April 22, 1925.

My dear Mr. Hanson:

I am returning you herewith the letter of Mr. you Hodnesfield. As I stated to over the telephone recently, the demands upon the budget for next year are such that I do not feel we are 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. But in general I feel that we must proceed upon the principle of maintaining our present staff, making substitutions where there resignations, and taking a distinct step toward reaching the Library of Congress scale. Beyond that, in accordance with what I understand to be the action of the Library Board, I would so direct the purchases for the next year as to reduce the cataloguing of new books as much as possible, and direct our energies as far as possible to the clearing up of arrearages.

If in any respect this letter seems to you to recommend an impossible policy I should be glad to confer with you personally. I am sorry not to have done so sooner.

Very truly yours,

Mr. J.C.M. Hanson.
I am sorry not to be able to answer your question as it concerns the problem of sales tax. I have been considering the matter very carefully and have concluded that the best course of action is to submit the question to the Department of Finance for consideration.

In regard to the question of sales tax, I have been advised that there is a provision in the law which allows for the imposition of a sales tax. However, it is necessary to consider the implications of such a tax on the local economy and the impact it may have on businesses in the area.

I appreciate your interest in this matter and hope that this information is helpful. Please feel free to contact me if you have any further questions.

Yours sincerely,

[Signature]
April 14, 1925.

My dear Mr. President:

May I have an opportunity to discuss with you increases in salaries and staff outlined on the enclosed sheet?

I have gone over the individual positions with the heads of departments and there is general agreement that it would be better for the Libraries if some of the money to be appropriated for increase of salaries for the next fiscal year could be applied instead on certain new positions urgently needed for the Cataloguing, Classification and Readers' Departments, possibly also a new appointment of a high class assistant to be attached to the Administration Department.

In explanation of the figures submitted, may I state that the change from $12,500, as given in my report to you of November 15, 1924, to $11,320 under the head of "New Scale," is due to changes in the staff since that time. In addition to increases recommended, $7784, and the $1620 representing Mr. Mueller's salary, there are the following new items: $245 in the Cataloguing Department for the purpose of raising a half time position of $570 to a full time position at $80 per month from October 1, 1925, to June 30, 1926; a full time position at $960 a year in the Classification Department; and a full time position at $1200 a year in the Readers' Department.

There would remain then of the $14,120 to be allowed for increase of salaries the sum of $2311. Before deciding definitely whether to apply
Mr. President,

May I have an opportunity to give you an impression of the position of the Chairman of the Department of Agriculture and Forestry in General Education that I would like to better prepare the Department for the next fiscal year.

I have gone over the important positions with the Board of Regents and have been given assurance that it would be possible for an extension of the term of my present position or to apply for a new position of a different nature which would be of service to the Administration Department.

The expansion of the teaching staff, especially in the area of agriculture and forestry, has made it necessary to increase the number of faculty members in the Department of Agriculture and Forestry.

I have been informed that the Agricultural Department has a vacancy at 200 A.M. on a full-time basis. I have been advised of the possibility of a position at 1200 A.M. on a part-time basis. The Department of Agriculture and Forestry is in need of additional faculty members.
all or a part of this amount on further increases of salary, I beg leave to submit to you an application with accompanying letters. The applicant cannot be secured for $2311, but may come for $2500 or $2600. I should greatly appreciate your advice after glancing over the papers in the case.

Yours very sincerely,

J. V. M. A. Scott

President Ernest D. Burton,

The University of Chicago.

JCMH-N
If all or a part of the monies on account hereinafter referred to me, I have received for the purpose of securing you an application with accompanying letters, the amount 

generated is enough for $500, but may come to $500 or $5000. I propose 

earnestly appreciate your patience after granting over the balance to the cause. 

Yours very sincerely,

[Signature]

F. E. P. — L. S.

[Name]

The University of Chicago

[Address]
Library Budget 1925-26

<table>
<thead>
<tr>
<th>Department</th>
<th>Increase of Salaries Listed under 1st Year of New Scale</th>
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<td><strong>7784</strong></td>
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\[
\text{Total} = 11809
\]
April 21, 1925.

My dear Mr. Hanson:

With reference to your various communications on Book Funds and the like

1) I am informed by Mr. Plimpton that he has secured an additional appropriation of $3,000 to continue the binding for the remainder of the year.

