Librarian</td>
<td>$6000 - $7500</td>
</tr>
<tr>
<td>P.5</td>
<td>Senior Librarian</td>
<td>5200 - 6000</td>
</tr>
<tr>
<td>P.3</td>
<td>Associate Librarian</td>
<td>3000 - 3600</td>
</tr>
<tr>
<td>P.2</td>
<td>Assistant Librarian</td>
<td>2400 - 3000</td>
</tr>
</tbody>
</table>

### Subprofessional Service

<table>
<thead>
<tr>
<th>Grade</th>
<th>Position</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP.6</td>
<td>Senior Library Assistant</td>
<td>1860 - 2400</td>
</tr>
<tr>
<td>SP.5</td>
<td>Library Assistant</td>
<td>1680 - 2040</td>
</tr>
<tr>
<td>SP.4</td>
<td>Junior Library Assistant</td>
<td>1500 - 1860</td>
</tr>
<tr>
<td>SP.3</td>
<td>Under Library Assistant</td>
<td>1320 - 1680</td>
</tr>
<tr>
<td>SP.2</td>
<td>Minor Library Assistant</td>
<td>1140 - 1500</td>
</tr>
<tr>
<td>SP.1</td>
<td>Library Aid</td>
<td>900 - 1260</td>
</tr>
</tbody>
</table>

### Clerical, Administrative, and Fiscal Service

<table>
<thead>
<tr>
<th>Grade</th>
<th>Position</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAF.7</td>
<td>Junior Administrative Assistant</td>
<td>2400 - 3000</td>
</tr>
<tr>
<td>CAF.3</td>
<td>Assistant Clerk-Stenographer</td>
<td>1500 - 1860</td>
</tr>
<tr>
<td>CAF.2</td>
<td>Junior Clerk; Junior Stenographer; Junior Operator (Office Devices); Senior Typist</td>
<td>1320 - 1680</td>
</tr>
<tr>
<td>CAF.1</td>
<td>Under Clerk; Junior Typist</td>
<td>1140 - 1500</td>
</tr>
</tbody>
</table>

### Custodial Service

<table>
<thead>
<tr>
<th>Grade</th>
<th>Position</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>CU.2</td>
<td>Laborer</td>
<td>900 - 1140</td>
</tr>
</tbody>
</table>
# Schedule of Positions and Salaries in the University of Chicago Libraries, New Scale Based on Reclassification of U. S. Departmental Service, July 1, 1924.

## Table I. New Scale by July 1, 1925.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Department</th>
<th>Position</th>
<th>Present Salary</th>
<th>New Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>P.6</td>
<td>Admin.</td>
<td>Director</td>
<td>5000</td>
<td></td>
</tr>
<tr>
<td>P.5</td>
<td>Admin.</td>
<td>Associate Director</td>
<td>5000</td>
<td>5200</td>
</tr>
<tr>
<td>P.3</td>
<td>Admin.</td>
<td>Chief Bibliographer (3/4 time)</td>
<td>2025</td>
<td>2475</td>
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November 12, 1924.
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Margin for overtime

Pensions

136321

178566

140321

38245

5000

135321

Associate Director

Salary Budget for 1924-25

Additional amount required for new scale

*Positions which can be filled without increase of salary scale.
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Schedule of Positions and Salaries in the University of Chicago Libraries, New Scale Based on Reclassification of U. S. Departmental Service, July 1, 1924.

Table II. New Scale by July 1, 1927.

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<td>245</td>
<td>330</td>
<td>420</td>
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</tr>
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<td>SP.1</td>
<td>&quot;</td>
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<td>245</td>
<td>330</td>
<td>420</td>
<td>510</td>
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<td>CAF.7</td>
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<td>Secretary</td>
<td>1800</td>
<td>2000</td>
<td>2200</td>
<td>2400</td>
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<td>CAF.3</td>
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<td>Secretary-School of Education</td>
<td>1500</td>
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<td>1500</td>
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<tr>
<td>CAF.2</td>
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<td>Secretary</td>
<td>1080</td>
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<td>1260</td>
<td>1320</td>
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<tr>
<td>CAF.2</td>
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<td>&quot; (1/2 time)</td>
<td>660</td>
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**Column Labels:**
- Date
- Time
- Day
- Event

