SUGGESTIONS FOR SYSTEM OF DEALING WITH ABSENCE EXCUSES.

1. Absence from Classes. 1. No excuse of any kind to be accepted. Late registration to count as absence. 2. Tardiness. A common plan of reporting absences is recommended:
a) Slight tardiness, unless habitual, should be ignored. Responsibility for calling attention to lateness should rest upon the student.
b) Tardiness of 15 minutes or over, unless due to extraordinary causes, should be reported as absence. c) Habitual lateness may be reported as absence in the ratio of 3 to 1. d) The report of the instructor to be final and not subject to revision.

3. Student councillors granted an extra absence for council meetings attended up to the number of ten each quarter.

4. Debating Club trips and Athletic trips. Special action by Faculty, Board of Student Organizations, or Board of Athletics recommended.

N.B. In connection with the matter of tardiness it is pertinent to urge:
1) that all University clocks be electrically synchronized and 2) that all instructors dismiss their classes on the stroke of the bell.
3) Attention of instructors is called to the established custom of allowing a minimum of five minutes.

II. Other Absences 1. First Division Meetings.

a) New students are excused by regulation. b) Students delayed by late trains when reasonable allowance has been made. c) Students who are ill (with physician's certificate). 2. Division Lectures and Chapel Assemblies.

a) Students engaged in student service, in teaching, or in business. b) Students who are ill (physician's certificate required).

3. Physical Culture. a) Excuses from physical directors.
CHICAGO April 8, 1899

My dear President Harper:—

I write for our Junior College Clerk, Miss Robbins, to say that she is finding it next to impossible to make out her Clerk's Report according to the printed schedule. And I think you will permit her some other form of reporting. She has so many kinds of work here that will not go into the report at all, and I do not believe it is possible for her to keep an exact account of her different employments, especially by hours, without spending an unwarrantable amount of time at it. I am glad to tell you that she is busy every hour of the day and for ten days has worked practically every night. Her work is irregular, it must dodge from one thing to another. I assure you it is not because she is unwilling to make out the report, but because she and I together find it impossible, and I have given the matter careful attention.

Yours truly,

[Signature]

W.D. MacClintock

Dean

This is no doubt true. I am not certain that these reports are valuable. Faithful workers [e.g., Miss Gamble] complain of the amount of time consumed in keeping account of little things on report.

The reports show that some stenographers work much harder than others. Beyond that I think them of little value. When a new blank is made, if that is done, it will be necessary to modify the old one a good deal.
Chicago, April 8, 1929

Dear President Krueger:

I write to you in regard to the matter of the telephone connection to the home office of the company. I have been informed that there is a telephone line available and I would like to know if it is possible to have the line installed and connected to the home office. I would like to arrange for a meeting to discuss the details of the installation and connection. Please let me know your availability and we can schedule a time that works for both of us.

Sincerely,

[Signature]
My dear President Harper:—

Two days of this week Miss Robbins has asked my permission to close the outside office door at four o'clock. It was done because our office has been behind with its work and she was simply overwhelmed with things to do. As long as students could get in she had to leave her desk and attend to them; consequently the class lists could not be prepared, the changes made, and the office work got somewhat straightened out. If the messenger you sent had only knocked at the door, or if we had put through what you have promised us so many times, the system of telephones and call-bells, you could easily have got what you wanted. Miss Robbins was here in the office not only at four o'clock but at six, and not only at six but throughout the evening. It seemed to me perfectly reasonable that the wants of students could be attended to between 9:30 in the morning and four o'clock in the afternoon. I watch Miss Robbins carefully and know that it is impossible for her to do all the work we demand of her unless she can have a little free time without students in the room.