2) I see no course to pursue in reference to book orders except to limit them absolutely to the balance of the Emergency Fund. This would not, I suppose, exclude the placing in June of orders the bills for which would not fall due until the first of July. But we cannot, as I see it, incur any expense for books falling within the present fiscal year in excess of the balance available in the Emergency Fund.

You will, of course, relieve the situation whenever practicable by purchases on the Loan Library Account.

Very truly yours,

Mr. J. C. M. Hanson,
Harper Library.

EDB: C2
Mr. G. W. Hendon

With reference to your earlier communication

on book prices and the like

if I am informed by Mr. Hendon that he has received

an additional appropriation of $5,000 to continue the

printing for the reminder of the year.

1. I see no cause to pursue in reference to your

obligation except to limit them accordingly to the balance of

the Emergency Fund. This money not I understand emanates

the printing in June, or unless the balance to which money

may not be until the latter part of July, but we cannot, as

I see it, from my experience for book titles within the

present fiscal year in excess of the balance available.

in the Emergency Fund.

You will of course, retire the allocation of

each preface page, proceeding on the basis of your account.

Very truly yours,

Mr. G. W. Hendon

Herbert Hendin

RE: GC
April 14, 1925.

MEMORANDUM TO THE PRESIDENT'S OFFICE.

The situation as to Binding was outlined in my memorandum to the President of February 10th, 1925, in which I pointed out the need of an additional appropriation of $3000 for the present year. In my letter of February 25th I further stated that the suggestion made by the Auditor that the money be taken from the book appropriation, could not be followed, in view of the fact that the book appropriation was nearly exhausted.

Since then a critical situation has arisen. The Binding Fund is about gone. The binding must go on, both on account of the Library and on account of the Press. May I ask that a meeting be called of representatives of the President's Office, the Auditor, University Press, and the Library, in order that the situation may be discussed? This meeting should be called, if possible, not later than Friday or Saturday of this week.

J. CMH: MS

J. C. M. Hanson,
Associate Director.
MEMORANDUM TO THE PRESIDENT'S OFFICE

April 5, 1939

Dr. Joseph S. Strauss
Chairman

The attention of the President was called to an article in the New York Times of April 3, 1939, in which I pointed out the need of an additional appropriation of $1,000,000 for the President's Fund. In my letter of April 5, 1939, I referred to the fact that the income of the President's Fund had fallen off from $80,000 in 1938 to $49,800 in 1939, and I therefore asked for an additional appropriation of $1,000,000. Since that article appeared there has been no further request for an appropriation, nor has there been any attempt to arrange a meeting to call attention to the matter. In view of the President's Office's notification of the upcoming meeting, it is probable that the attention of the faculty may be called to the President's Fund in order to explain the position of the fund. The President's Fund is not large enough to support the academic programs of the University, and the President's Office should be informed of the situation as soon as possible.

Sincerely yours,

[Signature]

I. C. M. Reines
Vice President
April 15, 1925.

MEMORANDUM TO THE PRESIDENT'S OFFICE.

The Emergency Fund of $3990 referred to in the President's letter of November 3, 1924, is, as pointed out by Mr. Plimpton in his letter of April 10th, 1925, a remainder from a Special Fund set aside in December, 1922, for the purpose of filling gaps in periodical sets. Mr. Plimpton in his letter of April 10th, states that the Library may charge against the balance remaining of this Fund, certain books most urgently needed for the Spring Quarter. Sixty-three such orders are now held, amounting in all to about $225. There are in addition, 979 regular order cards not marked "In Haste" in this office. Miss Perrine calls attention to the fact that she has no means of knowing what bills may be received from Gottschalk and other dealers before the end of the fiscal year, chargeable against the special appropriation referred to. However, as I gather from Mr. Plimpton's statement that the balance of the Special Fund now remaining is the only money available for books between now and July first, I shall proceed and charge against this Fund all the books most urgently needed, e.g. the sixty-three orders referred to above, $225;
April 15, 1920

MEMORANDUM TO THE PRESIDENT'S OFFICE

The Estate Fund of $2500 relating to the President's Letter of November 2, 1919, to the Board of the Trustees, was received by the President on April 10, 1920, and a memorandum from Mr. A. H. MacNair in connection therewith on April 10, 1920, requesting a special fund for the purchase of books. Mr. H. N. Hinckley, in his letter of April 10, 1920, states that the request was approved and that the purchase was made.