**Event Details:**
- Reception
- Conference-Statement of positions (9:30 a.m.)
- Conference-IMAF (10:30 a.m.)
- Conference-MAF (11:00 a.m.)
- Conference-MAF (12:00 p.m.)
- Conference-MAF (1:00 p.m.)
- Conference-MAF (2:00 p.m.)
- Conference-MAF (3:00 p.m.)
- Conference-MAF (4:00 p.m.)
- Conference-MAF (5:00 p.m.)
- Conference-MAF (6:00 p.m.)
- Conference-MAF (7:00 p.m.)
- Conference-MAF (8:00 p.m.)
- Conference-MAF (9:00 p.m.)
- Conference-MAF (10:00 p.m.)
- Conference-MAF (11:00 p.m.)
- Conference-MAF (12:00 a.m.)
- Conference-MAF (1:00 a.m.)
- Conference-MAF (2:00 a.m.)
- Conference-MAF (3:00 a.m.)
- Conference-MAF (4:00 a.m.)
- Conference-MAF (5:00 a.m.)
- Conference-MAF (6:00 a.m.)
- Conference-MAF (7:00 a.m.)
- Conference-MAF (8:00 a.m.)
- Conference-MAF (9:00 a.m.)
- Conference-MAF (10:00 a.m.)
- Conference-MAF (11:00 a.m.)
- Conference-MAF (12:00 noon)
<table>
<thead>
<tr>
<th>Grade</th>
<th>Department</th>
<th>Position</th>
<th>Present Salary</th>
<th>July 1925</th>
<th>July 1926</th>
<th>July 1927</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAF.2</td>
<td>Card</td>
<td>Multigraph Operator</td>
<td>1140</td>
<td>1200</td>
<td>1260</td>
<td>1320</td>
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<tr>
<td>CAF.2</td>
<td>&quot;</td>
<td>Printer</td>
<td>1320</td>
<td>1380</td>
<td>1380</td>
<td>1380</td>
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<tr>
<td>CAF.2</td>
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<td>&quot;</td>
<td>1260</td>
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<td>1320</td>
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<td>CAF.2</td>
<td>&quot;</td>
<td>&quot;</td>
<td>1260</td>
<td>1320</td>
<td>1320</td>
<td>1320</td>
</tr>
<tr>
<td>CAF.2</td>
<td>Readers'</td>
<td>Secretary-Readers' Dept. Office</td>
<td>1080</td>
<td>1200</td>
<td>1260</td>
<td>1320</td>
</tr>
<tr>
<td>CAF.2</td>
<td>&quot;</td>
<td>-Law School (½ time)</td>
<td>600</td>
<td>600</td>
<td>600</td>
<td>600 *</td>
</tr>
<tr>
<td>CAF.1</td>
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<td>1140</td>
<td>1200</td>
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<tr>
<td>CAF.1</td>
<td>Readers'</td>
<td>Assistant-Readers' Dept. Office</td>
<td>840</td>
<td>960</td>
<td>1080</td>
<td>1140</td>
</tr>
<tr>
<td>CU.2</td>
<td>Readers'</td>
<td>Stack Assistant-Cleaner</td>
<td>960</td>
<td>960</td>
<td>1020</td>
<td>1020</td>
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<tr>
<td></td>
<td></td>
<td>Margin for overtime</td>
<td>720</td>
<td>720</td>
<td>720</td>
<td>720</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pensions</td>
<td>300</td>
<td>300</td>
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Salary Budget for 1924-25

<table>
<thead>
<tr>
<th></th>
<th>140321</th>
<th>157807</th>
<th>169110</th>
<th>178566</th>
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<tbody>
<tr>
<td>Addition to Salary Budget of 1924-25 required for new scale</td>
<td>17486</td>
<td>28789</td>
<td>38245</td>
<td></td>
</tr>
</tbody>
</table>

*Positions which can be filled without increase of salary scale.

N.B. Only $4000 was provided for a Director for the present fiscal year. By authority, this has been applied on other salaries. The addition of $5000 for Director under the new scale is therefore in a sense an entirely new salary.
Table III.

Additional Positions Considered Important or Desirable in Connection with the Development of the University Libraries During the Next Three or Four Years.

<table>
<thead>
<tr>
<th>Department</th>
<th>Present Scale</th>
<th>New Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director or Librarian</td>
<td>1080</td>
<td>1320</td>
</tr>
<tr>
<td>1 Assistant (Desirable)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Acquisition Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Assistant for Documents</td>
<td>1500</td>
<td>1860</td>
</tr>
<tr>
<td>1 Assistant for general order work</td>
<td>1500</td>
<td>1860</td>
</tr>
<tr>
<td>1 Assistant for Periodical Record</td>
<td>900</td>
<td>1320</td>
</tr>
<tr>
<td>1 Stenographer (½ time)</td>
<td>660</td>
<td>720</td>
</tr>
<tr>
<td></td>
<td>4560</td>
<td>5760</td>
</tr>
<tr>
<td><strong>Cataloguing Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Senior Cataloguer</td>
<td>1560</td>
<td>1860</td>
</tr>
<tr>
<td>1 Junior Cataloguer</td>
<td>1320</td>
<td>1500</td>
</tr>
<tr>
<td>Additional Student Service for labelling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(no estimate)</td>
<td>2880</td>
<td>3360</td>
</tr>
<tr>
<td><strong>Classification Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Classifier</td>
<td>1620</td>
<td>2040</td>
</tr>
<tr>
<td>1 Shelflister</td>
<td>1140</td>
<td>1440</td>
</tr>
<tr>
<td></td>
<td>2760</td>
<td>3480</td>
</tr>
<tr>
<td><strong>Card Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Assistant</td>
<td>900</td>
<td>1320</td>
</tr>
<tr>
<td><strong>Readers' Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Important</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Assistant to Head of Department</td>
<td>2000</td>
<td>2500</td>
</tr>
<tr>
<td>Librarian in Divinity Library</td>
<td>1200</td>
<td>1800</td>
</tr>
<tr>
<td>1 Stenographer for Circulation &amp; Ref. Section</td>
<td>1020</td>
<td>1320</td>
</tr>
<tr>
<td>1 Assistant for Rental Bureau (½ time)</td>
<td>450</td>
<td>600</td>
</tr>
<tr>
<td></td>
<td>4670</td>
<td>6220</td>
</tr>
</tbody>
</table>

*Recategorization Act places Senior Librarian in Professional Grade 5 - $5200-$6000; Chief Librarian in Professional Grade 6 - $6000-$7500.
Table III. - Continued.  

