1. All records of the Faculty governing bodies and of Administrative offices shall be kept in the office of the University Recorder and under his general direction.

2. These records include:-
   1) Records of faculty and board meetings.
   2) Records of University Regulations (always kept to date).
   3) Lists of students.
   4) Lists of classes for each quarter.
   5) Record of division lists in the Colleges.
   6) Record of attendance on required student exercises.
   7) Record of credits in courses of instruction.
   8) Record of enrollment and examination for higher degrees.
   9) Record of degrees granted.
   10) Record of cases of discipline.
   11) Record of honors, scholarships and fellowships.
   12) Record of Student Organizations, etc.

3. In accordance with this plan, the Recorder is responsible for
   1) All University Statistics (i.e. of matters under care of
      the Faculty).
   2) All University Publications based on above records; e.g.
      (1) Register, Annual.
      (2) Announcements, Semi-annual.
      (3) Departmental Programmes Annual.
      (4) Weekly Record
      (6) Bulletin Boards.

4. The Recorder shall have one chief clerk, and such other clerks
   (permanent and temporary) and stenographers as may be necessary.

5. The Recorder's Office should be contiguous to those of the
   administrative officers and to the faculty room.
ALTER FOR ORGANIZATION THE UNIFIED RECORD OFFICE

1. All records of the Executive Committee bureau and of the President
   office, and
   - Place in a separate section of the Office of the President.
   - Maintain the General Conference.

- These records include:
  1. Minutes of meetings of the General Conference
  2. Financial statements of the General Conference
  3. Minutes of the board of directors meetings
  4. Minutes of the Executive Committee meetings
  5. Financial statements of the Executive Committee
  6. Minutes of the annual general meeting
  7. Reports of the General Conference
  8. Reports of the General Conference, including financial statements
  9. Reports of the General Conference, including financial statements

- The Executive Committee shall adopt the reports to the General Conference.
2. **Dean's Clerks.**

1) Verifies registration cards and on presentation of tuition tickets, etc., stamps registration card.

2) Keeps registration card or copies registration card and send it to Recorder.

3) Sends course card to Recorder.

3. **Recorder.**

1) Makes class lists; card catalogue.

2) Sends instructor's copy of his class lists.

3) Prints ditton in Record.
2. Registrar

I. Verify registration cards and on presentation of
fusion tickets, etc., stamp registration card.

3. Registrar

(1) Keeps registration card on
public registration card and sends it to Registrar
(2) Sends course card to Registrar.
III. Records and Reports.

1. Records in Dean's offices.
   1) Registration cards; posted with changes.
   2) Absences from required exercises (Chapel and Divinity Lectures).
   3) Candidates for higher degrees (Graduate)

2. Reports by Deans.
   1) Lists of students to Recorder, for publication.
   2) Absences to Recorder, for entry.

3. Records in Recorder's office.
   1) Class lists; posted with changes.
   2) Lists of students in all schools, registration cards.
   3) Record of work, from instructor's reports at end of course, and from Dean's reports of absences etc.

4. Reports by Recorder.
   1) Lists of students, publishers.
   2) Quarterly report of attendance, etc., to respective Deans.
   3) Candidates for degrees qualified on records.

5. Records kept by instructors.
   1) attendance by classes.
   2) Quality of work; terms, and examination.

6. Reports by instructors.
   1) Weekly, of (1) absence, (2) bad work, (3) student sent to Dean for registration.
   2) Marks, grade of students in course.
IV. Registrar’s Tickets.

1. Tuition
   1) $40.00
   2) $30.00 Sold only on presentation of matriculation card.
   3) $20.00 +
   4) $15.00 Sold only on Dean’s voucher.
   5) $7.50 " " " "

2. Laboratory.
   1) $5.00,
   2) $2.50,
   3) $1.25.

3. Change. Sold only on Dean’s voucher. 25¢
IV.

Registrar's Ticket

I. Tution:

1) $40.00

II. $50.00 refund only on presentation of medication

III. $20.00

IV. $10.00 refund only on presentation of a note

V. $5.00 refund only on presentation of a note

VI. $1.00

VII. $0.50

VIII. $0.25

Change: $0.25 refund only on presentation of a note.
II. Changes.

(1) Changes caused by University, no charge.

(2) Changes caused by student, whether by error or change of mind, 25 ¢ each course added, and subtracted, or substituted, and then only by Dean's permission.

(3) Registrar has change tickets; sells them only on voucher of Dean.

(4) Clerk of Dean.

(1) Stamps change card on presentation of it and change ticket accompanying it (takes up both.)

(2) Enters change of registration card.

(3) Sends change card to Recorder.

(5) Recorder

1) Corrects class list.

2) Corrects registration card.

3) Notifies instructor.

4) Prints change in Record.
I. MATRICULATION AND REGISTRATION.

I. Students.

A. New Students.

Dean
(1) Matriculation with Dean.
(2) At same time consults as to selecting courses.
Reg
(3) Has matriculation card stamped and buys tuition tickets, etc., of Registrar.
(4) Files registration cards (1 Registration card and for each course 1 course card) with Dean's clerk, showing matriculation card and tuition tickets; clerk stamps registration card.

B. Old Students.

(1) Consults with Dean, etc., Dean makes memorandum of special arrangement, to be verified by clerk.
(2) Files registration cards with Dean's clerk.
(3) At opening of Quarter, buys tuition tickets, etc., of Registrar.
(4) Presents tuition ticket, etc., to Dean's clerk; clerk then stamps registration card.
MATRICATION AND REGISTRATION

I: New Student.

1. Matriculation with Dean.
   (2) At some time conducive to selecting course.

Reg (3) Have matriculation card stamped and pay registration.

(4) Present ticket, etc., to Registrar.

II: Old Student.

1. Obtain registration card from Registrar by appointment.

2. Present registration card, stamped by Dean’s clerk.

3. Pay tuition, etc., to Dean’s clerk.

4. Present ticket, etc., to Dean’s clerk.
1. Student to consult his Dean without reference cards, etc., the consultation to be held before actual registration begins.

2. The student to fill out two cards for each course or a coupon card (or a book prepared for the purpose). a registrar's card and

3. The student to secure the Registrar's stamp by paying the necessary fees.

4. The student to deposit the cards or book with the Dean's Clerk, who will inspect, and, if satisfactory, and after stamping, send one to the instructor, one to the Recorder, making a record of the same in a book or card catalogue for the use of the Dean.

5. The instructor to file with the President's office for publication the names of the members of his classes by the 6th day.

6. The Recorder to prepare from his slips the list of classes for publication and to compare the same with the lists filed in the President's office.

7. New names and dropped names to take the same routine.

8. Dean of the Junior Colleges and Dean of the Senior Colleges to keep account of absences from Chapel and Division meetings and to report the same at the end of each term to the Recorder.

9. Absences from recitation and bad work to be reported every Thursday to the Recorder's office and thence to the Dean.
1. Drt. Programs published annually, April 1 (or March if possible).

2. Announcements for year issued in May.

3. Law work in May each Student in residence registers for Summer A & Autumn (indicating absence for a quarter in place of registering).

4. Review Announcements for Winter Session issue in November.

5. Law work in November each Student in residence registers for Winter and Spring (like manner indicating absence).

6. At evening y each quarter changes may be made.

   If Student is responsible for the change, either by own or change of mind, the change fee of $2.50 for each change with the same or add to the same course clerical work.

   If Student is not responsible for change, no fee is charged.

7. In registering, the Student is preceded with one cave for the two quarters. In this,
he write all his courses for each quarter.

6. Dept. numbers are not used. E.g. the student merely writes "History 3."

7. No credit values are put on the card. These are attached later by check, every course being presumed to be a major unless otherwise indicated.

8. The registration cards are merely filled by the student and filed with the Office of the Dean. Approval is not needed unless in case of some special arrangement which differs from the ordinary.

9. TheDean's approval is needed of all change and when objections may arise, be made by the student, and in case of doubt always should be.

10. Junior College students especially must consult Dean as to required courses and conditions. But the Student should always be held responsible for accuracy.

11. Teachers, for their attendance, The Semi-Annual registration (but who are later) may register in en masse.

12. Registration cards when filed are neither by own nor by student. No Dean is responsible for accuracy.
13. From registration cards, the class lists are made.
   1 for instruction
   2 for class lists for office

14. Student is provided with a duplicator of blank registration cards, of which he may keep tally of his registration.

15. Office keeps deans informed of cases needing their attention.
Plan for a Semi-Annual Registration

with student responsibility.

1. Departmental Programmes published annually about April 1st. (in
March if possible.)

2. Announcements for year issued in May.

3. Last week in May each student in residence registers for **Summer**
   and **Autumn** (indicating absence for a quarter in place of registration)

4. Revised Announcements for Winter and Spring issued in November.

5. Last week in November each student in residence registers for
   **Winter** and **Spring** (in like manner indicating absence.)

6. At opening of each quarter changes may be made.
   
   1) If student is responsible for the change, either by
   error or change of mind, he pays a fee of 25 cents for
   each course withdrawn or added, to cover the cost of
   clerical work.
   
   2) If student is not responsible for change, no fee is
   charged.

7a. In registering, the student is provided with one card for the
   two quarters. On this he writes all his courses for each quarter.

   b. Department numbers are not used. *e.g.* the student merely writes
   "History 3".

7. No credit values are put on the card. These are attached later
   by clerk—every course being presumed to be a major unless otherwise
   indicated.

8. The registration cards are merely filled by the student and filed
   at the office of the Recorder. Deans' approval is not needed unless
in case of some special arrangement which deviates from the ordinary.

9. The Deans, Heads of Departments and other instructors may always be consulted by students, and in case of doubt always should be.

10. Junior College students especially should consult dean as to required courses and conditions. But the student will always be held responsible for accuracy.

11. Students not in residence at the semi-annual registration, but who enter later, may register on entrance.

12. Registration cards when filed are inspected by an expert clerk.

   1) In case of error, the student is summoned to correct it.
   2) In case of doubt or discretion, Dean is consulted.

13. From registration cards, the class lists are made.

   1) for instructors
   2) card lists for office.

14. Student is provided with a duplicate of the blank registration card, on which he may keep tally of his registration.

15. Office keeps deans informed of cases needing their attention.
### Printing
50.00

### Postage
50.00

**Total**

$1120.00

---

**Deans' Offices: Junior College.**

<table>
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<tr>
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<tbody>
<tr>
<td>Salaries of Deans</td>
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<tr>
<td>Student Service</td>
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**Total**

$2740.00

**Total**

$9980.00
### Recorder's Office:

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<tbody>
<tr>
<td>Recorder's Salary</td>
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<tr>
<td>Editorial Assistant (Arnolt)</td>
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</tr>
<tr>
<td>Record Assistant (Gurney)</td>
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</tr>
<tr>
<td>Stenographer</td>
<td>600.00</td>
</tr>
<tr>
<td>Other Assistants</td>
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<tr>
<td>Printing</td>
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<tr>
<td>Postage</td>
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<tr>
<td>Miscellaneous</td>
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### Deans' Offices: Graduate School.

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<tr>
<td>Salary of Salisbury</td>
<td>500.00</td>
</tr>
<tr>
<td>Stenographer</td>
<td>600.00</td>
</tr>
<tr>
<td>Student Assistants</td>
<td>120.00</td>
</tr>
<tr>
<td>Deans' Supplies</td>
<td>100.00</td>
</tr>
<tr>
<td>Printing</td>
<td>50.00</td>
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<td>Postage</td>
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<td><strong>Total</strong></td>
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### Deans' Offices: Senior College.

<table>
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<tr>
<td>Stenographer</td>
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</tr>
<tr>
<td>Student</td>
<td>120.00</td>
</tr>
<tr>
<td>Supplies</td>
<td>100.00</td>
</tr>
</tbody>
</table>
SUGGESTED WORK FOR THE DEANS.

1. Correspondence with students asking for information.
2. Consultation with students desiring admission.
4. Discipline.
5. Consultation with students about their courses of study.
6. Careful inspection of courses of instruction offered in connection with respective colleges or schools.
7. The Head Dean of a faculty or faculties also to be responsible for collecting and arranging of the material relating to the faculty of which he is dean, in the Register, circular of information and programs.
The Recorder:

1. To make and preserve records of all faculty actions.

2. To make and preserve records of students.

3. " " " " " " classes.

4. " " " " " " departments.

5. " " " " " " matriculation.

6. " " " " " " diplomas.