The purchase consisted of a fine and necessary volume of the American Historical Review, and the President is hereby notified of the purchase of these volumes.

There were some objections to the purchase, but the President is satisfied that the volume is necessary and that the purchase was made.

I am, therefore, instructed to place the purchase in the President's Office.

Edward D. Howard

Acting Dean of the University of Chicago
also additional orders received which in my judgment cannot be held. Should bills from Gottschalk and Harrassowitz, covering periodicals ordered on the Special Fund, come in before July first and exceed the balance of the Fund then remaining, I see no other way than to choose one of the following alternatives, viz:

1. Hold the Gottschalk and Harrassowitz bills which cannot be paid from the Special Fund until July first and charge against appropriations of 1925-26.

2. Charge against the appropriations of 1925-26, certain books needed for the Summer Quarter courses, the bills for which may be received before July first.

Trusting that the above procedure will meet with your approval,

[Signature]

J.C.M. Hanson,
Associate Director.
The information given regarding wages in the period is not fully visible.

Please fill in the gaps and provide missing information.

Regarding the quarterly report, I am unable to provide the necessary data as it is not clear from the document.

Thank you for your patience and understanding.
April 10, 1925.

My dear Dr. Burton:

I beg to return herewith Mr. Hanson's letter of April 2 with reference to additional funds for library purchases:

1. With regard to additional funds for the balance of the year, may I say that the only source is from General Reserve, which in my opinion we should conserve for the purpose of underwriting such part of the budget for next year as we cannot provide otherwise, and also to provide funds for the Committee on Development.

2. May I say that I do not think it feasible to draw on the following year's appropriation. The Emergency Fund mentioned appears to be a duplication of an item mentioned in my letter to Mr. Hanson under date of October 10. The total charges thus far against this special appropriation amount to $2,146. The balance remaining is $1,844, from which should be deducted any outstanding orders. I see no reason why the library should not use such balance as remains of this special appropriation. With respect to the charging of extra copies of books against departmental appropriations, by which I assume Mr. Hanson means laboratory appropriations, may I say that these appropriations are all required for the work of the laboratories?

Some relief may be found by purchasing books under the loan library arrangement and renting them to students.
I have a request to present to the Committee on Expenditures next week for $1,000 for this purpose, and am prepared to recommend to the Committee the provision of that amount.

In his letter of April 9 Mr. Hanson emphasizes the contents of his letter of April 2. These two letters are returned herewith. Generally speaking, I think the library should undertake to spread its appropriations through the year to the end that the amounts limited by the Board of Trustees will provide for the purchases during the year. I desire to point out that there seems to be a disposition through the University to ignore the limits of the budget appropriations. This attitude is one that is bound to make a great deal of trouble for us later on unless the departments are required to arrange their expenditures within the limits of the appropriations.

Yours very truly,

Dr. E. D. Burton,
Harper Library.
I have a number of requests to the Committee on Foreign
Trade and Development for $10,000,000 for the purchase and
use of machinery to accommodate the Committee's and
the Nation's needs.

In the letter of April 9, 

I express the hope that the

committee at its next meeting

may endorse the recommendations of the

subcommittee. I trust that

the Senate will do its best to take

into account the views of the

House of Representatives. It is

true that the matter is important

and one that will come to the

House of Representatives.

I appreciate the efforts of the

subcommittee.

Yours very truly,

[Signature]
April 2, 1925.

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

Dear Mr. President:

Miss Perrine reports that the regular book appropriation is now exhausted. As orders for reserve books wanted "In haste" or "In great haste" are constantly coming in, may I ask your advice as regards these possible solutions of the difficulty:

1. Ask the Auditor if any additional funds for books can be secured at this time. From $4,000 to $6,000 should carry us through June.

2. If no additional funds are available, I shall have to recommend one of the following alternatives:

   a) Draw on next year's appropriation.

   b) Order one copy for the Library and charge against the Emergency Fund. ($1500 to $2000 remaining) Inform the Department that extra copies must be bought on departmental appropriations.

   c) Purchase extra copies requested for Rental Collection and allow students to rent them for limited periods. The latter method has been proposed to many professors recently. In some cases they approve, in others they object on the ground that only copies on reserve in the Departments will answer their needs. This hold true especially of
Rosenwald, Education, and certain other libraries not connected with Harper. I am certain, however, that copies in the Rental Collection will prove of great help in all cases where the Library has only one or two copies.