<table>
<thead>
<tr>
<th>Present Scale</th>
<th>New Scale</th>
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</thead>
<tbody>
<tr>
<td><strong>B. Desirable</strong></td>
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</tr>
<tr>
<td>Librarian for School of Social Service</td>
<td>1200</td>
</tr>
<tr>
<td>Librarian for Medical Library</td>
<td>1200</td>
</tr>
<tr>
<td>Assistant in charge of Rare Books, Manuscripts, Coins, etc. (Not to be appointed until additional space becomes available in which to store material referred to.)</td>
<td>1200</td>
</tr>
<tr>
<td><strong>Total for Readers' Department</strong></td>
<td>8270</td>
</tr>
<tr>
<td><strong>Total (except Director)</strong></td>
<td>20450</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
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<td>07/00</td>
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<td>07/00</td>
<td>1200</td>
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<tr>
<td>07/00</td>
<td>0200</td>
</tr>
</tbody>
</table>
Mr. Edward A. Henry
University Library

Dear Mr. Henry:

In response to your memorandum of November 26
I suggest as follows:

(1) That the conclusion in your first paragraph, while it may be sound, is one which we are probably not warranted in setting as a conclusion in this form until after some finding as to all the pertinent facts. While in this instance it may make no difference, in general such a publication of a conclusion in advance of final determination on all the facts may cause some annoyance.

(2) The person mentioned has been of some use to the University in connection with a development project. This project, however, did not materialize and the matter is now closed.

(3) The explanation offered by the person mentioned in paragraph 3 may or may not be born out upon a full investigation. In any event I think she should be requested to come before the proper University authority for a conference and given an opportunity to explain fully the facts as found.

(4) I recommend that following such conference, the investigating officer make a recommendation for action, presumably to the President's office.

Yours very truly,

TREVOR ARNETT

By G. C. Fairweather
Dear Mr. Hume:

In response to your memorandum of November 28,

I suggest the following:

1) That the appointment to your trade committee
   where it may be found to one whose name has been notified
   in consultation with a committee of non-tradesmen, in which
   will be significant at the instance of the trade.

2) To avoid any appearance of influence, may be presented to the committee
   at the instance of the department.

3) The appointment offered by the board or any other
   in consideration of the trade.

4) I recommend that following your appointment
   to the department the name of the trade official
   and the reference of the board.

Yours sincerely,

[Signature]

[Office of the Assistant Secretary]
Memorandum to Vice-President Tufts
Dean Gray
Mr. Hanson
Mr. Flock
Mr. Fairweather:

On the afternoon of Monday, November 17, a confidential tip was passed me that in the basement of the building at 5823 Dorchester Avenue there was a large collection of books bearing library labels and having the library cards in the backs proving that they had been taken from our shelves without charging, in other words that they were stolen from our open shelves.

The building in question is owned I am told by Miss Mae Owings who operates it as a rooming house. The following facts are significant. Miss Owings was for a number of years a teacher of Atlanta University, Georgia. Some three or four years ago she wrote me from Atlanta applying for student service. I gave her a place and she worked for me for some months while she was a student in the College of Education. Later she left here and I believe taught a year at the College of Puget Sound. Returning here, she has struggled to write a masters thesis but, I am told, her thesis has been twice rejected by the college of Education authorities.

I immediately phoned Mr. Flock whom I located in Mr. Fairweather's office. I understand that Mr. Fairweather advised that accompanied by a plain clothes detective I go and see the books and then call on Miss Owings and demand their surrender. Early Tuesday morning, I went over and walked into the entirely open basement and saw the books. Then, meeting the plain clothes man I took him in to view them after which we called on Miss Owings. She professed absolute ignorance as to where the books came from. She said the janitor has recently sold a load of old books which had been left in lockers in the basement by roomers and because of trouble from this she had warned him not to sell them and that he was holding these for her to see. She had not yet had time to go down to see them. I left the detective to watch the books while I endeavored to get the press auto to pick them up. Failing that, I engaged a yellow cab and brought fifty-two books to my office. When my clerk came to list them, she found that one book bore the bookplate of Atlanta University, another bore the stamp of the College of Puget Sound, the two schools with which Miss Owings has recently been connected. The other fifty books had all been taken from open shelves in our School of Education Library and all are closely related to the rejected Thesis of Miss Owings.

Of course it is not within my power to rule the penalty to be inflicted upon Miss Owings. However I would like to suggest that whatever else may be done she be barred from any university privileges preferably by a note from the President's Office such as has been served on one or two other people recently forbidding them to enter upon University property or into any University building.

LATER -----
Since the above was dictated Miss Abbott of the School of Education who is checking through the books has informed me that several are so completely annotated in ink that they are utterly useless for library purposes and must be discarded. This raises the question as to
whether or not we should call upon Miss Owings to replace these books. I have no
samples of her writing by which we could prove that the notes are hers. However it is
not impossible that Dean Gray's office may have samples of her writing which could be
used in investigation.

Very truly yours,

Head of the Readers' Department.

Miss O. did get a contact with a donor for the
Development Comittee. Nothing, however, has resulted.
Matter still pending.
We have no use for any clothing other than those of our own. I have no

Ward Clerk, hence

Head of the Ward, Department

Nous et autres, conforme avec le vœu de la

Development Department, therefore, those who remain

Ward Clerk
December 9, 1924.

Dr. E.D. Burton, President,
University of Chicago,
Faculty Exchange,

Dear Mr. President:

You may recall that in your Report as Director of the Libraries for 1915-16, you included at my suggestion, the item, Interlibrary Loans. On investigation at the time I was able to secure figures for the years 1913-14 and 1914-15. The record for the first year, 1913-14, gives 625 vols. as loaned to other institutions. This number has now more than trebled, the vols. for 1923-24 being 2,162.