7. To edit and publish the University Record.

8. To edit the University Register and programs.
REARRANGEMENT OF WORK IN VARIOUS OFFICES.

Examiner's Office to be disbanded and its work distributed as follows:

1. The work of Mr. Miller and the affiliations and cooperations to be organized into an independent office.

2. The work of examination of individual candidates for the Freshman class and for advanced standing to the Junior Colleges to be in the hands of the Dean of the Junior Colleges. The work of examination for entrance to the Senior Colleges and for advanced standing to the same to be placed in the hands of the Dean of the Senior Colleges. The work of passing upon credentials for the admission to the Graduate School and Divinity School to be placed in the hands of the Deans. The work of Mr. Gurney in connection with the records of students to be transferred to the Recorder's Office. The work of matriculation to be conducted by Deans and record preserved in Recorder's office. The work of dismissals by letter or certificate or by diploma to be placed in the hands of the respective Deans, the records to be preserved in the Recorder's Office. Mr. Salisbury to become Dean of the Ogden Graduate School, and Mr. Tolman to become Dean in the Junior Colleges.
In conclusion:

The work of the William and the Alternative WOAC

operations to organize and lead in the government-owned

cooperation to be in the name of the Department of the Interior.

The work of examination and participation on the water project

outlet ensures a plan to be done in the form of the Interior Department.

The work of examination for matters to the Interior Department

at the head of the Interior Department. The work of examination

showed advantages for the attachment to the Interior Department

of the Interior Department to be shown in the name of the Interior Department.

The work of the Interior Department in connection with the Interior Department

of the Interior Department to be shown in the name of the Interior Department.

The work of the Interior Department in connection with the Interior Department

is to be transferred to the Interior Department in the form of the Interior Department.

The work of the Interior Department in connection with the Interior Department

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The work of the Interior Department in connection with the Interior Department

is to be transferred to the Interior Department in the form of the Interior Department.
Dear Dr. Harper:

I have put down my ideas about the proposed Recorder's office indicating what seems to me necessary for the proper working of the plan as outlined. There are a few general statements which may be made regarding the matter.

1-I believe such a combination of interests as is contemplated would be a great improvement over present conditions, as there have been many weaknesses apparent under the latter.

2-I believe the plan perfectly feasible, not being able to see the many difficulties suggested by some of the deans at the Council meeting Saturday.

3-I think that I could swing the office, if I had the help indicated in the accompanying sheets, and if it was understood that I, being responsible, had the right to require efficiency of those under me.

4-I think that many of my tastes lie in the direction of such work, and that the perfection of such records as have sometimes seemed to me very desirable would appeal strongly to me.

But, on the other hand, there are considerations. As I understand the situation, I have occupied a very peculiar relation to the Recorder's work during the past months since Mr. Goodspeed has been absent. I agreed to an arrangement for service and salary, which made no mention of the recorder's work. I never received any official notice of my appointment as acting-recorder, but have been doing the work outside the line of my duties as arranged for in my election to the office of president's secretary and without any recompense financial or otherwise, except what has come to me in added knowledge of the details of University management. I have tried very hard to attend to the business properly, and where I have made mistakes of omission and commission, these have been due largely to the pressure of work, which has prevented my attention to details.
Certain ideas in connection with the recorder's office I have not been able to carry out along lines suggested by Mr Goodspeed for the same reason. There has hardly been a day when I have not thought of things that might be done, if I only had time for them. Feeling that the secretaryship was the place which I was particularly to look after, the acting-Recordership has been a sort of grind for me, and I have been looking forward with eagerness to the time when I should be relieved from its cares and responsibilities. I have known, too, that I have not been able to do all I wished in the other office, because of the time taken for the recorder's work.

A year ago, when we talked over matters, you pictured the future in connection with the secretaryship, and I had rather settled down to the idea that it would be for my best interests to devote my energies to that. The change contemplated would necessitate my leaving that position, after only one year of experience in it, and that too a year, when much of my strength and energy was diverted to outside work. So I would appear a "rolling stone" and at the same time would not leave the best record for efficiency, just because of the handicap mentioned. I think it bad for a person to be changing work with each year. If there are the same possibilities in the office of President's secretary as there were a year ago, and if there is no the same feeling on your part toward me, then I should much prefer to remain where I am and let some one else have the place at the head of the Recorder's office.

But if it be the general opinion that I should take up the other work—an opinion shared by you, then I should not wish to stand against a plan, which might secure better results for the University than could be obtained in the other position. But nothing has occurred to make me wish to change my decision made a year ago about the President's secretaryship, so that the burden of decision seems to me to rest upon you.

F.W.S.
Certain issues in connection with the Recorder's office I have not seen time to carry out. Some of these were suggested by Mr. Goodspeed for some reason. These are to be reviewed, probably next week. I have not found time to finish these. Perhaps that might be done. If I only had time for them, I believe that the secretarial work the place which I am particularly to look after, the secretarial work has been a part of everyday for me, and I have been looking forward with eagerness to the time when I should be released from the care of the secretarial work.

A recent idea, went we talked over matters, you brought the thought in connection with the secretarial work and I had never really thought of the idea. Still, if it would do for my part interests to have in my最好是找一个位置, after only one year of experience in it, and leaving that position, after only one year of experience in it, I think it bad for a person so at the same time would not leave the best record for ambition that one ever had. I had the idea of President's secretary as there were a year ago, and I thought the same feeling on your part towards me, then I should much like to remain where I am and if some one else have the privilege of the head of the Recorder's office.

But it it the general opinion that I should take up the other work or opinion prevailing. You know I ought not wish to stand against a plan which might become better because for the Legislature that could be antagonistic to the other position. And notice the other, the President's Secretary other than the Secretary of the office to me.
PLAN FOR THE RECORDER'S OFFICE, UNIVERSITY OF CHICAGO.

A. Staff of Officials.

1-The Recorder.
2-The First Assistant Recorder.
3-The Second Assistant Recorder
4-The Third Assistant Recorder.
5-The Recorder's Clerk
6-A Stenographer.

B. Duties of officials.

1-THE RECORDER

shall take charge of the whole system as rearranged, assuming responsibility for the efficient conduct of the office; he shall attend all meetings of faculties and boards, keeping the minutes there of; he shall be editor in chief of all official publications of the University, doing in fact all now placed in the hands of the Recorder.

2-THE FIRST ASSISTANT RECORDER. (Muss-Arnolt)

shall do in connection with the records what is now done by the Assistant Recorder, attending to the compilation of the several official publications.

3-THE SECOND ASSISTANT RECORDER (Gurney)

shall keep all records of work completed, have charge of the diplomas, the alumni records, the records of fellows and scholars, the matriculation list &c &c.

4-THE THIRD ASSISTANT RECORDER (Hubbard)

shall have charge of records of all work in incomplete form, such as records of current work of students, attendance upon chapel, division meetings, recitations, rooms used by instructors, changes of registration &c He shall keep a record of all lectures, addresses, club meetings, sermons, concerts &c &c, which are announced upon the bulletin boards or otherwise. He shall do such other things as are now looked after by the Dean's clerk.
PLAN FOR THE RECORDER'S OFFICE, UNIVERSITY OF CHICAGO

A. Duties of Official

1. The Recorder

- The first assistant recorder

2. The second assistant recorder

3. The third assistant recorder

4. The Recorder's clerk

5. Stenographers

6. Office clerks

1. THE RECORDER

shall take charge of the whole system as a part of the University, and shall be at all times in charge of all the activities of the office; he shall be accountable for the efficient operation of the office and shall be required to attend at all official functions of the University. He shall be responsible for the prompt and accurate performance of all duties assigned to him.

2. THE FIRST ASSISTANT RECORDER (Muse-Antiqu)

shall go in connection with the Recorder, and assist in the completion of the duties assigned to him.

3. THE SECOND ASSISTANT RECORDER (Offner)

shall keep all records of work completed, have charge of the library, and attend to the compilation of the reports of the various departments.

4. THE THIRD ASSISTANT RECORDER (Kaprene)

shall have charge of records of all work in incomplete form, such as applications or other work of similar nature. He shall be responsible for the proper functioning of the registration and shall keep a record of all fees received, as well as any other information upon the application for admission. He shall go in connection with the Recorder, and shall be responsible for the prompt and accurate performance of all duties assigned to him.
5—THE RECORDER'S CLERK

shall give help as needed to each of the assistant recorders, doing e. g., what Davidson does for Gurney, and what extra helpers do for Hubbard at various times. Each of the three assistants need extra help enough to make the employment of one efficient clerk an economic measure. This clerk would keep the files in order (files of catalogues, circulars, blanks, &c &c), would be the statistician, being prepared to furnish statements of various kinds, when requested. The distribution of announcements of courses and programmes to students in residence would naturally fall into the hands of this clerk.

6—THE STENOGRAPHER

would find plenty to do at all times, helping the various assistants and the Recorder in necessary correspondence and type-writing work.

C. Location of Offices.

For the sake of efficiency the office of the Recorder should be commodious enough to furnish room for the staff mentioned. Owing to the division of labor necessary for Dr Arnolt, he might be able to do his work in the Haskell Museum. It seems most likely that the general office must be in Cobb Hall, accessible to Deans and Registrar and Examiner. The best location would be in the two offices now used by the Dean's Clerk and by the Examiner. If the Examiner could get along with the University Extension office, the occupants of the latter going to some one of the Hull Buildings, the problem would be solved. If a larger room were needed, the lecture hall might be remodeled for the Examiner, the few large classes using the chapel or the Haskell Assembly room. This arrangement seems most desirable, as it would not require any change in more than one room, and would give the Examiner's office all the space needed for the various officials.
THE RECORDER'S CLERK

shall give preference to the employment of one efficient clerk to the economic
value of a vast amount of the three essential needs of a clerk.

In some cases, the clerk would keep the files in another office at

where the أو (column) of the file

would be for the satisfaction of

The appointment of announcements of various kinds of

and the Recorder in necessary correspondence and

C. Location of Office

For the sake of efficiency, the office of the Recorder should be

a common room to furnish room for the staff mentioned. Owing to

the gradual increase in correspondence of various kinds, a very

In the Recorder's office, the Recorder would be in the two offices now

and Examinations. The best location would be in the two offices now

used by the Recorder. The Recorder. In the Recorder's office

with the University Examination Office, the Recorder of the

Letter from the Recorder to one of the staff assistants, the Recorder might be

so far as to the Examiner, the Recorder should announce within the limits of

the Recorder Assembly Room. The examination rooms must be provided

as it would not require any change to move from one room and would

give the Examiner's office all the space needed for the various of

Ticata.
The work of the University Extension Division is largely done by correspondence. What reason is there why this work may not be as well done upon the second floor of Cobb Hall as upon the first? This moved upstairs, the Examiner might take the Extension office, leaving the present quarters of the Examiner available for the recorder under the new plan.

Or, since Mr. Gurney says that it is desirable that the Examiner have a good deal of spare room in front of the counter to allow for the gathering of those who come in numbers at certain times of the year, the Recorder might take the Extension office and also the one now used by Mr. Hubbard, although, if the Examiner could use the Extension office, thus leaving for the recorder two rooms contiguous, the arrangement would be much nearer the ideal.

Would it be out of the question to level up the floor of the Lecture Room and make that the Examiner's office, leaving large classes to use the chapel, when there is a class too large for the ordinary recitation room?

Would it be possible for the University Extension to go to Zoology or Botany buildings? There is no real need for the office in Cobb Hall except possibly for nearness to the telephone, and this difficulty can be obviated by use of the telephone in the press rooms in Botany building when necessary.
The work of the University Extension Division is largely gone on account of the Extension Office, leaving the present location on the second floor of Copp Hall open for the first time, and making possible the examination office to accommodate under the new plan of the Extension 'office to the Designers to visit the Examination Office.

Of course, the curfew may still be effective, but the Extension Office has a corner at the rear, in front of the corner to allow for the Extension Office to re-open. If you are at the corner, you may come to the center of certain times of the year, the re-opened corner might take the Examination Office and place you near the Inner Quadrangle. If the Examination Office were not the Extension Office, some improvement would have been made in the Extension Office, and the Examination Office, when opened, would be a corner in the rear, leaving the Extension Office to go on to no other.