By the way, Mr. President, I am wondering if you really realize how much work this office has to carry. I came back home this Fall with the determination not to make complaints to you about overwork; but I am almost bitterly discouraged. I simply spend my days here, making my teaching work lame and painful. I am sure you are generous and just in the matter and if you really knew what we have to do you would supply us with abundance of help. But Mr.
My dear President Harris:

Two days of this week have passed

and I take occasion to state the contents of an office that has been open for some time. It is now 7:15 P.M. I have been at work since 8 A.M. at my desk and have been working

on an important matter that affects the office and can not be delayed. I

have been working on this matter since 8 A.M. at my desk and have been working

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on an important matter that affects the office and can not be delayed. I
Castle and I have been determined to hold down the expenses of our office to the lowest point possible, and therefore we have been trying to carry the work ourselves and urge extra duties on Miss Robbins and the clerks we already have appointed. I ask, therefore, for the greatest possible consideration and sympathy until we can get the records of these 630 students straightened out. Of course if you think that the open office hours between 9.30 and 4 are not enough to transact the business for the public we will make extensions, but we will have to have more help, since Miss Robbins simply must have time uninterrupted to make up the records and reports for the day's transactions. I am sure you do not dream how many sudden calls come upon us for reports. To mention one instance: Yesterday morning we all had our hands full trying to get out the official class records so that we could have the first reports of absences on Friday. Suddenly there comes from Mr. Judson a demand that we make a report by twelve o'clock on the work of twenty-six members of the Athletic teams. The whole office had to stop, make out request blanks, get messengers, send to the class rooms, sift and organize the information. Instead of going on with our regular work we were absorbed until twelve o'clock. I suppose the Board of Physical Culture sadly needed the information, but it is the kind of thing that keeps our office forever in a pickle. We will do the very best we can. I am sure that our whole office force is working far beyond its obligation, and we will not make extra expense for help if we can avoid it.

But cannot you proceed at once to give us this communication between the offices? Our distance from Mr. Gurney's office and from your office makes a serious drain upon our time. And the point you make in your letter would have been avoided if this scheme had only gone through. 

Sincerely yours,

[Signature]
castle and I have been getting here to hold your own experience of our office to the lowest point possible and therefore we have been trying to carry the work on as fast and make extra copies of the 240 statements already made out.

Can get the record of these 240 statements already made out.

If you think that the office force between 2:00 and 4:00 make extra copies there is a good chance of making up the records and reports for the day's transaction. I am sure you do not have to mention one may suggest another come down to our office to meet the occasion.

Yesterday morning we all had our hands full trying to get out the official copies received so that we could have the report of speeches on Liverpool and add them to the list of twenty-six members of the Athletes' Association. The whole office had to stop, make out receipt forms, etc. read reports and go on with our regular work, we were expected until twelve o'clock. I suppose the Board of Physical Culture nearly needed the office. I suppose the Board of Physical Culture nearly needed the office place.
The University of Chicago

CHICAGO
Nov. 1, 1900.

My dear President Harper:

In connection with the enclosed report, I should respectfully beg leave to call your attention to the fact that in the case of a stenographer in the Dean's Office, this form is utterly inadequate as giving any idea as to the nature of the work. A large part of the work consists in meeting students, and in meeting persons who come in to see about teachers and in doing a thousand and one things of a miscellaneous sort; and if any attempt were made to keep track of all this work and make any estimate as to the time spent, it would involve, as a minimum, a half or three-quarters of an hour extra each day, which would mean that we should either do our work less well or have additional help.

I can see that in some offices it would be possible for the stenographer to do one sort of work continuously for a long enough time to make it comparatively easy to keep a record, but in our office it is a constant change from one thing to another, according to the demands of the present moment.

Yours very truly,

James A. Tufts.

Dean of the Senior Colleges.

P.S. I wish to state further, with regard to the work of the stenographer in my office, that, having in mind my past experiences I expressly arranged that the hours should be somewhat flexible.
Chicago, Nov. 1, 1919.

If you're interested in

In connection with the above:

I am writing to express my appreciation for your efforts to obtain information on the

I am pleased to inform you that I have been able to

As regards the matters you have asked about,

I have some information that may be of interest to you.

Yours very truly,

[Signature]
This means that at times of special stress, such as registration periods, as much time would be given as should be necessary to do the work promptly and efficiently; and that when the work was not pressing, the excess of time required in the above instances should be counter-balanced by shorter hours. I consider this essential to the proper conduct of the office, and regard myself as personally responsible for the efficient conduct of matters and that the interests of the University are properly cared for.
My dear Mr. Tufts:

Your letter to Dr. Goodspeed has been handed to me. You will permit me to say that it does not seem to me to have been written in the proper spirit, nor does it show, in my opinion, a proper appreciation of the circumstances and situation. The University indicates clearly, in the different offices and departments, the amount of money that may be used for a certain year. Your request is for something entirely special and something that had not been contemplated as a part of the expenses of your office. The success of the administration of the office does not depend upon any particular piece of furniture. There are economical ways of taking care of correspondence which have been employed in the past, and which can be employed in the future.