This figure makes little impression when cited in an Annual Report. It is, however, significant and you may care to make a reference to it in one of your addresses in which the various services rendered by the University are outlined. It means that the University of Chicago stands third, at present, among the libraries of the country, in its ability to loan books to other institutions, Library of Congress being first, Harvard University second.
That the University of Chicago occupies so high a position in respect to this particular line of service, is due, I believe, first to the fact that it has a large number of books not readily accessible. It is the exceptional book that is usually wanted, the ordinary book being found in local libraries. Secondly, it is the liberal policy adopted by the University of Chicago in the matter of loans which makes this service possible.

Very sincerely yours,

J. C. M. Hanson,

JCMH: MS

Associate Director.
December 15, 1924.

My dear Mr. Hanson:

I thank you for your letter of December 9th with its figures in regard to Interlibrary Loans.

I shall be glad if opportunity occurs in which I can make use of this item of information.

Very truly yours,

Mr. J.C. M. Hanson, Harper Library.
January 6, 1925.

Report on the Library Situation in June, 1924.

I. Development, 1910-1924.

1. The University Libraries, Including Book Resources, Staff and Budget.

   a) In June, 1910, the University had one General Library with ca. 70,000 vols. and 18 departmental libraries with about 219,000 vols. The exact total is given in the Annual Report for 1909-10 as 288,925 bound and accessioned volumes. There were in addition some 230,000 vols. in uncatalogued collections.

   In June, 1924, there were, in addition to the General Library and the collections merged with it in Harper Library, containing roughly 500,000 vols., 9 departmental libraries with about 400,000 vols. In addition to the above, there are about 80,000 vols. not yet catalogued and various collections of pamphlets, also awaiting cataloguing.

   b) During the year 1909-10, circulation statistics of the General Library, with a total of ca. 70,000 vols., are given as 20,644 vols.

   In 1923-24, the General Library, with about 500,000 vols., reported a circulation of 414,564 vols.

   c) In 1909-10, 296 vols. were lent to other libraries.

   In 1923-24, there were 2,162 vols. lent to other libraries.

   d) In 1910 the library staff numbered about 23 persons.

   In the current year the staff consists of 89 full time assistants and about 25 on part time, a total equivalent to about 104 full time persons.

   e) In June, 1910, the salary budget of the Libraries amounted to $21,710.00.

For the year 1924-25, the salary budget totals $140,321.00.
I. Development, 1910-1919

In June 1910, the University had one calendar year with more than 20,000 votes. The faculty, totaling 1,600 votes, met in Sessional Libraries for their annual meeting. There were no officers for the entire year. There were no meetings of the General Faculty.

In June 1919, there were no officers or meetings of the General Faculty.

In the year 1920, the Faculty met at least ten times, and gave an average of 1,100 votes. There were no officers, and the General Faculty met at least ten times.

In 1922-23, the General Faculty met at least ten times.

In the year 1924, the Faculty met at least ten times, and gave an average of 1,100 votes. There were no officers.

In 1929-30, the Faculty met at least ten times, and gave an average of 1,100 votes. There were no officers.

In 1933-34, there were no officers, and the General Faculty met at least ten times.

In 1936-37, the Faculty met at least ten times, and gave an average of 1,100 votes. There were no officers.

In the year 1938, the Faculty met at least ten times, and gave an average of 1,100 votes. There were no officers.

In 1940-41, the Faculty met at least ten times, and gave an average of 1,100 votes. There were no officers.
f) In 1909-10, the expenditures for books amounted to $28,164.50.
In 1923-24, the expenditures for books and binding were $67,470.46.


a) Prior to 1910 there was no agreement between the Libraries in regard to systems of cataloguing and classification. There was no coordination between the General Library and departments or between individual departmental libraries. With the exception of the School of Education and in part the General Library, such cataloguing and classification systems as were found had been devised and applied by students and instructors without adequate professional training. The General Library had an Author Catalogue and a Classed Catalogue based on one of the older editions of the Dewey Decimal Classification. The departmental libraries had partial author catalogues, but, as a rule, no Shelflist or Classed Catalogue. The alphabetical subject catalogue, next to the author catalogue in importance, was found only in the School of Education.

The great national and subject bibliographies and the important printed catalogues were lacking for the most part, and those on hand were, with few exceptions, located in departmental libraries.

b) The period 1910-24 has witnessed important changes, as follows:

1) Unification and coordination of the library system of the University, in that all books, except for the Law School and Rush Medical College, are now purchased, catalogued, classified and bound under the direction of the central administration on a system which will compare favorably with that of any other university.

2) The new cataloguing and classification system inaugurated in 1911, incorporated on June 30, 1924, 917,898 volumes and pamphlets, to which
In 1963-64, the expenditures for books and periodicals were $7,850. In
Californial and National Libraries. Administration. Technical
Service.

Prior to 1960, there were no systematic efforts to provide
information on the National Library and its services and on its
functionality. The National Library served as a central repository
for the acquisition, cataloging, and distribution of books and
periodicals. The Library was responsible for acquiring and
maintaining a comprehensive collection of books and periodicals
for the use of the general public. The Library also provided
information services to the public and to the academic community.

The Library's role was to serve as a central repository for the
information needs of the academic community. The Library's
services included the acquisition of books and periodicals, the
cataloging of these materials, and the provision of information
services to the public and to the academic community.

The Library's emphasis was on the acquisition and cataloging of
materials that were relevant to the academic community. The
Library's collection included books, periodicals, and other
documents that were relevant to the academic community. The
Library's services included the provision of information services
to the public and to the academic community.

The Library had a strong emphasis on the acquisition and
cataloging of materials that were relevant to the academic
community. The Library's collection included books, periodicals,
and other documents that were relevant to the academic
community. The Library's services included the provision of
information services to the public and to the academic
community.