Would it be possible for the University Extension to go to no other office? The answer is no. The Extension Office is the only office to the telephone, and the Extension can be operated by use of the telephone to the Extension Office at the Extension Office.
Dear President Harper:

We are introducing a change in the method of writing the students' names on the record sheets. Heretofore the surname has been written first, followed by a comma and the given names. Hereafter the surname will be written last, in the order commonly used by a person in signing his name. This method is already in use in our matriculation number books and alphabetical index books. In order that there may be no confusion between the record sheets already in use and those to be made out hereafter, the old sheets will be found with the surname (which stands first) underscored thus Smith, James Peter, but on the new blanks (on which the surname follows), the surname will be preceded by a vertical line.

Please communicate these items to the various members of your office concerned therewith.

Yours truly,

[Signature]

Recorder.
September 20th, 1904.

My dear Dr. Parker:-

I am in receipt of your letter of September 23rd. I am much obliged for the full statement which it contains on the problems of the Recorder's Office. I am glad to know that matters are in good shape for the autumn, and that the schedule of official publications is now clearly understood. I strongly approve the proposition to make the confidential Record separate and charge to the funds for special publications; also not to cut down the Weekly Calendar and to keep the Record at from twenty-four to thirty-two pages.

The plans for consolidation of the Recorder's Office and the Deans' Offices will come up before the Council this autumn and there will be full opportunity for its consideration.

Yours very truly,

W. R. Harper
Mr. Leader:

I am in receipt of your letter of September 3rd. I am very grateful for the full statement which it contains on the progress of the Registrar's Office. I am glad to know that matters are in good shape for the summer, and that the Registrar's Office at the University of Manitoba is now efficiently managed. I am particularly pleased to hear that special arrangements have been made to ensure that the weekly publication, the University of Manitoba, is not to omit from issue the week of September 20th, and that the Registrar's Office will be ready and prepared.

The plans for continuation of the Registrar's Office and its operations are all very satisfactory to the Registrar. The opportunity for the continuation of

Yours very truly,

[Signature]

Mr. Leader
My dear Mr. President:-

In answer to your request, I submit the following considerations regarding the condition and needs of the Recorder's Office.

1. It is understood that Mr. Gurney will be absent during the Autumn Quarter, and that his work will be done by Miss Hall with the assistance for three half days in the week of Miss Hughes, now Mrs. Sellon, for whose compensation provision has been made. Mrs. Sellon has had long experience as an assistant to Mr. Gurney and we feel confident that with her assistance Miss Hall will be able to attend to the routine of keeping the records. I shall not myself give instruction during the Autumn Quarter and shall be free to attend to the business of the office.

2. The revision of the publication schedule of the Official Publications made by the University Council promises to relieve us of difficulties with which we have long contended. Mr. Fiske and myself propose to notify the Deans' Offices a considerable time in advance of the date at which their material is due and to hold them to this schedule. We are now dating the Record on the first of the month instead of the close as heretofore and this change greatly relieves the pressure put by the old arrangement upon Mr. Fiske and the Press. I agree with Mr. Miller that the Confidential Record might properly be eliminated from the budget for the Record and published from funds for official publications with another heading. It has no subscription list and is not
My dear Mr. President:

I am in receipt of your letter of September 23, 1904.

In answer to your letter, I submit the following:

1. I am not familiar with the detailed plan of the Office of the Treasurer, nor with the specific functions and needs of the Treasurer's office. However, I understand that the Treasurer is responsible for the financial management of the University.

2. With regard to your request for a list of expenditures for the month of September, I am unable to provide the information requested. I suggest that you consult with the Treasurer for this information.

3. With regard to your question about the purchase of supplies for the Treasurer's office, I understand that the purchase of supplies is within the discretion of the Treasurer and is subject to the approval of the Board of Regents.

I am available to discuss any other matters that may be of interest to you.

Sincerely yours,

[Signature]
really a proper part of the Record. The suggestion made by Mr. Miller that the size of the sheet upon which the Weekly Calendar is printed be cut down and expense thus saved, does not seem to me to be a happy one. The official notices which he proposes to eliminate are often of great importance and if they are not published in the Calendar some other provision must be made for them. To cut the Record down to an average of sixteen pages would defeat its purpose. The attempt to bring it within this limit would compel the omission of material that must go into the Record if it is to offer anything like a satisfactory transcript of the life of the University from month to month. I have been looking over the numbers for October 1903, twenty-nine pages, December 1903, thirty-five pages, May 1904, thirty-eight pages, and it does not seem that the articles published could have been omitted without serious loss. The pictures, of course, could be spared and a few pages in each issue given to Faculty news. We ought to be allowed from thirty to thirty-five pages for the Record.

4. The little book containing the lists of Faculties, Boards, and Standing Committees will be ready for distribution early in the Autumn Quarter. The Recorder's Office has had special appropriation of $50.00 for binding. We have just received eleven bound volumes of class records and I shall send to the Press at an early date several volumes of minutes of Ruling Bodies and Faculties.

5. We have made an engagement with Miss Hall for twelve months. We shall need to engage her successor at least three months in advance of the expiration of her service that she may have the
The privilege of Chicago mother a proper part of the Record. The members of the committee to which the Weekly Calendar was submitted to printed for your own and experience the result, does not seem to me to be a proper one. The effort to notice, which is proposed to eliminate the action of rest importance and if they are not published in the Calendar, some other provision must be made for them. To cut the Record into an average of six weeks a week would.

The effort of the purpose. The attempt to print it within the limit would compel the exclusion of material that must go into the Record if it is to other worthwhile like a magazine. The inclusion of the life of the University, from month to month. I have seen Jourtly since fifty-five. May 1900, fifty-five pages, and it goes not.

The little book containing the data of the society has been omitted without the notice of the magazine. This has been done, partly because of course, could be spared, and partly because in each issue given to a moment have we ought to be allowed from fifty to thirty-five pages for the Record.

4. The little book containing the data of the society has been omitted without the notice of the magazine. This has been done, partly because of course, could be spared, and partly because in each issue given to a moment have we ought to be allowed from fifty to thirty-five pages for the Record.
opportunity of learning the routine of the office with Miss Hall's help. Account of this fact should be in the budget of the Recorder's Office.

6. During my absence in the Summer a plan for the re-organization of the administrative work of the Recorder's Office and the Deans' Offices was discussed. Of the details of this plan I am quite ignorant and until I get further information I can express no judgment regarding it. A saving of time and money might be made, no doubt, by some such readjustment.

Yours truly,

[Signature]

Recorder.
opportunity of learning the routine of the office with Mrs. Hall’a
help. Account of the fact should go to the budget of the Recorder’s
office.

6. During my absence in the summer a plan for the
reorganization of the administrative work of the Recorder’s Office
and the Dean’s Office was accomplished. Of the details of the plan
I have given information and until I get further instruction I can
express no judgment regarding it. A saving of time and money
might be made in some regard and expense on judgment of force and money
might be saved. No budget for home work need replacement.

Yours truly,

[Signature]

Recorder
July 29, 1910.

My dear President Judson:

The use of the phrase "Bureau of Records" has become so general that it is a little difficult to make the term "Recorder's Office" cover it. However, it occurs to me that in the telephone directory the separate item "Bureau of Records" might be stricken out, as farther down the list occur "Recorder's Office - Students' Records" and also "Recorder of the University." Possibly there might be inserted below in the list, in its alphabetical order, the term "Student Records" with the proper telephone number.

Perhaps, also, it would tend to do away with the use of the word "Bureau," to have it taken off the door in Cobb Hall, and have printed there simply, "Student Records."

Very truly yours,

Horace S. Fiske

Assistant Recorder.

President Harry Pratt Judson, Haskell Museum.
MY DEAR PRESIDENT JABOYDO:

The use of the phrase "Director of
Research" and the general use of the title "Director of Research" offices has
attracted much criticism. To make the term "Director of Research" office
the equivalent term "Director of Research" might be objectionable
on account of the idea that the term "Director of Research" office
is a synonym for the term "Director of the University System." "Director of Research" and other "Director of Research" offices, etc., are undoubtedly more appropriate terms. The proper telephone number is
perhaps the one made to go.

Perhaps the one at the town, "Director," to have the letter, etc.
the gown in Cape Hall, and have the letter, etc.,
"Director of Research."

Very truly yours,

Assistant Registrar

President

NATIONAL UNIVERSITY
REPORT ON
RECORDER'S AND EXAMINER'S OFFICE
AND ITS ASSOCIATED OFFICES.

Nov. 30, 1921.
In making an inspection of the Recorder's and Examiner's Offices and their associated offices there appeared to be three important questions concerning which inquiry should be made. First, what is the cause of the noticeably large increase in the annual amounts expended for salaries and expenses of these offices, and is this cause a necessary and justifiable one. Second, what may be done to not only stop these rapidly increasing expenditures but if possible to reduce them below the amount required during the past fiscal year. Third, what suggested improvements or changes in the operations of these offices may be made which will result in greater efficiency for the University and better service for the student body.

The study of the large increase in the annual amounts expended for salaries and expenses of the offices in question is made difficult by a number of unusual factors involved. The years in which these increases appear are ones during which there have been large increases in the scale of employees' salaries and the prices of materials, and ones during which the University has had a large growth. Furthermore, in the budget expenditures there has been no separate division of the amounts expended for each office, but to the accounts of Recorder's and Examiner's Office Salaries and Recorder's and Examiner's Office Expense have been charged the salaries and expenses of the Recorder's Office, the Examiner's Office, the Graduate Office, the Deans' Offices, and the Cooperative Schools Office. Dur-
Examiner's Office and the University's Office. The important portions of the report are as follows:

In making an inspection of the Examiner's Office and the University's Office, the Inspector was struck by the efficiency and the thoroughness of the work being done. The Inspector found that the work was being done in a manner that was satisfactory to the students and the faculty. The Inspector also noted that the work was being done in a manner that was in keeping with the standards set by the University.

In conclusion, the Inspector believes that the work being done in the Examiner's Office and the University's Office is satisfactory to the students and the faculty. The Inspector recommends that the work continue in the manner in which it is being done now.
ing the current fiscal year the expenditures of these offices are being kept in separate accounts.

Of the two items that of salaries has had a greater increase, as is shown by the following figures.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Salaries</th>
<th>Increase Over 1915-16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Per Cent</td>
</tr>
<tr>
<td>1915-16</td>
<td>$21,992.51</td>
<td></td>
</tr>
<tr>
<td>1916-17</td>
<td>23,729.14</td>
<td>$1,797.63</td>
</tr>
<tr>
<td>1919-20</td>
<td>33,806.75</td>
<td>11,614.24</td>
</tr>
<tr>
<td>1920-21</td>
<td>44,090.94</td>
<td>22,083.43</td>
</tr>
</tbody>
</table>

It is only natural that there should have been salary increases for all University offices over the years for which the statistics have been taken. However, on examining the figures for three other offices of the University in which are employed large forces of clerical help the salary increases of the Recorder's and Examiner's Offices are found to be much greater than two of the offices and less than the third. In these comparisons the Correspondence Study Department has been used as the proportionate growth of this department has been almost identical with that of the University.

The additional help required with the growth of the University is partially the cause of the increase of the total
The table below shows the increase in the salaries of office clerks.

<table>
<thead>
<tr>
<th>Percentage of Increase</th>
<th>Amount</th>
<th>Total Salary</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>$7,669.85</td>
<td>$7,669.85</td>
<td>1949-50</td>
</tr>
<tr>
<td>1%</td>
<td>$7,773.64</td>
<td>$7,865.54</td>
<td>1949-50</td>
</tr>
<tr>
<td>2%</td>
<td>$7,877.56</td>
<td>$7,877.56</td>
<td>1949-50</td>
</tr>
<tr>
<td>3%</td>
<td>$8,002.70</td>
<td>$8,002.70</td>
<td>1949-50</td>
</tr>
</tbody>
</table>

It is only natural that these amounts have been safely increased for all office clerks. However, no examining the figures for these clerks other than the salaried in the University in which the employment contract is made. Examination's office are found to be much greater than two of the clerks who have been the faith. In these cases, the proportionate growth of the department has been small and in the hiring of the University.
Per Centage Table Showing Increase of University Registration and Salaries of Representative Administrative Offices Over That of 1915-16.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Uni.-</th>
<th>Recorder's &amp; Audi.-</th>
<th>Cash-</th>
<th>Average of Offices</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>:versity Reg -</td>
<td>Examiner's</td>
<td>tor's:Study :ier's :last three</td>
<td></td>
</tr>
<tr>
<td>1916-17</td>
<td>23%</td>
<td>8%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>1919-20</td>
<td>28%</td>
<td>54%</td>
<td>35%</td>
<td>70%</td>
</tr>
<tr>
<td>1920-21</td>
<td>34%</td>
<td>104%</td>
<td>146%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Note: Above increases as shown in dollars are given in the tables at the end of this report and its increase.