Is it true that the number of students in the Senior College has been doubled within the last three years? Any reasonable demands of any office, if presented in the proper way, will receive consideration, but it is not customary for the departments or offices to make requests for new furniture or new apparatus when the appropriation is exhausted, without some preliminary consideration of the matter. I am always ready, as is Dean Judson, to consider any special needs of an office or department, but it seems to me that your treatment of the subject partakes too much of the character of certain gentlemen who have spoken of late quite recklessly.

I remain, with great appreciation of your work,

Yours very truly,

W. R. Harper
My dear Mr. Turner,

Your letter to Dr. Goodspeed was penned

to me. You will permit me to say that it does not seem to me to prove

a pen written in the proper spirit, not even to prove, in my opinion, a
proper appreciation of the circumstances and situation. The University
interests, especially in the different offices and departments, are

more of money than may be necessary or a certain. Your letter to me

some time ago was very satisfactory and somewhat that had not been communicated
as a part of the business of your office. The success of the administration
of the office does not depend upon my particular piece of writing.

There are some secretaries who take care of correspondence which have
been signed in the past, and which are employed in the future.

To see that the correct procedures in the correct office have been

conducted within the last three years, it is necessary in the proper way, will receive consideration, but

office, if necessary to the correctness of the correctness of offices to make recommendations for

trustworthy or not satisfactory when the administration of society was


W.R. Hinde

Yours very truly,

W. R. Hinde
My dear Dr. Goodspeed:

May I ask on what basis the estimates for the supplies in the Deans' offices are made from year to year? Since I have been in the office, I have never had any inquiry as to the probable amount needed, and I am interested to know whether, in making out the budget from year to year, any account is taken of the fact that the work of the Senior Colleges has practically doubled in the past three years, and also whether the University authorities care to have the work of the office conducted in a businesslike and efficient manner. This inquiry is suggested by the fact that your recent communication states that there are no funds for providing for a cabinet in which to keep the records of correspondence with students. It is, of course, not anything that I have any personal interest in, as to whether such accounts are kept or not, and personally, of course, I do not care whether we have any registration cards or any other facilities for doing the work of this office. It is simply a question of what the University wants done; but it does occur to me that possibly, inasmuch as heads of departments are requested to submit estimates of things needed, when the budget is made up, that it would do no harm for the same information to be asked from the administrative offices. Otherwise, of course, I shall simply act on the principle of not attempting to keep any records regarding correspondence, if the University does not think this is desirable.

Yours very truly,

James A. Dufs
Dean of the Senior Colleges.
May 25, 1904.

Junior college Faculty:

The Deans of the Junior Colleges desire to call attention to certain important principles of administration and to suggest the actions by the Faculty.

1. The Junior College Faculty in discharging its responsibilities to the Junior College students reserves the right to supervise all courses offered in fulfillment of Junior College requirements, both as regards subject matter and methods of instruction. This power is inherent in the very nature of a required curriculum.

2. It is highly desirable that some one member of each Department of the Junior College which offers Junior College work should be designated as especially responsible for such courses and as representative of the Department in relation with the administrative officers of the Junior College.

In view of these principles the following actions are recommended:

1. That the Committee on Curriculum be empowered to gather from all instructors data concerning the courses offered to students in the Junior Colleges. That the Committee be further instructed to organize this material and base upon it any recommendations to the Faculty which may seem desirable.

2. That the Junior College Faculty requests each Department to designate a member offering Junior College work as the official representative of the department in matters relating to Junior College courses and administration.

Unfinished business.
August 15, 1904.

My dear Mr. President:

At a meeting of the Junior College Faculty held October 3, 1903, the following question was referred to the Curriculum Committee for consideration and report: "Are the required courses in Philosophy, Psychology, Ethics and Logic under direction of the Junior Faculty or are they properly Senior College Courses?"

At a meeting held October 17th the Curriculum Committee requested more specific instructions regarding this question. At the meeting of October 31st the Committee reported progress in the consideration of the classification of courses in Philosophy and hoped that definite recommendations might be presented at the next meeting of the Faculty. December 12th the Curriculum Committee presented a majority and a minority report on the relations of the Junior Faculty to the Department of Philosophy. The report was made the order of business for the first meeting in January. On January 9, 1904 the question was referred back to the Curriculum Committee with the suggestion that courses in Psychology might be provided for in both the Junior and Senior Colleges.