The Library's emphasis was on the acquisition and cataloging of
materials that were relevant to the academic community. The
Library's collection included books, periodicals, and other
documents that were relevant to the academic community. The
Library's services included the provision of information services
to the public and to the academic community.
there are added each year about 72,000. This system is so comprehensive and elastic, and the work has been done in such a manner, that it will not require expensive alterations or reorganization in the future. It is the system adopted by the Library of Congress as a basis for its future growth, which in that Library already covers 2,500,000 vols. The system should therefore stand regardless of any increase in book resources or possible changes in the policy affecting the centralization of books and libraries in fewer buildings than at present or their further decentralization in many buildings on or near the campus.

c) Special attention has been paid to the strengthening of specific classes and departments of source material, as follows:

1) Bibliographies and reference works.
2) Learned society publications and periodicals.
3) Government documents.
4) Manuscripts.
5) Newspapers of value for historical research.
6) Sources for historical study incorporated in the great Monumenta, Urkunden, Cartularia series and other collections required for graduate research in the departments of History, Philology and Literature.
7) Special development of definite classes of books, e.g. American Literature and History, British Literature and History, Church History, Religion and Theology, Classical Archaeology and Philology, Egyptology, Mathematics, etc.

d) The staff, which in 1910 had professionally trained assistants in only one of the 19 libraries, has been gradually strengthened until it has now, especially in the Cataloguing and Classification Departments, a number of assistants who are graduates of leading library schools with long training in large university or reference libraries conducted according to the most approved system of modern library science.
II. Present Problems.


Theoretically, the gross capacity of Harper Stackroom is a little over 400,000 vols., but as new books cannot be added to crowded shelves, its efficient working capacity for an active and growing library is not over 300,000 vols. (Most librarians feel that shelves should not be more than from two-thirds to three-fourths full in a growing library.) The holdings of the General Library today are about 500,000 vols., of which some 350,000 are shelved in Harper basement stackroom, 50,000 in the East Tower stacks, and 50,000 in various reading rooms and work rooms, and 50,000 in Classics basement. This is a very unfortunate arrangement, because

a) Harper stackroom is seriously overcrowded. This means the frequent breaking of bindings in pulling books out and replacing them on crowded shelves; much loss of time in placing newly acquired books on the shelves, as not infrequently many shelves of old books have to be shifted to make space for a few new ones; it also often means serious displacements when it is simply impossible to crowd any more books into the section on a given subject, so that a part of the resources have to be shelved in a distant part of the room where a little space is available, but where the faculty or graduate students working upon the subject will never discover them.

b) A reader wanting one of the books shelved in Classics has to go to the third floor of Harper to look up the call number in the Public Catalogue, then go down, out of doors to Classics, climb the stairs to the third floor and ask for the book. If the particular one asked for happens to be in use, he must return to the third floor of Harper to look up others and go back to Classics to get them.
This figure of 350,000 volumes in Harper stackroom is a very serious matter. We are adding to the General Library about 30,000 vols. per year. That means that by December 31, 1925, we will have 380,000 vols. on our shelves, an almost impossible number to handle in a stack with a gross capacity of only a little over 400,000. The only relief now in sight is the Theology Building, which will be ready for occupancy on October 1, 1925. Some 25,000 theology books will be moved from Harper to that building. The space thus vacated in Harper can be distributed equally throughout the stackroom at a labor cost of well over $1,000.00 and a cost of wear and tear on books and bindings which cannot be estimated. The space thus made available will hardly suffice to carry us to October 1, 1926.

Stated concretely, we need 20,000 additional cubic feet of stackroom space at once in order to reduce the present crowding. The annual growth at the present rate will require at least 12,000 cubic feet each year, but to add this yearly will involve a $1000 shift each year, so we ought to figure on adding at one time space for not less than five, and better ten years, growth. A single deck basement stack connecting Classics with Harper will make Classics basement an integral part of the Harper stack and add about 60,000 cubic feet. That will provide for the immediate need of expansion and some three additional years of growth at the present rate. The addition of a double deck stack on the first floor of that building would give us about ten years of growth.
The number of 600,000 copies of the second edition of the book "The Voice of Russia" are currently in print. The publisher is planning to release the new edition on October 1, 1932. The only selling point to attract to the Reader's Audience is a slight price increase to reach the average price of 100,000 copies. The same price was maintained in previous editions. The average cost of publication, as of October 1, 1932, was a cost of 60,000,000 copies. The publisher is confident in the market's response, as indicated by the previous editions' success.
2. Uncatalogued Books and Other Arrears.

A more detailed report on this subject will be found in a memorandum to President Burton dated November 5, 1924. A summary of this report is given here, as follows:

a) Uncatalogued books on hand, about ........... 80,356 vols.

b) Other collections provisionally catalogued but not as yet under the new system, about ........... 45,452 vols.

c) Present salary budget of the Cataloguing, Classification and Card Departments ........... $54790.00

d) Estimate of salary budget required to hold the present force ........... $67530.00.

e) Additional force, estimated. $21870.00.