In the Cashier's Office the great increase in salaries may be accounted for somewhat by the following factors. First, the work of the office has been affected not only by the increased number of students but by the increased amount of fees due to larger tuition charges. Second, in two cases double the amount of clerical help has been required to do the work of two employees of several years service who resigned. Third, during the weeks of student fee collections more tellers are employed than were employed in 1915-16, to operate branch stations and thus relieve the long lines in which students were required to wait.

It will also be noticed that the average salary increase of the three offices, including the Cashier's Office, is somewhat less than the increase in the salaries of the Recorder's and Examiner's Offices.

The additional help required with the growth of the University is partially the cause of the increase of the total
For Numerical Tables Showing Increase of University Regulations
and Salaries of Representative Administrative Office
and Salary of 1939-40

<table>
<thead>
<tr>
<th>Year</th>
<th>Faculty</th>
<th>Examination</th>
<th>Office</th>
<th>Office Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>1949-50</td>
<td>0.5%</td>
<td>7.5%</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>1950-51</td>
<td>0.5%</td>
<td>7.5%</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>1951-52</td>
<td>0.5%</td>
<td>7.5%</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>1952-53</td>
<td>0.5%</td>
<td>7.5%</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

**Note:** Above increases are shown in columns given in the report.

In the case of the Office of the Registrar, the great increase in salaries may be

accounted for somewhat by the following factors: First, the work of the offices has been affected not only by the increase of

number of students but by the increased amount of work of the Office. Second, in two cases for which the small

increase in the salary of these offices was due to the employment of secretaries, where secretaries were employed.

In 1948-49, the salaries of secretaries were doubled, and since then, the long

increases in which secretaries were already in work.

If will also be noted that the increase in salary increase

of the three Offices, including the Graduate Office, is somewhat

less than the increase in the salaries of the Registrar and

Examination Office.

The abolition of what is termed the Fractions of the

University is partially the cause of the increase of the total...
salary figure, although not as great a cause as the increase in
the salary scale. The total salaries for 1920-21 increased
over those for 1919-20 $10,284, or 34%, even though the total
number of employees changed only slightly. The Recorder and
Examiner had on his staff in 1919-20 one assistant, thirty-
eight clerks, and one extra clerk for Summer work. In 1920-21
he had two assistants, thirty-six clerks, and seven extra clerks
for Summer work.

To show the present salary scale and its increase
I have selected from the payrolls three employees - Employee A
being in charge of a division of the Recorder's Office and the
best paid of the clerical force, Employee B being a clerk working
under the directions of a superior and one of several years ser-
vice, and Employee C representing those clerks recently em-
ployed and paid the least of the clerical force.

<table>
<thead>
<tr>
<th>Employee A</th>
<th>Employee B</th>
<th>Employee C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Salary</td>
<td>Per Cent Increase over 1915-16</td>
<td>Monthly Salary</td>
</tr>
<tr>
<td>1915-16</td>
<td>$95.</td>
<td>$50.</td>
</tr>
<tr>
<td>1916-17</td>
<td>95.</td>
<td>55.</td>
</tr>
<tr>
<td>1919-20</td>
<td>127.50</td>
<td>90.</td>
</tr>
<tr>
<td>1920-21</td>
<td>141.66</td>
<td>100.</td>
</tr>
</tbody>
</table>

The monthly wage of $70 for girls with high school education
but no business experience I believe to be a proper one and one
which can not be reduced at this time. I have inquired of
The monthly wage of 1% for white with high school education

<table>
<thead>
<tr>
<th>Employee A</th>
<th>Employee B</th>
<th>Employee C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly</td>
<td>Monthly</td>
<td>Monthly</td>
</tr>
<tr>
<td>1976-78</td>
<td>1976-78</td>
<td>1976-78</td>
</tr>
<tr>
<td>$900</td>
<td>$900</td>
<td>$900</td>
</tr>
<tr>
<td>$800</td>
<td>$800</td>
<td>$800</td>
</tr>
<tr>
<td>$700</td>
<td>$700</td>
<td>$700</td>
</tr>
</tbody>
</table>

The percentage increase of 1% for white with high school education.

For summer work, the present safety code and the increase.

Employee A have selected from the present three employees - Employee A having a division of the Resource Office and the point to decide on the dismissal of the Resource Office. Employee B having a clerk working beat back of the alternative to let employees have one of several hours so we have employed a 대부분 come close to national codes as.

Please note the latest of the national codes.
Mr. Mather of the Employment Bureau, and been told that it is necessary to pay this amount to secure the type of girl required for the work of the Recorder's Office. Mr. Paine is of the opinion that the minimum salary is inadequate, as it is not sufficient at the present time to support the employee, and has submitted to me the following figures, showing the actual weekly living expense of a young lady in his office.

"Daily Expense of Miss ____________________________:

<table>
<thead>
<tr>
<th>Meal</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td>$0.20</td>
</tr>
<tr>
<td>Luncheon</td>
<td>$0.30</td>
</tr>
<tr>
<td>Dinner</td>
<td>$0.65</td>
</tr>
<tr>
<td>Carfare</td>
<td>$0.16</td>
</tr>
<tr>
<td><strong>Total daily</strong></td>
<td><strong>$1.31</strong></td>
</tr>
</tbody>
</table>

**Weekly Expenses**

<table>
<thead>
<tr>
<th>Item</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Above items</td>
<td>$9.17</td>
</tr>
<tr>
<td>Laundry</td>
<td>$1.50</td>
</tr>
<tr>
<td>Room</td>
<td>$6.00</td>
</tr>
<tr>
<td><strong>Total weekly expenses</strong></td>
<td><strong>$16.67</strong></td>
</tr>
</tbody>
</table>

The salary of this young woman is $17.76, leaving a margin of $1.09 per week for clothing, doctors' bills, and other inevitable items."

It is easily seen that for a young lady who is not living with her parents or other persons contributing to her support, that the minimum salary does not constitute a living wage. However, the University is able to employ young women living with their parents in the near vicinity who, attracted by the convenient location, pleasant surroundings and advantages obtained from the association with the University, are willing to work for a lower wage. The present minimum salary is...
determined by the factors of supply and demand which govern throughout the entire business world and any increase will be made as the result of nothing more than philanthropic motives.

If such principles are to apply to one department they must apply to all, and this will necessitate large increases in expenditures at a time when the University faces a most difficult problem of fitting its enormously increased expenditures into its income. Further, to adopt such principles is to place the University in a field of charitable work in which it was never intended it should enter.

As for the other two classes of employees, it is my opinion that their present wages are sufficient if not slightly in excess of what they should be.

It is my recommendation that the wages of the employees of Mr. Paine's office remain as they are for the present. It is not possible to secure capable inexperienced clerks for less than the amount paid, seventy dollars, but this wage should be continued so long as satisfactory help is available for this sum. Any reduction in the wages of Class A and B employees would undoubtedly result in dissatisfaction and resignation of the employees, and with the handicap it would throw upon the office, prove more costly than any saving to be realized. I do believe, however, that it is unnecessary to advance Class B employees quite as fast as the experience record shows has been done.

Although not so great as the increase in salaries, there has been also a noticeable increase in the amounts expended for
determining the nature of the supply and demand which may influence will be
prominent the entire business world and any increase will be
made to the extent a market more than proportionate motive
It means proportionate to apply to one government any want supply
of oil, and this will necessarily large increase in expenditure
at a time when the automatic raises a market situation problem of
lifting the anomalous increases expenditures into the income.

Partial, to adopt some proportion to to place the taxability in
a tissue of originates work in which it was never intended.

motions certain.

At the other two classes of employees. It is my
opinion that print presses wages the amount it not entirely to
excess of what they should be.
If it is my recommendation that the wages of the employees
of our paper office remain as close as the firm demand. It to
not possible to become capable responsible citizen for less than
the amount being seven or eight, put this wage sping to continue
and so long as satisfactory mark to maintain for this same.
Any
request in the wage of class A and employees would impractical.

In recent in classification and reclassification of the employees
and with the percentage of making knowing about the office knows more
加快 than my reason to be realistic. I go deeper, however.
that if it is unnecessary to change of those employees during as least
appropriate not so great as the increase in expenses since
free press also a proportionate increase in the amount expended for
the fiscal year 1920-21, during which the most noticeable increase appears. This analysis shows that during this period the expenditures were distributed as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Expense</th>
<th>Increase over 1915-16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Amount</td>
</tr>
<tr>
<td>1915-16</td>
<td>$5,079.15</td>
<td>44.95</td>
</tr>
<tr>
<td>1916-17</td>
<td>6,449.32</td>
<td>$369.37</td>
</tr>
<tr>
<td>1919-20</td>
<td>5,995.58</td>
<td>916.43</td>
</tr>
<tr>
<td>1920-21</td>
<td>9,310.24</td>
<td>4,231.09</td>
</tr>
</tbody>
</table>

This increase compares quite favorably with the expense accounts of other Offices of the University.

The following table showing increase of Expense Accounts of Representative Administrative Offices over Those of 1915-16.

<table>
<thead>
<tr>
<th>Year</th>
<th>:Recorder's &amp; Auditor's</th>
<th>:Corr.</th>
<th>:Cashier's</th>
<th>Average of Office:</th>
<th>Office Supplies:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>:Examiner's Study Office:</td>
<td></td>
<td>Office:</td>
<td>Offices:</td>
<td></td>
</tr>
<tr>
<td>1916-17</td>
<td>7%</td>
<td>23%</td>
<td>22%</td>
<td>22%</td>
<td>48%</td>
</tr>
<tr>
<td>1919-20</td>
<td>18%</td>
<td>76%</td>
<td>58%</td>
<td>147%</td>
<td>92%</td>
</tr>
<tr>
<td>1920-21</td>
<td>81%</td>
<td>110%</td>
<td>41%</td>
<td>178%</td>
<td>109%</td>
</tr>
</tbody>
</table>

In considering the above percentage figures it should be kept in mind that the Cashier's Office increased its office space and added to its equipment considerably during 1919-20, and 1920-21, also that similar expansion took place in the Recorder's and Examiner's Offices during the year 1920-21.

In order to determine the general items composing the Expense Account of the Recorder's and Examiner's Offices, I have made an analysis of the expenditures of the first eight months of the year 1920-21.
the fiscal year 1920-21, during which the most noticeable increase appears. This analysis shows that during this period the expenditures were distributed as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recorder’s Office Expense</td>
<td>$6151.67</td>
<td>71%</td>
</tr>
<tr>
<td>Examiner’s Office Expense</td>
<td>1736.07</td>
<td>24%</td>
</tr>
<tr>
<td>Deans’ Office Expense</td>
<td>283.14</td>
<td>4%</td>
</tr>
<tr>
<td>Graduate Office Expense</td>
<td>44.95</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$7215.83</td>
<td>100%</td>
</tr>
</tbody>
</table>

The general classifications of expenditures in the Recorder's Office for the eight months were:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising (help wanted)</td>
<td>$3.40</td>
</tr>
<tr>
<td>Binding records</td>
<td>40.45</td>
</tr>
<tr>
<td>Equipment and furniture</td>
<td>904.29</td>
</tr>
<tr>
<td>Mimeographing &amp; typewriting</td>
<td>38.25</td>
</tr>
<tr>
<td>Miscellaneous purchases</td>
<td>61.41</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>637.92</td>
</tr>
<tr>
<td>Postage &amp; mailing expense</td>
<td>493.52</td>
</tr>
<tr>
<td>Printed forms &amp; records</td>
<td>2,458.92</td>
</tr>
<tr>
<td>Stationery</td>
<td>496.92</td>
</tr>
<tr>
<td>Telephone tolls &amp; telegrams</td>
<td>16.69</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,151.87</td>
</tr>
</tbody>
</table>

The opportunities for reducing the expenses of the Recorder's Office, which present themselves most notably, appear to be the following:

First: Careful watch should be kept to see that there is no unnecessary printing of forms or circulars. Mimeographing done in the office may perhaps be occasionally substituted to no
The format and nature of the expenses incurred in the Recorder's Office for the eight months were:

<table>
<thead>
<tr>
<th>Item</th>
<th>Expense ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recorder's Office Expense</td>
<td>1321.40</td>
</tr>
<tr>
<td>Examiners' Office Expense</td>
<td>858.14</td>
</tr>
<tr>
<td>Deed Office Expense</td>
<td>335.26</td>
</tr>
<tr>
<td>Graduates' Office Expense</td>
<td>130.80</td>
</tr>
</tbody>
</table>

The general classification of expenses in the Recorder's Office for the eight months were:

<table>
<thead>
<tr>
<th>Category</th>
<th>Expense ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative (legal, waxing)</td>
<td>1321.40</td>
</tr>
<tr>
<td>Printing expenses</td>
<td>858.14</td>
</tr>
<tr>
<td>Equipment and furniture</td>
<td>335.26</td>
</tr>
<tr>
<td>Miscellaneous supplies</td>
<td>130.80</td>
</tr>
<tr>
<td>Miscellaneous supplies</td>
<td>355.20</td>
</tr>
<tr>
<td>Telephone calls &amp; telegrams</td>
<td>62.96</td>
</tr>
<tr>
<td>Office supplies</td>
<td>62.96</td>
</tr>
<tr>
<td>Postage &amp; mailing expenses</td>
<td>242.80</td>
</tr>
<tr>
<td>Printed forms &amp; records</td>
<td>242.80</td>
</tr>
</tbody>
</table>

The opportunities for reducing the expenses of the Recorder's Office, which present committee most readily appear to be the following:

First: Certain matters ought to be kept to a minimum. Miscellaneous
is no unnecessary printing of forms or certificates. Microcomputers
are to be introduced in the office and kept as a matter of policy.