Here, so far as the minutes indicate, the question was dropped. The reports of the Curriculum Committee were never adopted by the Junior Colleges and so make no part of the minutes. One of these reports was presented, I think, by Dean Judson, another by Dean Tufts.

Yours truly,

A. K. Parker

Recorder.
N. E. Deer, M. A.

To: The President

At a meeting of the Junior College Faculty held October 5, 1933, the following motion was referred to the Curriculum Committee:

"As the report of the Personnel Committee and the report of the Curriculum Committee are submitted to the Faculty, it is recommended to the Personnel Committee that the personnel be recommended to the Faculty for approval."

At a meeting held October 17, the Curriculum Committee recommended more specific information relative to the report. At the meeting of October 24, the Committee reported progress in the recommendation of the establishment of a new course in Philosophy and hoped that definite recommendations might be presented at the next meeting of the Faculty. December 1 the Curriculum Committee presented a majority and a minority report on the reorganization of the Junior College Faculty to the Department of Philosophy. The report was made to the President of the Junior College Faculty.

Here, as far as the minutes indicate, the discussion was dropped. The report of the Curriculum Committee was referred to the Junior College Faculty and so make no part of the minutes. One of theamine reports was presented. I think, of Dean Hudson, another of

Dear Mr. Deer,

From: John

Recorder.
THE PROGRAM OF ORGANIZATION FOR THE JUNIOR COLLEGES.

Syllabus for discussion.

With the growth of the Junior Colleges in numbers provision must be made for buildings. These buildings must be adjusted to the plan of organization to be adopted as the policy of the University. This problem of organization involves three main divisions:

I. The grouping of students for residence purposes, the students falling into two classes, (a) those living in University buildings, and (b) those living at home or in private lodgings.

II. The instruction of students.

III. The faculty organization and administration.

I. Grouping of students in residence halls.

(1) There are two plans to be considered:

(a) The large dormitory and large commons system, and

(b) The self-contained hall or house with its own dining room, social halls, studies, and sleeping rooms for a group of from 40 to 100 students.

(Note: In either case club rooms, etc., might be provided as headquarters and luncheon places for students living at home or in lodgings.)

(2) The grouping of students under one or the other of these systems might be according to

(a) Curriculum, for example, A.B., or S.B. students.

(b) Degree of advancement in the curriculum, for example Upper Juniors, Lower Juniors.

(c) Irrespective of either of the criteria mentioned above, the size of the house simply determining the size of the group.

II. Instruction.

(1) The instruction of students may be continued on practically the present plan, namely, organization into classes and sections irrespective of residence in the University buildings, and in laboratories and recitation rooms scattered over the University grounds.

(2) Special classes and sections might be held in large recitation buildings in immediate connection with dormitories or residential houses, or

(3) If residence grouping by curriculum should be adopted, each residence group might be provided with certain recitation rooms for its own purposes, thus constituting not only a residence but an instruction group also.

III. Faculty organization and administration.

The Faculty organization might be

(1) Continued as at present, one faculty administering all the affairs of the Junior Colleges.

(2) The Faculty might be subdivided into committees or sections each of which would administer the affairs of a particular curriculum, or

(3) Each sectional faculty and the instruction given by it might be associated with the house or group of houses containing such special recitation rooms as are mentioned above (II,3).

(4) A member of the faculty might be a resident in each house, serving as the advisor to the students of the house, and sustaining a more intimate relation to students than does the present head of a house.
it interesting. Trusting that you will see your way to accept this appointment, and with sincere regards for Mrs. Angell as well as yourself, I am,
My dear Mr. Angell:

Very truly yours,

Your favor of the 12th inst. was duly received.

I have been absent on account of the funeral, and hence could not give you a prompt reply. The appropriation to which you refer, $700, for the small shop, will be made. The other matter in conference between yourself and Mr. Judd we will take into consideration during the autumn. The rearrangement of the building for you Mr. MacLean estimates will cost about $6,900. This was duly approved by the Board of Trustees at the meeting on Tuesday. Taking all these things together, I hope there is prospect that the Department may hereafter be adequately equipped and housed.