As Miss Perrine is anxious to place a number of book orders now on hand, an early decision will be greatly appreciated.

Yours very sincerely,

J. C. M. Hanson,

Associate Director.
April 9, 1925.

To the President's Office:

In a letter to the President dated April 2d, I asked for an early decision on certain proposals submitted because the regular book fund for the year has been totally exhausted. As the pressure from various departments for certain reserve books is increasing day by day, may I ask if the President's Office and the Auditor will authorize me to order some of the books most urgently needed for present courses and charge the expenditure either against next year's appropriation or against what remains of the Emergency Book Fund, about $1500 to $2000.

I should greatly appreciate an early ruling on this matter.

Yours very truly,

[Signature]

Associate Director

JCMH-N
April 6, 1949.

To the President, Illinois Institute of Technology:

I hereby take this opportunity to urge your kind consideration of the matter of the appointment of my son, John, to the position of Associate Director of the School of Architecture. He is thoroughly versed in the field of architecture and has had extensive, practical experience in the design and construction of buildings. His work has won many awards and he has been actively involved in the professional organizations of the field. His experience and qualifications make him a valuable asset to the School of Architecture.

I understand that your decision will be based on the merits of each candidate and I hope that you will give serious consideration to my recommendation. I would be glad to provide any additional information you might require.

Sincerely yours,

[Signature]

Alice Johnson
April 21, 1925.

My dear Mr. Plimpton:

I have received a requisition for chairs for the Psychology Library. Will you kindly inform me whether according to precedent this is a Library Supply and Expense charge, or should it be carried on the general furniture account of the University?

 Very truly yours,

Mr. N. C. Plimpton,
Office of the Auditor.
My dear Mr. Figgisson,

I have received a telegram from the President of the University, asking me to supply a specimen of my lecture on the general principles of science as soon as possible. I am unable to do so, but I shall do my best to supply a specimen of my lecture.

Very truly yours,

[Signature]

Mr. W. C. Figgisson,
Office of the University

[Date: 1850]
April 11, 1925.

My dear Mr. President,

I return the enclosed letter from Professor Kingsbury, in which he estimates an expenditure of $240 to replace chairs in the Psychology library funds.

I 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.

In this connection, according to Mr. Henry's reports, there is a fund against which the chairs can be charged. The expenditure of this fund for the present year, perhaps the cost of chairs purchased, but that 174 furnished some that were satisfactory.

Unfortunately, this expenditure may be charged against it, Mr. Presidents. Send to Mr. Henry's departmental library, Biology, in replacement.

10. Send to _____covering letter.

11. File under _____

12. Make _____ copies.


Miss Nichols informs me that new chairs were not purchased, but that 174 furnished some that were satisfactory.

Very truly yours,

President Ernest D. Burton,

The University of Chicago.

JCMH-N
April 11, 1925.

My dear Mr. President:

I return herewith the letter of April 6th from Professor Kingsbury, in which he proposes an expenditure of $240 to replace chairs in the Psychology Library, this expenditure to be charged against library funds.

In this connection may I state that, according to Mr. Henry's reports, there is at least one other departmental library, Biology, in which the chairs and tables are in sore need of repair or replacement. Unfortunately, there are no library funds against which this expenditure can be charged. The Supply and Expense Fund would be the logical one, provided the appropriation for the year should be sufficient to carry these additional items. It is my understanding that the University has, or at any rate has had, a Furniture Fund. If that has been exhausted for the present year but is to be renewed for the next fiscal year, perhaps the cost of chairs and tables for departmental libraries may be charged against it, Mr. Dinsmore to secure estimates during May and June. If I am wrong in assuming that there is, or will be during the next fiscal year, a furniture fund, then I see no way but to have our carpenters repair the present equipment as best they can in order to make the chairs and tables do until money becomes available for their replacement.

Very truly yours,

President Ernest D. Burton,

The University of Chicago.

JCMH-N
The University of Chicago

THE COMMITTEE ON EXPENDITURES

Auditor's No. _______
Charge to appropriation for _______

Auditor
Purchasing Agent
Superintendent of Buildings and Grounds
University Bookstore
University Press
(Cross out four)

<table>
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<th>Item</th>
<th>Estimated</th>
<th>Actual</th>
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<tr>
<td>30 Chains (special) for Psychological Library</td>
<td>800</td>
<td>240.25</td>
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</tbody>
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Approved by ___________________________
Director
Curator
Dean of Faculties
Business Manager

Approved by Committee on Expenditures ___________________________

Secretary ___________________________

This requisition is not effective unless approved by the Committee on Expenditures.