The Recorder's Office may benefit by occupational training to no
extent, as it does not appear to be adaptable to occupational training to no
disadvantage for printed circulars and announcements. The adoption, whenever possible, of standard sizes of cards and sheets rather than those cut to order will undoubtedly result in some saving.

Second: As the office appears to be well furnished and equipped at present, the amounts needed for equipment should be less during the current year. A saving may be made if efforts are made to order, whenever possible, equipment of stock sizes rather than those specially made to order.

Third: Avoiding orders of convenient but unnecessary supplies and conservation of both supplies and stationery may assist in reducing expenses. The requisitions for the past fiscal year do not seem to indicate that as rigid economy has been practiced as might have been.

The general classification of expenditures in the Examiner's Office for the same period was:

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising (help wanted)</td>
<td>$9.65</td>
<td>1/2%</td>
</tr>
<tr>
<td>Equipment and furniture</td>
<td>390.13</td>
<td>22(\frac{1}{2})%</td>
</tr>
<tr>
<td>Mimeographing</td>
<td>2.78</td>
<td>1/3%</td>
</tr>
<tr>
<td>Miscellaneous expenditures</td>
<td>14.40</td>
<td>1%</td>
</tr>
<tr>
<td>Office supplies</td>
<td>59.65</td>
<td>3(\frac{1}{2})%</td>
</tr>
<tr>
<td>Postage &amp; mailing expense</td>
<td>335.40</td>
<td>19%</td>
</tr>
<tr>
<td>Proctoring</td>
<td>1.50</td>
<td>1/4%</td>
</tr>
<tr>
<td>Printed forms &amp; circulars</td>
<td>561.59</td>
<td>32%</td>
</tr>
<tr>
<td>Stationery</td>
<td>238.57</td>
<td>16-2/3%</td>
</tr>
<tr>
<td>Telephone tolls &amp; telegrams</td>
<td>72.40</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,736.07</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Gratefully yours in pithing fortunate and some anomalous items.

explosion, however possible, of anything above or outside the
scope of matters from time to order with my profoundest regret.

In some sense.

second: As the office appears to be well runned
and enjoyed at present, the amount necessary for any eventual
or permanent, the current year's saving may be where it allows
elsewhere, can be made to order, whenever possible, department or each other.

rather from those especially made for order.

Third: Another order of component part manufactured
without any coercion of force, supplies and alterations may exist.
In respect, too, the limitations for the past fiscal year go
not seem to indicate that an office economy can been practiced as
might have been.

The necessity of assistance of expenditures in the

Examination of office for the same period was:

<table>
<thead>
<tr>
<th>Item</th>
<th>1932</th>
<th>1933</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone, office &amp; telephone</td>
<td>750.00</td>
<td>760.00</td>
</tr>
<tr>
<td>Office supplies</td>
<td>50.00</td>
<td>50.00</td>
</tr>
<tr>
<td>Postage &amp; mailing expenses</td>
<td>75.00</td>
<td>75.00</td>
</tr>
<tr>
<td>Secretarial</td>
<td>38.00</td>
<td>38.00</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>15.40</td>
<td>15.40</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>9.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Department and furnitures</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Office supplies</td>
<td>10.60</td>
<td>10.60</td>
</tr>
<tr>
<td>Telephone, office &amp; telephone</td>
<td>750.00</td>
<td>760.00</td>
</tr>
<tr>
<td>Total</td>
<td>1,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>
The lines along which it may be possible to effect a saving in the expense items are the same for the Examiner's Office as outlined for the Recorder's Office. The equipment and furniture item of $390.15 was for typewriters and modern filing devices. The office now appears to be thoroughly equipped, and as a result this item should be very negligible during the current year.

In approaching the question as to what improvements or changes may be suggested, which will result in greater efficiency for the University, with its consequent cost reduction, and better service for the student body, I have taken the divisions of the Recorder's and Examiner's Offices in the order given by Mr. Paine in his outline, which is copied on the next few pages.
The price of paper which it may be possible to allocate a saving in
the expense item in the same way the Examiners' Office as one
for the "Registrar's Office". The equipment and particularly
of the $300. if used for typewriters and modern filing
system. The office now appears to be somewhat untidy and in a need
This item might be very desirable improving the current
In approaching the question as to what improvements on
changes may be suggested, which will result in better
approach for the University, with the commendable cost reduction
and better service for the student body. I have taken the initiative
of the Registrar's and Examiners' Office in the order given by
be in this outline, which I desire to complete on the next few pages.
THE OFFICE OF THE UNIVERSITY RECORDER AND EXAMINER.

Functions and Plan of Organization.

"The University Recorder and Examiner serves as secretary of the various Ruling Bodies of the University and has charge of the record of courses taken by each student and the rank attained in them, of diplomas, certificates of work and letters of dismissal; he also has charge of the admission of students to all schools and colleges of the University, under regulations established by the Faculties." (Statutes of the University)

OFFICE ORGANIZATION
(See Chart A)

I. Assistants working under the immediate direction of the University Recorder and Examiner.

A. The Recorder's Secretary (Miss Marjorie Coonley)
1. Attends and takes the minutes of the various ruling bodies.
2. Sends reports to faculty members, students, administrative officers, and others of the actions taken by ruling bodies on requests, petitions, etc.
3. Acts as stenographer and personal secretary to the University Recorder and Examiner.

B. Statistician and Editorial Supervisor of Official Documents (Miss Barbara Miller) - the Annual Register, circulars of the various schools and colleges, group circulars, time schedules, etc.
1. Collects data from the offices of the various schools and prepares for publication the statistical tables appearing in the Annual Register and in the President's Annual Report.
2. Prepares copy for and supervises publication of official documents.

C. General Correspondence Clerk (Miss Genevieve Davies)
1. Receives and handles all general correspondence addressed to "The University of Chicago," "The University Registrar," or to any other address than that of specific offices or officers of the University. Much of this correspondence is answered directly by Miss Davies, while that which calls for reply by any specific officer or instructor in the University is referred to the appropriate person. Miss Davies directs the sending out of University Literature in response to inquiries contained in such correspondence.
2. Miss Davies likewise keeps the record of the scholarship and fellowship assignments of the Colleges and Graduate School of Arts, Literature, and Science, and Commerce and Administration and issues vouchers to those to whom such awards may be made.

May 20th
19 21.

May 20th
19 21.
The Office of the University Registrar and Examiners

Promotion and Plan of Organization

The University Registrar and Examiners serve as secretaries of the University and are charged with the task of maintaining student records and the examination of examinations of all schools and colleges of the University. They also serve as the secretaries of the various faculties and departments of the University, and are responsible for the maintenance and proper filing of all student records.

Office Organization

I. University Registrar and Examiners

A. The Registrar's Secretary (Office for the Registrar)

1. Assists in the maintenance of student records and the identification of students.
2. Maintains the minutes of the various faculty meetings and the record of all examinations.
3. Acts as a secretary to the University Council and as a secretary to the University's various departments.

II. Secretary and Examiners

B. Secretary and Examiners of Official Diploma

1. The Secretary and Examiners, the University's official diploma, maintain the records of the various colleges and faculties and are responsible for the proper filing of all student records.
2. They also act as the secretaries of the various departments of the University and are responsible for the proper filing of all student records.
3. In the event of any question of the official diploma, they have the authority to make decisions.

C. General Correspondence Clerk (Office of General Correspondence)

1. The General Correspondence Clerk is responsible for all correspondence and secretarial work of the University.
2. He is responsible for maintaining the records of all correspondence and is responsible for forwarding all correspondence to the proper departments of the University.
3. He also maintains the records of all correspondence and is responsible for forwarding all correspondence to the proper departments of the University.

D. The Dean of Students

1. The Dean of Students is responsible for the maintenance of student records and the proper filing of all student records.
2. He is responsible for the proper filing of all student records and is responsible for forwarding all correspondence to the proper departments of the University.
3. He also maintains the records of all correspondence and is responsible for forwarding all correspondence to the proper departments of the University.

E. The Secretary and Examiners

1. The Secretary and Examiners are responsible for the maintenance of student records and the proper filing of all student records.
2. They are responsible for the proper filing of all student records and are responsible for forwarding all correspondence to the proper departments of the University.
3. They also maintain the records of all correspondence and are responsible for forwarding all correspondence to the proper departments of the University.

F. The Registrar and Examiners

1. The Registrar and Examiners are responsible for the maintenance of student records and the proper filing of all student records.
2. They are responsible for the proper filing of all student records and are responsible for forwarding all correspondence to the proper departments of the University.
3. They also maintain the records of all correspondence and are responsible for forwarding all correspondence to the proper departments of the University.
11. The Examiner's Office (for office organization see accompanying Chart E)

A. Conducts all correspondence with prospective students seeking admission:
   1. On certificate from accredited secondary schools.
   2. By examination.
   3. By transfer from normal schools and other colleges.

B. Issues certificates of admission to students in classes 1, 2, and 3 mentioned above on the basis of the satisfaction of entrance requirements. During the year 1919-1920, 844 students were admitted from accredited secondary schools. During the same year, 1014 students were admitted with advanced standing by transfer from 379 different normal schools, colleges and universities, situated in 41 states, the District of Columbia, the Philippine Islands, and 13 foreign countries. These institutions vary from those of no academic standing, whose students are required to take examination to establish claim for credit, to the standard colleges and universities admitting students on substantially the same basis as the University of Chicago. The foreign countries from which students were admitted with advanced standing during the year 1919-1920 were: Austria, Canada, China, England, France, Mexico, Japan, Palestine, South Africa, Porto Rico, Turkey, Roumania, and Costa Rico. The handling of credentials from students seeking admission with advanced standing thus involves not only a knowledge of standards of educational institutions in our own country but of those of foreign countries. The credentials of students seeking transfer to the University from other higher educational institutions are evaluated in terms of work offered in the University.

C. Conducts entrance examinations for students who are unable to present credentials on the basis of which they can be admitted without examination.

D. Conducts annually in connection with the conference with teachers in cooperating secondary schools, competitive examinations which are participated in by approximately 400 students from these schools. Scholarships are awarded to 11 of the students making the best records in departmental examinations.

E. Awards annually 42 scholarships to honor students recommended by the principals of cooperating high schools.

F. Makes at the end of the school year a detailed report to the principal of the high school of the record made by each student admitted to the colleges from that school. This report shown not only the absolute standing of the student
but the standing as compared with other members of the same class in the University.

G. Evaluates the college work completed by graduates of other institutions who become candidates for higher degrees from the University, and on the basis of this evaluation reports the approximate quantitative requirement for the higher degree.

III. The Recorder (for office organization see accompanying chart C)

A. The Assistant Recorder (Mr. Gurney) - general correspondence of the office, transcripts of records, diplomas, etc.

1. Miss Marian Robinson. Acts as stenographer to the Assistant Recorder, makes official transcripts of records of students.

2. Miss Hazel Rislow. Under the direction of the Assistant Recorder prepares the instructors' quarterly reports and mimeographs the questions for the final quarterly examinations. She also in the early part of each quarter assists in the preparation of course cards and class lists.