3. Increase of Salary Scale.

a) The average of salaries paid to the library staff ten years ago was about $1000. This average has been increased slowly until it now stands at approximately $1349. This average is as yet considerably lower than that of the majority of public and university libraries. Up to 1924 the Library of Congress, with a salary scale fixed about 24 years ago, showed even a lower average than the University of Chicago. Beginning with July 1, 1924, however, a new scale, established for the Government Service, has appreciably increased the average of salaries at the Library of Congress, so that it is now considerably higher than that of the University of Chicago Libraries. The result has been that the University of Chicago Libraries find it hard to hold their best assistants. There is an annual turnover of from 20% to 30%, which seriously interferes with the progress of the reorganization, because it is the assistant most competent to deal with the bibliographical problems involved whose services are especially sought for by other libraries.
4. Some of the Duties which the University Libraries Have Been Required to Assume Recently, and Other Demands Which May Have to be Met in the Near Future.

   a) Rush Medical College Library, with about 34,000 vols., to be reorganized. The University Library is already ordering and binding the books for Rush, but is not cataloguing and classifying them.

   b) The erection of the new Medical buildings will involve new library problems, possibly a removal and consolidation of medical books now stored in several libraries. This may require new equipment and additional force.

   c) Manuscript collections must be adequately catalogued, classified and cared for. The present equipment does not supply the proper shelving or ventilation.

   d) Maps and musical scores are as yet in a large measure uncatalogued and unclassified.

   e) Prints and photographs are not recorded nor arranged in a systematic manner.

   f) Photostatic reproductions from books in the University Libraries and, vice versa, requests by our own Library for similar reproductions from books in other libraries to complete our defective copies or sets, are increasing year by year.

   g) There is a possibility that the University may in the near future be requested to install a graduate school for librarians.
h) The Library has ready or in prospect copy for various bibliographical publications which the University should issue, e.g.

1) Catalogue of Reference Books, copy on cards at west end of Reading Room.

2) Huber Collection of Music. Author catalogue ready for all books, not for scores.

3) Eckels Collection. Author catalogue ready.

4) Sixteenth Century Books in the University. Catalogue of about 800 entries so far ready.

5) Catalogue of Frank Collection of Early Medicine, Anatomy and Physiology. Ready.
III. Demands on the University because of the situation outlined under I and II above.

1. Ultimate Demands.
   
a. Beginning with the fiscal year, 1925-26, it will be necessary to raise the salary scale. It should be the aim of the University to bring the salaries to the level of that now established at the Library of Congress. If this level cannot be attained in one year, the increase will have to be spread out over a period of 2 or more years.

   b. Staff to be gradually increased so as to enable it to eliminate the arrears now on hand and also to take up new problems which will require solution.

   c. Adequate working quarters to be provided for various departments, especially Cataloguing, Classification, Cards and Acquisition Departments, in part also the Readers Department. Some of the Departments are now so congested that operations are materially slowed down.

       It has been estimated that a cataloguer requires 100 square feet working space for maximum efficiency. It is doubtful if many of the cataloguers in Harper Library have now as much as 30-40 square feet per person.

   d. If necessary to choose between increase of salaries, working space and equipment on the one side, and appropriations for books on the other, it will be well to curtail the latter in order to increase the former.
If it is necessary to acquire special competences, the student will be required to demonstrate a thorough understanding of the subject matter. This may include the ability to analyze complex data, to apply theoretical concepts in practical situations, and to communicate effectively with others. The student will be expected to engage in active learning, to participate in discussions, and to complete assignments on time. The course will be assessed through a combination of exams, quizzes, and projects. The student will be required to maintain a high level of academic integrity and to adhere to the university's code of conduct.
If increase in salaries, room, equipment, and book appropriations can all be provided, it is recommended that the funds for books be expended as far as may be possible, in the purchase of sets, manuscripts, or definite items which shall fill gaps in existing collections and add to the value of the book resources for purposes of graduate study and investigation without burdening the Cataloguing Department with the care of a multitude of single books and pamphlets, each of which shall require separate and individual catalogue entries. In this connection it should be remembered that books already catalogued on printed cards by the Library of Congress, can be handled here much more economically than books not represented at the National Library.

2. Immediate Needs.

a. Arrears of approximately 60,000 vols. of books not catalogued at all, and about 47,000 vols. only provisionally catalogued, according to some old system, must be brought up to date. It is of importance that this be done if possible, inside of 3 years from July 1st, 1925. It is not likely that this task can be completed in the time mentioned if the books are added, as at present, at the rate of nearly 50,000 vols. a year, particularly as the available space for storage of books has so nearly been exhausted and there seems to be no immediate relief in sight.
If the society is registered under the Trust Act, it can sell and transfer its property without obtaining prior permission from the government. The society may also amalgamate with another society with the consent of its members. The rules and regulations of the society should be in accordance with the Act.

In the case of a society under the Indian Companies Act, the Board of Directors has the authority to approve the society's amalgamation with another society. The approval should be obtained from the government in cases where the society's assets exceed a certain amount.

In the case of a co-operative society under the Co-operative Societies Act, the society's members should vote to approve the amalgamation. The amalgamation should be in the interest of the members. The government's approval is also required in cases where the society's assets exceed a certain amount.

In the case of a company under the Companies Act, the Board of Directors has the authority to approve the company's amalgamation with another company. The approval should be obtained from the government in cases where the company's assets exceed a certain amount.

In the case of a trust under the Trust Act, the trustees have the authority to approve the trust's amalgamation with another trust. The approval should be obtained from the government in cases where the trust's assets exceed a certain amount.

In the case of a charitable institution under the Charitable Trusts Act, the Board of Governors has the authority to approve the institution's amalgamation with another charitable institution. The approval should be obtained from the government in cases where the institution's assets exceed a certain amount.

In the case of a company under the Companies Act, the Board of Directors has the authority to approve the company's amalgamation with another company. The approval should be obtained from the government in cases where the company's assets exceed a certain amount.

In the case of a trust under the Trust Act, the trustees have the authority to approve the trust's amalgamation with another trust. The approval should be obtained from the government in cases where the trust's assets exceed a certain amount.