The University of Chicago

Certified for ___________________________

By ___________________________
Department

Purchasing Agent
Superintendent of Buildings and Grounds
For the Bookstore
For the Press
The University of Chicago  
Department of Psychology  

April 6, 1925

President Ernest DeWitt Burton,  
Director of Libraries,  
The University of Chicago.

Dear President Burton:

At the suggestion of Mr. J. C. Dinsmore, Purchasing Agent of the University, I enclose a requisition for thirty chairs for the Psychological Department Library, and am asking whether, as Director of Libraries, you can approve caring for this from the general library funds, instead of having it charged to the department of Psychology.

The reason that this seems to me to be properly chargeable to general funds is because our departmental library has never, I am informed, made a claim on general university funds for this item. The present chairs (and this is true of a large part of the other furniture in our building) represent a heterogeneous assortment, some of them having been put in the building when the department first occupied it, and others having been added from time to time from furniture discarded by other buildings, and patched up to make it usable. They have been frequently repaired, but those which have not entirely gone to pieces are now in a condition of dilapidation which makes it dangerous to use them any longer. Of their appearance, the less said the better. Mr. Greenum, Assistant Superintendent of Buildings and Grounds, says it is not possible to put them in good condition except at exorbitant expense, and that no more second-hand chairs are available. Both he and Mr. Dinsmore agree that a complete supply of new chairs is an imperative present need.

During the past three years the capacity of the library has been increased about 60%, at the sacrifice of our only seminar room. The number of readers has increased almost, if not quite, as much. During the coming summer the library will undoubtedly be crowded to capacity. It is important, therefore, that we shall have a new set of chairs before that time. The style which Mr. Dinsmore recommends, and which we are requesting, is a specially made, very substantial chair, which it will take about six weeks to supply. It is the same style which has recently been procured for the University Coffee Shop and for the Honor Commission's office, and which Mr. Dinsmore desires to make one of a few stock styles for general university use.

Very respectfully yours,

[Signature]

Adviser, Psychological Library
President E.D. Burton,
University of Chicago,
Faculty Exchange.

My dear Mr. President:

Under date of February 5th, 1925, the Auditor called my attention to the fact that expenditures for binding up to the end of December aggregated $8,832.49, which is considerably more than half the appropriation for the year. He adds, "I am relying on you to see that the appropriation of $15,000 is not overdrawn."

In this connection it will be necessary to lay before you certain facts which may help decide whether or not an addition to the binding appropriation for the present year, and possibly also for next, should be asked for.

1. In 1922-23, the appropriation for binding was $15,000, of which $13,077.74 was expended, a saving therefore, of $1,922.26. In 1923-24, with the same appropriation, $13,494.00 was expended, a saving of $1,506.00, total saving 1922-24, $3,428.26.

This saving was due, not to decrease in the cost of binding, but to the fact that the Press was short-handed and could not deliver more than 7,917 volumes in 1922-23, and 8,490 volumes in 1923-24.
During the first six months of the present fiscal year, or July to December 1924, the Press has delivered 5,925 volumes, thus catching up on the arrears for the two preceding years. Furthermore, in March, 1924, the Press presented a new and increased scale of prices for all binding, which accounts in part for the heavy expenditure of the last months.

2. The arrangement with the Press calls for a delivery by the University Libraries, of 180 volumes per week. Should the Libraries fail to deliver its quota, the Press will have to be warned in advance so that the force may be cut down.

Reduction in the present quota would be regrettable for various reasons, viz. a) There is no storage space in Harper for books and periodicals awaiting binding. The space in the West Extension is taken up by government documents and the Billings Library. b) The departments of instruction need the books now being bound for courses or for research purposes. c) Old newspapers of great value and other official publications are being collated and prepared for binding. If left unbound
they will deteriorate and become, in some cases, a total loss. Moreover, these publications must be bound and added to their respective classes in order to make room for other shipments, partly on the way, or bargained for. I recommend that the above facts be laid before the Committee on Expenditures and an extra appropriation for binding of $3,000 be asked for the present fiscal year.

Very sincerely yours,

J.C.M. Hanson,
Associate Director.