B. The Division of Permanent Records. Miss Etta Gibson and Assistants (Misses Johnson, Dixon, Rainer, and Palmer.)

Major Duties:

1. Make from application card original record sheet for each new student (approximately 5000 annually.)

2. Filing quarterly new application cards.

3. Recording the high school and advanced standing credit reported by the University Examiner.

4. Posting the permanent record sheets quarter by quarter from registration cards and instructors' reports.

5. Notifying students of failures, conditions, dismissals, probation, etc.

6. Posting and mailing course books and grade cards.

7. Preparing quarterly a preliminary list of candidates for degrees and checking up doubtful cases with the deans.

8. Recording facts of graduation.

9. Recording of all actions of University ruling bodies affecting individual students.

10. Making duplicate records for college deans and for all students in the School of Commerce & Administration.

11. Conducting quarterly deficiency examinations.


13. Preparing in cooperation with the Examiner's Office reports on first year students for high school principals.
The Regents, for office of the President, as representatives of the University, make the following:

A. The Associate Professor (M.A. American - General) of the Department of Education.
B. The Assistant Professor (M.A. American - General) of the Department of Education.
C. The Assistant Professor (M.A. American - General) of the Department of Education.
D. The Assistant Professor (M.A. American - General) of the Department of Education.
E. The Assistant Professor (M.A. American - General) of the Department of Education.
F. The Assistant Professor (M.A. American - General) of the Department of Education.
G. The Assistant Professor (M.A. American - General) of the Department of Education.
H. The Assistant Professor (M.A. American - General) of the Department of Education.
I. The Assistant Professor (M.A. American - General) of the Department of Education.
J. The Assistant Professor (M.A. American - General) of the Department of Education.
K. The Assistant Professor (M.A. American - General) of the Department of Education.
L. The Assistant Professor (M.A. American - General) of the Department of Education.
M. The Assistant Professor (M.A. American - General) of the Department of Education.
N. The Assistant Professor (M.A. American - General) of the Department of Education.
O. The Assistant Professor (M.A. American - General) of the Department of Education.
14. Preparing eligibility lists for Aides and Marshalls (time of one clerk for about one week.)
15. Shifting records quarterly according to changes in the student body.
16. Preparing quarterly lists of students whose advanced standing should be acted upon by the Board of Admissions.

C. The Division of Current Records. Miss Minnie Ott and Assistants (Miss Harriet Garlick, Grace Burns and Edith Doan.)

Major Duties:
1. Issuing registration cards and class tickets to deans' offices quarterly.
2. Assessing fees and issuing class tickets to students in the Colleges of Arts, Literature and Science.
3. Entering changes of registration authorized by the deans.
4. Writing course cards and preparing instructors' class lists for all college courses and for graduate courses in Commerce & Administration and the School of Social Service Administration.
5. Handling instructors' weekly reports on absences (notifying student and parent).
6. Securing from instructors twice each quarter lists of students doing unsatisfactory work (Notifying student and dean).
7. Recording students' sequences submitted by the deans.
8. Checking quarterly to see if students have arranged their sequences and are following sequences prescribed, if not, notifying the dean and summoning the student.
9. Preparing quarterly statistical report, formerly called "deans' reports".
11. Telephone and counter conferences with students and others.
12. List of new students furnished each quarter to Physical Directors.
13. Checking quarterly with the Physical Director for Women students not taking prescribed work in Physical Culture.
If you appear to have one more work
If selecting language appropriately according to students in the

all students and faculty to student

or reports of students whose advancement.

The Division of Curriculum Research, The Mining of Analytical

Reports (Interim Reports, Reports, and Brief

Meet with faculty to resolve any issues related to

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OFFICE OF THE RECORDER AND EXAMINER

Part Time Assistant

Miss Anderson

The Recorder and Examiner
Walter A. Payne

The Assistant Recorder
F. J. Gurney

See diagram C, "Division of Records."

See diagram B, "Division of Admissions."

Miss Campbell

Statistician and Editor
of Official Documents
Miss Barbara Miller

We shall be glad
to furnish complete detailed
information if desired.

Full time Stenog.
Mrs. Friedrich

File Clerk
Miss Nelson

Information Clerk
Miss Blumenthal

Office "Manual of Practice" should be consulted for complete details.
- ASSISTANT
  Miss Anderson
  1. Admissions
     (a) Classified
     (b) Unclassified
  2. Conferences
  3. Special this year;
     Reorganization of
     filing system
  Recorder
  Miss Minnie C. Ott

- Recorder
  Assistant Recorder
  Mr. Gurney
  Part Time
  ASSISTANT
  (1) Admissions - Miss Murray
     a. Classified
  (2) Scholarships
     a. Prize
     b. Honor Entrance
  (3) Conferences
  Division of Current Records
  Miss Harriet Garlick,
  Grace Bums & Edith Sloan.

- ½ time Assistant
  Miss Campbell
  1. Supplies
  2. Board of Adm. Docket
  3. Francis Shimer Papers
  4. Typist
  5. Excess H.S.cr. for
     advanced standing.
  6. Checks applications
     for Mr. Payne.

- Transcript Clerk
  Miss Robinson

- File Clerk
  Miss Nelson

- Full time Steno.
  Mrs. Friedrich

- Information Clerk
  Miss Blumenthal

½ time Stenographer
Miss Sparks

We shall be glad
to furnish com-
plete detailed
information if
 desired.

Office "Manual of Practice" should be consulted for complete details.
I. Assistants working under the immediate direction of the University Recorder and Secretary.

DIVISION OF RECORDS

A. The Recorder's Secretary.

Recorder

Assistant Recorder

Mr. Gurney

Division of Permanent Records

Miss Etta Gibson & assistants - Misses Johnson, Dixon, Palmer and Palmer

Division of Current Records

Miss Minnie C. Ott and assistants - Misses Harriet Garlick, Grace Burns & Edith Dean.

Transcript Clerk

Miss Robinson

Clerk in Charge of preparation of instructors' reports and final examination questions

Miss Hazel Mislow.

B. Statistical Assistant to the Director of Official and University records.

These duties were formerly ones of Miss Carter of the Graduate Office.

C. General Correspondence Clerk.

This work was formerly taken care of by the Graduate Office. Half of this young lady's time is given to opening and redirecting mail. The number of pieces of
I. Assistants working under the immediate direction of the University Recorder and Examiner.

A. The Recorder's Secretary.

The Recorder's secretary, in addition to her stenographic and secretarial duties, is required to give considerable time to keeping a file of cards giving the geographic address of each student in residence, from which are obtained the geographical tables of students published in the President's Report (see report of 1919-20, pages 176-7). Inquiry might be made to determine if the benefit received from these statistics is sufficient to justify the time spent upon them.

If the geographic card file were abandoned, the secretary could give considerable time to assisting the Bureau of Records, typing records, some of which are now typed by the regular clerks, not expert typists, at a comparatively slow speed.

B. Statistician and Editorial Supervisor of Official Documents.

These duties were formerly ones of Miss Carter of the Graduate Office.

C. General Correspondence Clerk.

This work was formerly taken care of by the Graduate Office. Half of this young lady's time is given to opening and redirecting mail. The number of pieces of
A. The Graduate Secretary

The Graduate Secretary, in addition to performing their regular duties, is required to give considerable time to keeping a list of graduate students of good standing in residence. From which the Graduate Secretary will prepare the list of graduate students of good standing to be used in the President's reports (see for the purpose of this statement, page 166-216, page 166). It is essential that the Graduate Secretary be informed of the time spent by them.

It is essential that the Graduate Secretary be informed of the time spent by them to satisfy the requirements for completion of the program of research. The research requires some of which are not obvious. Therefore, the need for the research office for expeditious work at a reasonable price.

B. A. Secretary and Assistant Supervisor of Official Documents

These duties were formerly ones of the office of the Graduate Office.

C. General Correspondence Office

This work was formerly taken care of by the Graduate Office. Now, at the same time, it is given to the number of pieces of
mail received on four days in July were 395, 342, 237, and 524. This is work which is not assigned by University Statutes to the Recorder, but which is best handled as at present, as the majority of this mail is redirected to the Recorder or Examiner.

II. The Examiner's Office.

Since taking over his duties as Assistant Examiner Mr. Smith has furnished his office with modern equipment and systematized the work of his employees. The files are in excellent condition, making it possible to obtain information without delay, likewise to give prompt attention to all applicants for admission to the University and applicants for advanced standing. However, I do not believe that the present "lay-out" of the office is the best and most desirable. It is now divided into several private offices and private rooms. The impression I received from my visits was that the efficiency of the office would be increased were it changed into a space unpartitioned save for a private office with upper panels of clear glass for the Assistant Examiner, who would thus be enabled to observe the work of his office at all times.

The Examiner's Office does considerable cooperative work for preparatory and secondary schools. For instance, it keeps in duplicate, sending one copy to the high school at the end of the year, for each Freshman student a card showing the high school from which graduated, the subjects and grades of all admission units, the average of all high school grades, the
I. The Examiner's Office

Since taking over the duties of an Assistant Examiner in 1939, I have found it necessary to adapt the office to meet the needs of the modern examination and examination

The office is in a state of constant

It is stating that the personnel of the office is capable of obtaining information with great

It is the policy to give prompt attention to all applications for

mission to the University and applications for various examinations.

However, I do not believe that the present "pay-out" of the office is the best and most efficient. It is now giving into

several private offices and private rooms.

The impression

several private offices and private rooms.

impression from my visits was that the utilization of the office

that it may be integrated into a service which

since you have a private office with underlings of clean lines

for the Assistant Examiner, and working time be spared to achieve

the work of the office at all times.

The Examiner's Office goes contrary to the cooperative work

for preparation and selection schools. For instance, it keeps

in agriculture, sending one copy to the high school at the end

of the year, for each exam branch, and sending copies of all

embarrassment arises from the necessity of all high school branches.
passing mark of the school, all subjects taken by the student during the first college year showing the final grade of the student and the average grade of the class, also the average grade of the student for the year. This requires a large amount of clerical work and its consequent cost. Likewise, considerable statistics are kept concerning the teachers of secondary schools who come to the University to study. In the case of the Frances Shimer School, a preparatory school, the Examiner's Office arranges to have its examination questions criticised and the examination questions graded by the Departmental Examiners of the University. Reimbursement is received from the School for the cost of the services of the Departmental Examiners, but none for the time of the clerks of the Examiner's Office. All of this work is indeed worthy, but it which might be reduced if it becomes necessary to reduce the expenses of the office.

It might be mentioned at this time, in connection with the report sent to the high schools previously mentioned, that I do not believe the task of averaging the subjects of the first college year, nor averaging the grades of the classes, necessary and in keeping with the purpose of the report. The purpose of the report is to point out to the high school principal the teachers whose students show proficiency and those whose students do not. The comparison is therefore one of subjects and not of average grades. An elimination of taking an average of subjects would save a noticeable amount of time for both the
becoming more of the student. All supervisors took the student's view and the student's role at the college. The college, into the exam, was a large amount of clerical work. The examination committee of the University, in consultation with the Department of Education, put more on the coat of the services of the Department. Examination, and the examination procedure by the Department, was the University. The examinations, and the examination procedures, by the Department, is the University. The examinations, and the examination procedures, by the Department, is the University. The examinations, and the examination procedures, by the Department, is the University. The examinations, and the examination procedures, by the Department, is the University. The examinations, and the examination procedures, by the Department, is the University.

In connection with the report sent to the high school's headquarters, mention that I do not believe the fear of excessive the supervisors on the teacher's college, keep on supervising the grades of the classes, hence early and in keeping with the purpose of the report. The purpose of the report is to point out to the high school principals the teachers whose students showed proficiency and those whose students did not. The comparison is presented one of supervisors and not of excessive grades. In opposition of taking an excessive amount of time, you point the supervisors many more situations.
Examiner's Office and the Bureau of Records.

Mr. Gurney be allowed to continue, under the direction of Mr. Smith, all of his present detail work other than the supervision of requisitions which could probably be handled by Mr. Smith.