In the case of a charitable institution under the Charitable Trusts Act, the Board of Governors has the authority to approve the institution's amalgamation with another charitable institution. The approval should be obtained from the government in cases where the institution's assets exceed a certain amount.
The same holds true as regards additional working space, should money become available for an increase of staff. Unless several rooms in Harper Library now used as class rooms and offices can be vacated and assigned to library departments, there is no immediate prospect that adequate quarters can be provided for an enlarged staff.

b. Salaries of the present members of the staff must be raised in many cases. As it is, the most experienced and competent assistants, especially in the Cataloguing and Classification Departments, are receiving offers of $300-$400 more per year than they are now paid here. The resulting turn-over and necessity of constant instruction of new assistants, is seriously retarding the progress of the important work of reorganization centering in these 2 Departments.

Note. On January 3rd, 1925, one of the more promising cataloguers, now receiving $1380 per year, was offered $1700 by the University of North Dakota, with increase to $1800 on July 1st, and further increase in alternate years. She accepted the offer as the University was not in a position to meet the terms mentioned. On the same day, a reviser, now receiving $1800, was offered $2000 by another university, with promise of material increase in the near future. She decided to remain here for family reasons.

IV. Recommendations.

1. As a first step, provide increase of salaries, to be based on the schedules submitted by the Associate Director on November 5th and 12th, 1924.
If the increase there recommended cannot be provided, the regular salary budget submitted on December 20th, must be considered.

2. Adopt for a period of 3 years, either a policy of retrenchment in book purchases in order to increase salaries and staff, or, if that does not seem desirable or necessary, a policy of a somewhat rigid selective purchasing with a view to reducing the cost of cataloguing. (See IV.1.).

J. O'M. Hannon
May 13, 1925.

My dear Dean Tufts:  

The letter of April 14th, signed by Professors Allen, Nitze, Manly and Cross, was received yesterday. Adverse reports on the assistant in W.41 have been handed in by the Head of the Readers' Department and plans have been formulated for a change to take place during the Summer Quarter.

You may recall that in the report of the University Libraries for 1923-24 the need of a supervisor of departmental libraries was especially emphasized. The President and the Board of Trustees decided, however, that, in view of the Government Reclassification Act of 1923 and the resulting new scale of salaries at the Library of Congress which is having its effect in various parts of the country, the most pressing need for the next fiscal year would be a raise in the salary scale here, so that the best of the assistants, that is, those who were constantly receiving offers from other institutions, might be retained.

In a memorandum of April 14th to the President, I recommended that certain new positions be provided for, including one full-time position at $1200 in the Readers' Department, also suggesting the possibility of using part of the money appropriated for increase of salaries for the appointment of a high-class assistant to be attached to the Administration Department, but to devote a considerable part of his time to inspection of departmental libraries. On April 22d the President answered that he did
"not feel justified in increasing the staff. Vacancies can be filled and salaries can be raised on the basis of a gradual increase to the Library of Congress standard; perhaps also some emergency situations met." In my answer of April 27th, I recommended certain emergency appointments, including the one at $1200 in the Readers' Department. As no answer has been received to this last communication, I assume that I may proceed with the three appointments noted, the one at $1200 being the most important. It is hoped that the assistant whom we have in mind for this position -- a student of Pomona College, California, who has had work in French and German and four years' experience in a college library -- will be able to devote at least a part of his time to W.41.

I hope that members of the Modern Language Department all realize, and that they will impress the same fact on the minds of the graduate students of the department, that for the present the relief which the University Libraries can offer will be far from satisfactory. No adequately paid or trained assistant can do justice to the reference work of this department under present conditions. I wish to take this opportunity to emphasize the following points:

1. Graduate students in Modern Languages can have only a small part of their reference books and research material on the fourth floor.

2. W.31 is the center of information. Here are the catalogues, the two reference assistants, and, in the west end of the Reading Room, the bibliographical collections and reference books of primary importance for students of these departments.

3. On the second floor, particularly in M.21 and W.21, are
other reference books which Modern Language students must consult in connection with their work. It should also be remembered that in the Cataloguing, Classification and Administration Departments on this floor are many of the most experienced assistants on the library force, those best qualified to assist graduate students in their investigations.

4. According to present plans, Mr. Rathke, now Librarian of Classics and who, I am informed, may take his doctorate in Romance in the course of the next two years, will remain as the librarian of both Modern Languages and Classics. Although I have not as yet seen any of the plans, the new building will, according to my understanding, have a reading room on the third floor. This will bring the graduate students of the Modern Language Department closer to W.31 and its catalogues than those of any other department. Their reference books will presumably be shelved in the reading room and will thus be supplemented by collections in Classics and in the Main Reading Room in Harper. There will also be readier access to the reference collections on the second floor. Until the Modern Language Library has been erected, Modern Language students must fall back chiefly on W.31.

The letter of April 14th from members of the Modern Language Department is returned herewith.

Yours very sincerely,

[Signature]

Associate Director

Dean J. H. Tufts,
Faculty Exchange.

JCMH-N
Dean James H. Tufts  
Faculty Exchange

Dear Dean Tufts:

We, the undersigned, strongly recommend that the University appoint a full-time assistant, adequately paid and trained, to be placed in charge of W41 of the Library. This is the Modern Language Reading Room, where most, if not all, of our graduate students pursue their research. The presence of such an assistant is urgently needed as regards both the library and the four departments concerned.

We recommend that such a person be appointed before the coming Summer Quarter in order that he or she may guide the many graduate students which we expect to have on hand at that time. If for budgetary reasons the University is unable at once to make a permanent appointment, it should, in our opinion, at least appoint a competent person for the coming Summer Quarter, and that person should be familiarized with the work as long beforehand as possible.

It seems to us futile to try to do graduate work in modern languages at the University of Chicago unless this step is immediately taken.

Very truly yours,

[Signatures]

PHILIP S. ALLEN

WM. A. RITZE

J. M. MANCEL

FOMIN TE CROE.
Dear James,

I am writing to inform you that the project we have been working on has been delayed due to unforeseen circumstances. We will need to delay the completion date by one week. The new deadline will be November 15th.

Please let me know if this causes any issues.

Sincerely,
[Signature]
My dear President Burton:

Pursuant to your wish that we seek to keep the New Testament Department up to a high point of efficiency, we have made a survey of New Testament books published since 1914 and not in our libraries. I have a card list of something over one thousand titles, which though not needed in haste, ought as soon as possible to be added to the Library.

What is the most practical way for me to proceed in order to get these books purchased? My own suggestion would be to turn in cards for the whole number to the Library, with the request that they be bought as rapidly as the resources of the University permit. I should not think their average cost would
Dear [Name],

I am writing to express my appreciation for your assistance in the recent matter. Your dedication and commitment to the project have been invaluable. Your expertise and guidance have been instrumental in ensuring the success of the endeavor.

I am particularly grateful for your patience and understanding throughout the process. Your willingness to work beyond the call of duty has not gone unnoticed.

Once again, thank you for your hard work and dedication. Your contributions are greatly appreciated.

Sincerely,

[Your Name]
be much over $2.00.

Sincerely yours,

[Signature]

President Ernest D. Burton,
Faculty Exchange.

EJG: S
December 12, 1924.

Professor J.H. Tufts, Vice President,
University of Chicago,
Faculty Exchange.

Dear Professor Tufts:

On November 2nd, 1921, a notice was sent to heads of departments and also to individual instructors in the Departments of History, Social Science, Political Science, Political Economy, and the Modern Languages, to the effect that a Map Division had been organized in the University Libraries with Mr. H.O. Teisberg in charge. Because of his many other duties, care of Duplicates, Exchanges, and Public Documents, it was stated that Mr. Teisberg could give only a small part of his time to the work of the Map Division and a specific enumeration of the duties of this Division was accordingly included. (See copy of memorandum enclosed herewith.)

Since then the demand on Mr. Teisberg's time by members of the Faculty desirous of having maps installed in class rooms, moved from one room to another, for repairs, new fixtures, etc., has increased to such an extent that his other duties are seriously
Dear President:

Your recent letter, dated [Date], has been received and reviewed. The University of Chicago wishes to express its appreciation for the generous support of the [Foundation] in its efforts to advance the fields of [specific areas of research/interest].

The importance of [specific areas of research/interest] to the intellectual and cultural development of society cannot be overstated. The University of Chicago is committed to fostering research and education in these areas, and your foundation's support is a valuable contribution towards achieving these goals.

Please accept our sincere gratitude for your continued support. We are confident that the support received will contribute significantly to the advancement of knowledge and understanding in these critical fields.

Thank you once again for your generous donation.

Sincerely,
[Signature]
[Name]
[Title]

[University of Chicago]

[Address]
interfered with.

I have tried to secure some student help for the Map Division, but so far in vain. I may add that to the best of my knowledge much of the work now being done by the Map Division is in other universities, attended to by fellows and other students. I shall urge the President, if necessary, to increase the Student Service Fund for next fiscal year sufficiently to provide the needed assistance, possibly not more than 5 hours a week will be required.

My main suggestion is, however, that the President's office issue a memorandum or circular to all heads of departments and also to individual instructors in the departments mentioned above in re. maps and map furniture for class rooms. I suggest that this memorandum be worded somewhat as follows:

"1. Maps are purchased through the Acquisition Department of the General Library, room W 21, Harper, expenditures being charged against the Book Fund.

2. The Map Division of the General Library, in charge of Mr. Teisberg, office M 26, Harper, will see that the maps, when received, are classified, recorded, and delivered to the department or instructor who has signed the order card. The same Division will also check up maps in class rooms near the beginning of each quarter.
and note maps missing or in need of replacement or repair.

3. Arrangements for purchase, installation, repair, or replacement of map furniture, e.g. brackets, rollers, stands, etc., for use of class rooms, must be made by each department with the Purchasing Department in care of Mr. Dinsmore, or with the Superintendent of Buildings and Grounds, Mr. Flock. The moving of maps or furniture from one class or lecture room to another will be attended to either by fellows or students of the Department, or by the Superintendent's force, e.g. the janitors. In the latter case, 24 hours notice should be given if possible."

I believe that a memorandum like the above, coming from the President's office, will be appreciated by members of the Faculty who are at present at a loss what to do in regard to fixtures, moving or installation of maps. It will relieve the University Libraries of duties which clearly do not come within its province.

Yours very sincerely,

J. C. M. Hanson,
Associate Director.
Memorandum to members of the Departments of History, Social Science, Political Science, and the Modern Languages:

Some question having arisen from time to time as to the purchase, moving or installation of maps, it may be well to direct the attention of certain members of the Faculties to the following memorandum:

Arrangements for purchase, installation, repair, or replacement of map furniture, e.g. brackets, rollers, stands, etc., for use of class rooms, must be made by each department with the Purchasing Department in care of Mr. Dinsmore, or with the Superintendent of Buildings and Grounds, Mr. Flock. The moving of maps or furniture from one class or lecture room to another will be attended to either by fellows or students of the Department, or by the Superintendent's force, e.g. the janitors. In the latter case, 24 hours notice should be given if possible.

Ernest D. Burton