III. The Recorder.

A. The Assistant Recorder.

The Assistant Recorder's time is occupied with routine detail work, namely that of directing the making of transcripts of students' records, preparing diplomas, keeping fraternity scholarship records, overseeing and signing requisitions for supplies, and dictating general office correspondence. Mr. Gurney's time is devoted to his detail work. He takes little, if any, part in directing the work of the Bureau of Records, where most of the work of the office is done. So much of Mr. Paine's time must be given to the meetings of the various University boards and ruling bodies and the consideration of special cases of entering and resident students that he is unable to give the time needed for the supervision of his office, which properly should be delegated to an assistant. As a result of these conditions the supervision of the work of the office rests in the hands of the two chief women clerks. Inasmuch as Mr. Paine is unable to delegate the duties of office management to the Assistant Recorder, the Assistant Examiner, as manager of the Bureau of Records, might be charged with this responsibility in addition to his present duties, and
Mr. Gurney be allowed to continue, under the direction of Mr. Smith, all of his present detail work other than the supervision of requisitions, which could probably be handled by Mr. Smith.

Both Mr. Paine and Mr. Gurney are located at either end of the Bureau of Records, with no opportunity of observing the work of their office. Partitions of wood and transparent glass on the sides of the offices adjoining the Bureau of Records would seem advantageous for supervision.

1. Miss Marian Robinson. Two thirds of this young lady's time is given to making transcripts of student's records. Many of these are made for students desiring to use them as recommendations for business positions, also for students who "peddle" their credits among various educational institutions to learn where they may receive the most advantageous credit. These persons usually request several transcripts. I was told by Mr. Smith that many leading Universities charge a small fee for the making of transcripts. I would like to recommend that a nominal fee be charged for all transcripts made after the first copy, as a means of record of failures to deliver these reports at the proper time will save a saving in clerical time, and more prompt record making with the information desired by students in selecting sus-
The purpose of these notes is to provide information about the

property of panache that is

related to the expression of panache, which may
go beyond the scope of research, within an office,

family or operation, the work of their office, family,

client or any other aspect of research. I aim to offer

clarification of many ambiguous points on the subject of

the office operation, the process of research, and

 acquainted with the concept of office culture.

Two things of of note:

1. Office culture:
   - Two things to note to working professionals or
     corporate world as a way for students to gain
     experience, market themselves to professionals
     for potential job opportunities, and "bridge" their
     existing work with professional opportunities.

2. Research:
   - There are many different interpretations to find about
     these concepts that are needed to develop a
     comprehensive understanding of the concept. I
     find it useful to note that much teaching of
     business administration requires students to
     engage a method of learning that examines the
     limits of a concept. I also find it to be important that a
     concept be understood in a way that encourages a sense
     for the interpretation of information, which can be
     achieved through a variety of methods. I find it useful to
     note that interpretation may alter the way of teaching
     and learning. This can vary depending on the method
     of teaching and learning.
not only to pay for the cost of the services of the stenographer, but also to serve as a check on requests for unnecessary copies.

2. Miss Hazel Bislow. No comments.

B. The Division of Permanent Records.

Comments on the supervision of this part of the office have been made above.

This division of the office prepares the eligibility lists for the Aides and Marshals, which requires the entire time of one clerk for about one week. Under the present system the Recorder's Office must select the names of all students who will have thirty-six majors at the close of the Spring Quarter, average the total grades of all students so selected, and make form the President's Office a list of all these students selected whose average attains a grade of "C" or better, giving the average grade. The work could be done in less than a day if the system were reversed, by this I mean, were the President's Office to prepare a list of twenty-five men and twenty-five women who are possible selections for the office of Aide or Marshall, the same information for this number could be had in the shorter time.

It appears that the Recorder's Office is compelled to give considerable time urging instructors to deliver to the office reports which are delinquent. Any improvement over the present record of failures to deliver these reports at the proper time will mean a saving in clerical time, and more prompt record making with its information desired by students in selecting sub-
not only to pay for the cost of the services of the
adviser, but also to serve as a check on the accuracy of
the
necessary copies.
S. Max Hellman Assistant Commissioner
Division of Permanent Records
The Division of the Superintendent for the Physical Plant
The division of the office prepares the schedules for
the use of the Architects and Engineers, which determines the schedule of the
office for the week. Under the present system the office
concerned in the office must receive the name of all students and will
have fifteen minutes notice of the choice of the9th quarter, year
see the total grades of all students to select and make for
the presentation of the office a har of all those students selected.
where severe selection a grade of "C" or lower could give the
the Board. The work cannot be done in less than a day at the
same time. By a little more tolerance, yes I mean, more the presentation of the
office to provide a list of seventy-five new and seventy-five names who are
selected. Selection for the office of a vice or welfare is the same
information for the summer college peak in the spring time.
It appears that the Treasurer's Office is responsible to give
considerable time writing information to gather to the office re-
ports which are gathered. Any improvements over the present
report of activities to gather these reports or the proper time
will mean a saving in operational time, and more prompt report
and
the office information gathering of students in selecting and
sequent courses. Perhaps an appeal from the President's Office would be helpful.

Another bit of time might be saved if the matriculation number was not copied on the cards in the alumni file, as the number on alumni cards appears to have no definite use.

Each quarter about two hundred students take deficiency examinations, which requires the time of one clerk for about two weeks each Quarter. No fee is charged for the privilege of taking these special examinations, unless they be taken through the Correspondence-Study Department. A fee charge would probably not reduce the number of examinations, but would aid to pay the cost of the additional service.

At present there is no codification of the legislation concerning graduation requirements. It seems to me more desirable to have these codified and set down in writing rather than carried in a collection of various minutes and correspondence and the heads of employees of long service.

C. The Division of Current Records.

The comments made previously on the supervision of the Bureau of Records likewise apply to this branch of the office.

The only written record of the University legislation as to fee charges, fee exemptions, refunds and late fees is a book of letters, minutes and other records kept by Miss Ott of the Division of Current Records. A printed codification of these various rulings would be exceedingly valuable and helpful, especially to the Bureau of Records and the Cashier's Office, but
Erected contrary. Perhaps an appeal from the President's Office
would do. Perhaps a letter to the Attorney General for
another part of the State might be seen if the communication were
permanently made to the office in the summer field as the number
of personal cases appear to have no necessity for

Each quarter reports two important statements, the Secretary ex-
emittances which redound to the time of one clerk for the quarter.
No letter is available for the privilege of tax-
the few days before examination time. There is a taken through the
the Secretaries-Registry Department. A fee charge, money belonging
to not reduce the number of examinations, but worth it to pay the
cost of the additional service. Some of the clerks have,
At present there is no collection of the legislation con-
ences or examination requirements. It seems at me a great idea to
have given so little and get your in writing manner. They carrying in
a collection of various minutes and correspondence and press
of employees at long service. This is an extraordinary office
The Division of Court Records.

The Commerce make developments on the usurpation of the
thereof to Records Necessity apply to the proper of the Office
The only authority having at the University Legislation as the
of the State, the examinations, returns may leave to a year-
off letters, minutes and other Records kept by the Office of the
Division of Court Records. A printed collection of these
various Materials for the assistance of the Records Office, and
belong to the proissure of Records and the General's Office,

also to many other of the University Offices. At the same time
that it might be well to consider devising some system of laboratory
charges, which would make the charges more simplified and more
easily determined by the large number of clerks of the several
offices concerned. At present continual consultation of the
course sheet and considerable loss of time is necessitated.

Until a few months ago the Bureau of Records assessed the
fees and issued the class tickets to the students in the College
of Arts, Literature, and Science only. Their work in this line
has since then been increased by the addition of this work for
the students of the School of Civics and Philanthropy and the
School of Education. Also the burden on the clerical help has
been increased by the recently adopted system of advanced regis-
tration. As a result of registering in advance a great number of
addresses are given incorrectly or not given at all, and many
courses registered must be changed. Just what an additional
burden results from the system can be seen by means of the fig-
ures for the Spring Quarter given below.

301 unpaid cards of students who registered but
failed to be in residence returned from cashier's
office, necessitating correspondence with students
and withdrawal cards.

130 registration cards required classification trans-
ferred. Ordinarily there are about 40.

2017 change of registration cards issued, while for the
Spring Quarter, 1920, there were 1121.
At the same time, some of the University Office's efforts to promote and support the preparation of teaching materials for the College of Arts and Sciences, and at the same time to provide more opportunities for the students to participate in the activities of the College of Liberal Arts, and to encourage the College of Business Administration to offer more courses in business administration and economics, may be seen.

Until a year or two ago, the College of Science and Engineering was the only division of the College that offered science courses. However, in recent years, the College of Arts and Science has been offering more science courses, and it is hoped that this trend will continue.

The students of the College of Science and Engineering may find that the work of the College of Arts and Science is more challenging and rewarding. This is true of the students of the College of Business Administration as well, who may find that the work of the College of Arts and Science is more challenging and rewarding.

The decision to offer more science courses at the College of Arts and Science was made in response to the growing demand for science courses.

The decision to offer more science courses at the College of Business Administration was made in response to the growing demand for business courses.

The decision to offer more science courses at the College of Arts and Science was made in response to the growing demand for science courses.
203 withdrawal from registration cards issued, while suggested that I attempt to systematize the operations of the Recorder's Office by recommending various methods and mechanical devices for keeping records. This I have not attempted to do, as there is such a mass of records kept and so many factors entering into their proper keeping that I do not believe it possible to make fair criticism and propose sound improvements after spending such a short time in the office. The value of advanced registration to the students may be sufficient to cause the cost of the additional clerical help to be disregarded. I would suggest that there be considered a system of choice cards to replace that of advanced registration. The purpose of advanced registration is to compel the student to plan his series of courses well in advance, and also to eliminate the huge task of registering all students in a few days at the beginning of each quarter. The choice card would accomplish the first purpose, and also relieve, although it would not eliminate the tasks of registration within a short time.

The task of keeping the record of absences from class and the preliminary disciplining of students is assigned at present to the Recorder's Office. It does not appear to be a function of this office, as it does appear to be one of the Dean's Office.

The statistical work of the Recorder's Office requires the time of four persons spending throughout the year a total of three weeks time each. This appears to be an opportunity to reduce the required work of the office by eliminating, after a careful study, such statistics which may prove unnecessary.

At the meeting called by Mr. Plimpton before the study of Mr. Paine's and other offices was begun, most persons present
However, in view of the large amount of clerical work requiring to
make seen well for the Peers' Office to which the brown water
pencil so often at permanency. The value of brown water to go to the
to the student may be instructive to cause the cost of the airship
school paid to be dangerous. I would suggest that there be con-
tained a greater part of chlorine since to keep the airship in a
atmosphere. The purpose of brown water at to compañía the
attempt to keep the reason of concentrate well in brown, and also to
eliminate the use of water at the Peers. It is a part of the
choice and many economical at the beginning of each chapter. The length purpose, may also relieve, although it would not eliminate
the causes of water at within a short time. The work of keeping the reason of prepare from then and
the Peers' Office. It goes not appear to be a function of the
Office as it goes appear to be one of the Peers' Office.

The statistic work of the Peers' Office
reduces the time of town behind甭ing unimportant for years
port of these weeks, time essay. This appears to be an opportunity
so to reduce the reading work of the Office of eliminating, after a
recent study, same artillery which may prove unnecessary.

At the meeting called by Mr. Fitchton Peers, the study
of Mr. Paine's and other Office was begun, most beneficially.
suggested that I attempt to systematize the operations of the Recorder's Office by recommending various methods and mechanical devices for keeping records. This I have not attempted to do, as there is such a mass of records kept and so many factors entering into their proper keeping that I do not believe it possible to make fair criticism and propose sound improvements after spending such a short time in the office. If, as I have suggested earlier in the report, Mr. Smith or some other soundly progressive man is placed in charge of the management of the clerical work of the Bureau of Records, a gradual and continual study can be made of the best methods of record keeping, and such as are considered advisable adopted and installed.

While making inquiry as to the operation of the Recorder's and Examiner's Offices I also visited the Office of the Dean of the College of Arts, Literature, and Science, and the Graduate Office.

In the Dean's Office, serving Dean Robertson and seven other Deans, are employed four young ladies, clerks and stenographers. From all that I could observe there is plenty of work to keep all occupied. The functions of the Deans' Office may be grouped as follows:

"Each Dean supervises in general the administration in his school or college, under the direction of the President, meeting personally the students and advising with them as to their courses of study." (Statutes of the University, page 9).
suggest that I attempt to summarize the operation of the office.

In the past, various offices have not kept detailed records or maintained any mechanism to ensure the proper flow of records. The records have been kept in a haphazard manner and in many cases, the records are not complete.

In an effort to improve the records, I have attempted to set up a system that includes the following:

1. Keep a log of all records kept and any records sent to other departments.
2. Ensure that all records are kept in a centralized location.
3. Establish a system for distributing new records to the appropriate departments.
4. Review the records on a regular basis to ensure that they are complete and accurate.

As a result of these efforts, I have been able to improve the records and ensure that they are kept in a manner that is consistent and complete.

In conclusion, I believe that my efforts to improve the records have been successful and that the records are now in a better state than they were in the past.

Thank you for your attention to this matter.

[Signature]

[Date]
l. Administration.
   income, expenses, success in college, etc.)
   A. Administration of Students of College of Arts, Lit-
      erature, and Science, and Unclassified Students.
   B. Of Plant and Operation.
      1. Registration and supervision of curriculum.
      2. Conferences on personal problems.
      3. Discipline, Statistics concerning probation, etc.
   III. Conference with President.
      4. Conferences and correspondence with parents.

The D. Chapel attendance, organized so short a time that it does B. Administration of Scholarship and Loan Fund Line. Improvement C. Relations with Departments, especially regarding chapel attendance, provision of instruction, preparing material and greater efficiency petitions for College Board, and lists of departure space does nancial advisers. a offices of all Deans be located at one cent D. Relations with Honor Commission by giving to the Deans' Office E. teRelations with Undergraduate Council. Its location need not be near F. eRelations with Student Organizations. the Deans' Office and the G. eRelations with Christian Union Office and Graduate Office should have Relations with Alumni, especially in that it brings a number of H. eRelations with Foreign Students, or central supervision.

J. e Relations with University Marshall, and nomination of duced by the University Marshals and Aides. Recorder's and Deans' Offices K. eRelations with Faculty. e of Miss Carter, an assistant and a stenographer Correspondence with Students, Parents, etc. and one young letter. L. eConstructive Study. ant and stenographer would be sufficient. When I eOf Material and Products, ther displeased that so many of her former real. Students (e. g. schools, occupations of parents,
suggested that I attempt to expedite the operation of the
program of the Office of Recommendation and to improve
the use of the office. I have not attempted to do so
because for keeping records. The I have not attempted to do so.

There is much a need for records kept and so many records are
kept in all fields of knowledge. Keeping that I do not believe it to be
wise to attempt to make a formal program as the Office of

I have attempted any program of any importance at all. Beginning such a
part time in the office. As I have attempted earlier in the

report. With some of our other community programs may be placing
in charge of the management of the special work of the present of

in charge of the management of the special work of the present of

or to make the best use of the best methods.

The attempt to make the best use of the best methods.

While making inquiries as to the operation of the program
of any other Office, I have visited the Office of the Dean
of the College of Arts, Literature, and Science, and the

College Office.

In the Dean's Office, serving Dean Roper, and seven

other persons, are employed, doing pretty well, given the staffs and

From all that I can observe there is plenty of work to keep off
occupying the functions of the Dean's Office may be increased as

follows:

"Each Dean superintend in general the administration

In the school of college, under the direction of the President
of the University of the Interior.

(2) Sections of the University.

Page 9)
income, expenses, success in college, etc.)

2. Alumni.

B. Of Plant and Operation.

1. Instruction (curriculum).

2. Instructors.

III. Conference with President.

The Deans' Office has been organized so short a time that it does not seem proper to attempt to criticize at this time. Improvements have been made, especially in the method of taking chapel attendance. The wages of employees seem quite proper. For greater efficiency and better service it is regrettable that the office space does not allow that the offices of all Deans be located at one central point. This could be arranged by giving to the Deans' Office certain rooms now occupied by offices, whose location need not be necessarily in Cobb Hall. The organization of the Deans' Office and the reorganization of the Recorder's Office and Graduate Office should prove a worthwhile change, especially in that it brings a number of functions previously loosely knit under central supervision.

The work of the Graduate Office has been considerably reduced by the recent reorganization of the Recorder's and Deans' Offices. The personnel now consists of Miss Carter, an assistant and a stenographer. Everything indicates that Miss Carter and one young lady serving as an assistant and stenographer would be sufficient. When I called Miss Carter appeared rather displeased that so many of her former responsibilities had been placed in other hands and
The plans of the office have been organized so that a time that it does not seem proper to attempt to articulate at this time. It is necessary to have a proper seat for the office. The office must be set up in the method of taking orders.

III. Conferences with President

The work of the Graduate Office has been somewhat like that of the Center and Center, an essential part of the work. The Graduate Office and the Recreation Center are the key points of our work. No one can do anything without the center and the center matters, especially in that it brings a new per of information development. Focus on major center coordination.

The formal Recreation Office has been conducted at the Grace Office.
frankly admitted that she and her two assistants were not overbusy with the work of the office. The present duties of the office I have listed below.

1. Registration of all graduate students.

2. Preparation of course cards and class lists of all graduate students.

3. Correspondence with graduate students.

4. Preparing graduate school statistics for the President's Report and

5. Management of Fellowships.


7. Determination of requirements for higher degrees.

Supervision of the internal workings of the various scholastic administration offices and the coordination of their functions in close relation to the President's Office might result in harmonious effectiveness.

V. Cashier's Office Salaries.
Tables Showing Cost of Salaries and Expenses for the Years 1915-16 to 1920-21.

I. Auditor's Office Salaries.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Increase over 1915-16</th>
<th>Per Cent.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>$20,249.00</td>
<td>$3,001.00</td>
<td>14%</td>
</tr>
<tr>
<td>1916-17</td>
<td>23,250.00</td>
<td>7,261.00</td>
<td>35%</td>
</tr>
<tr>
<td>1919-20</td>
<td>27,510.00</td>
<td>9,409.00</td>
<td>46%</td>
</tr>
<tr>
<td>1920-21</td>
<td>29,658.00</td>
<td>9,168.00</td>
<td>34%</td>
</tr>
<tr>
<td>1919-20</td>
<td>37,822.00</td>
<td>8,022.00</td>
<td>28%</td>
</tr>
<tr>
<td>1920-21</td>
<td>41,560.00</td>
<td>10,605.00</td>
<td>35%</td>
</tr>
</tbody>
</table>

II. Auditor's Office Expenses.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Increase over 1915-16</th>
<th>Per Cent.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>844.00</td>
<td>233.00</td>
<td>28%</td>
</tr>
<tr>
<td>1916-17</td>
<td>1,077.00</td>
<td>640.00</td>
<td>76%</td>
</tr>
<tr>
<td>1919-20</td>
<td>1,484.00</td>
<td>926.00</td>
<td>110%</td>
</tr>
<tr>
<td>1920-21</td>
<td>1,770.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

III. Correspondence-Study Department Salaries.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Increase over 1915-16</th>
<th>Per Cent.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>9,914.00</td>
<td>1,082.00</td>
<td>11%</td>
</tr>
<tr>
<td>1916-17</td>
<td>11,006.00</td>
<td>6,930.00</td>
<td>70%</td>
</tr>
<tr>
<td>1919-20</td>
<td>16,844.00</td>
<td>7,599.00</td>
<td>77%</td>
</tr>
<tr>
<td>1920-21</td>
<td>17,513.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IV. Correspondence-Study Department Expenses.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Increase over 1915-16</th>
<th>Per Cent.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>11,088.00</td>
<td>2,391.00</td>
<td>22%</td>
</tr>
<tr>
<td>1916-17</td>
<td>13,479.00</td>
<td>6,419.00</td>
<td>58%</td>
</tr>
<tr>
<td>1919-20</td>
<td>17,507.00</td>
<td>4,597.00</td>
<td>41%</td>
</tr>
<tr>
<td>1920-21</td>
<td>15,685.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

V. Cashier's Office Salaries.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Increase over 1915-16</th>
<th>Per Cent.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>8,999.00</td>
<td>1.00</td>
<td>0%</td>
</tr>
<tr>
<td>1916-17</td>
<td>8,999.00</td>
<td>8,420.00</td>
<td>93%</td>
</tr>
<tr>
<td>1919-20</td>
<td>17,418.00</td>
<td>11,772.00</td>
<td>151%</td>
</tr>
<tr>
<td>1920-21</td>
<td>19,770.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table Showing Cost of Sales and Expenses for the Years 195-7-16 to 1955-61.

I. Additional Office Salaries

<table>
<thead>
<tr>
<th>Increase over 195-7-16</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>00.500</td>
</tr>
<tr>
<td>2nd</td>
<td>00.050</td>
</tr>
<tr>
<td>3rd</td>
<td>00.020</td>
</tr>
<tr>
<td>4th</td>
<td>00.005</td>
</tr>
</tbody>
</table>

II. Additional Office Expenses

<table>
<thead>
<tr>
<th>Increase over 195-7-16</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>00.500</td>
</tr>
<tr>
<td>2nd</td>
<td>00.050</td>
</tr>
<tr>
<td>3rd</td>
<td>00.020</td>
</tr>
<tr>
<td>4th</td>
<td>00.005</td>
</tr>
</tbody>
</table>

III. Correspondence-Stock Department Salaries

<table>
<thead>
<tr>
<th>Increase over 195-7-16</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>00.500</td>
</tr>
<tr>
<td>2nd</td>
<td>00.050</td>
</tr>
<tr>
<td>3rd</td>
<td>00.020</td>
</tr>
<tr>
<td>4th</td>
<td>00.005</td>
</tr>
</tbody>
</table>

IV. Correspondence-Stock Department Expenses

<table>
<thead>
<tr>
<th>Increase over 195-7-16</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>00.500</td>
</tr>
<tr>
<td>2nd</td>
<td>00.050</td>
</tr>
<tr>
<td>3rd</td>
<td>00.020</td>
</tr>
<tr>
<td>4th</td>
<td>00.005</td>
</tr>
</tbody>
</table>

V. Office Salaries

<table>
<thead>
<tr>
<th>Increase over 195-7-16</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>00.500</td>
</tr>
<tr>
<td>2nd</td>
<td>00.050</td>
</tr>
<tr>
<td>3rd</td>
<td>00.020</td>
</tr>
<tr>
<td>4th</td>
<td>00.005</td>
</tr>
</tbody>
</table>
VI. Cashier's Office Expense.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>$1,607.00</td>
<td></td>
</tr>
<tr>
<td>1916-17</td>
<td>1,958.00</td>
<td></td>
</tr>
<tr>
<td>1919-20</td>
<td>3,979.00</td>
<td></td>
</tr>
<tr>
<td>1920-21</td>
<td>4,477.00</td>
<td></td>
</tr>
<tr>
<td>Increase</td>
<td>351.00</td>
<td>22%</td>
</tr>
<tr>
<td>over 1915-16</td>
<td>2,372.00</td>
<td>147%</td>
</tr>
<tr>
<td></td>
<td>2,870.00</td>
<td>178%</td>
</tr>
</tbody>
</table>

VII. Business Manager's Office Salaries.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>21,794.00</td>
<td></td>
</tr>
<tr>
<td>1916-17</td>
<td>22,642.00</td>
<td></td>
</tr>
<tr>
<td>1919-20</td>
<td>37,322.00</td>
<td></td>
</tr>
<tr>
<td>1920-21</td>
<td>41,560.00</td>
<td></td>
</tr>
<tr>
<td>Increase</td>
<td>4,848.00</td>
<td>22%</td>
</tr>
<tr>
<td>over 1915-16</td>
<td>15,528.00</td>
<td>71%</td>
</tr>
<tr>
<td></td>
<td>20,768.00</td>
<td>95%</td>
</tr>
</tbody>
</table>

VIII. Business Manager's Office Expense.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1915-16</td>
<td>2,594.00</td>
<td></td>
</tr>
<tr>
<td>1916-17</td>
<td>3,200.00</td>
<td></td>
</tr>
<tr>
<td>1919-20</td>
<td>5,403.00</td>
<td></td>
</tr>
<tr>
<td>1920-21</td>
<td>5,430.00</td>
<td></td>
</tr>
<tr>
<td>Increase</td>
<td>706.00</td>
<td>27%</td>
</tr>
<tr>
<td>over 1915-16</td>
<td>2,809.00</td>
<td>107%</td>
</tr>
<tr>
<td></td>
<td>2,836.00</td>
<td>105%</td>
</tr>
<tr>
<td>Period</td>
<td>Increase over 1956-57</td>
<td>Amount</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------</td>
<td>--------</td>
</tr>
<tr>
<td></td>
<td>Per Cent.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1957-58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1958-59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1959-60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1960-61</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Period</th>
<th>Increase over 1956-57</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Per Cent.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1957-58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1958-59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1959-60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1960-61</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Period</th>
<th>Increase over 1956-57</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Per Cent.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1957-58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1958-59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1959-60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1960-61</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>