On the other matter which we had under consultation, I may say that Mr. Tufts felt it necessary to retire from the Deanship. In fact, he only took it for a year as a special favor. I should like very much, therefore, if you would take up the Deanship of the Senior Colleges, beginning October 1st. The salary for the same is $600. It is one of our most important pieces of work in the administration of the University, and I am sure you will find
it interesting. Trusting that you will see your way to accept this appointment, and with sincere regards for Mrs. Angell as well as yourself, I am,

Very truly yours,

Mr. James R. Angell,
The University of Chicago.
Nov. 26, 1926

My dear President Jackson:

I am sending you under another cover my report as Dean of the Senior Colleges. I have discussed with some frankness one or two matters which might be officially called to your attention, although I am apprehensive that you might think it wise to delete some sentences for publication. I mean, however, to follow the instinct of frankness as far as whole conclusions in the long run to institutional vigor.
December 2, 1909

Dear Mr. Angell:—

Yours of the 30th of November at hand. I have been over the report since. In all probability it will be wise to make simply a brief recommendation as to the administration of the Senior Colleges, and to reserve the mass of your detailed discussion of the subject for the consideration of the President on Budget matters.

Very truly yours,

[Signature]

Dean J. R. Angell,
The University of Chicago.
December 5, 1929

Dear Mr. Angell:

I am now of the 30th of November at hand. In my report since I left, I have seen over the reports since I left. It will be with me to make will a part of communication and to the administration of the Senator College, and to receive the news of your activities in your various matters.

Very truly yours,

[Signature]

Dean J. R. Angell
The University of Chicago
December 17th, 1913.

My dear President Judson:

I regret to learn from your note of December 12th that you think it unwise to take any steps at once in the direction of the reorganization of our corps of Deans on the lines suggested by my recent letter.

Deans Gale, Lovett, Marshall and myself felt that the changes proposed merely involved official recognition of the actual status quo. As you perhaps know, the Junior and Senior College Boards have already entered upon joint meetings as a method of economizing time and preventing diversity of ruling upon similar cases, to which I called attention in my communication.

I very much fear, under the present conditions, where our actual practice varies so widely from our theoretical organization, that we shall have embarrassment arising owing to conflicts of jurisdiction. For example, at the present time, although Dean Marshall is technically Dean of the Senior Colleges I believe, and certainly presides at the chapel meetings of the Senior Colleges, Dean Lovett is in administrative charge of three-fifths of the students actually in those colleges. That is to say; students register with him and his assistants and look to him for guidance and advice in the arrangement of their work.

We all appreciate the possibilities of still further changes in our entrance requirements in the immediate future, which might involve essential modifications of our collegiate organization, but it had seemed to us that the curriculum under which we are now
living, together with the grave defects in the old form of administration, afforded all the justification necessary to enter on the change which we proposed. We did not touch the present Junior College-Senior College distinctions, but made only such reconstruction as involved recognition of the practice now in actual operation.

We shall of course accept your decision in the matter without further question, but if you should feel it wise to reconsider it, I am sure we shall all be glad to take up in detail, if you desire, the points involved.

Yours very truly,

[Signature]

Dean

JRA/n
President Harry Pratt Judson:

Dear Mr. Judson:

A notification of reappointment to a deanship in the Colleges of Science has just reached me and is the occasion of the present communication. I consider that the salary of five hundred dollars a year is an entirely inadequate compensation for work I am doing as dean of the very large group of premedical students. The work requires an average of two hours a day of my time and involves serious responsibilities, especially in connection with the selection of candidates for the medical school. The number of premedical students has nearly doubled since I became dean six years ago, and, though my efficiency has increased, the work
The fluctuation of the old...
The University of Chicago

The Faculties of Arts, Literature, and Science

has required more time and effort. Yet, though the dollar has greatly depreciated in value, the salary of five hundred dollars has remained the same. What it really means is that I am now receiving half the pay for twice the work, or at a scale of about 25% of that formerly paid.

Were I receiving a good salary apart from the dean’s compensation the above discrepancies would not be so conspicuous, but I am receiving the very minimum salary for a professor, one that is equalled by some associate professors, though I have been a full professor for five years and have, I believe, been a very useful member of the faculty.

My present financial circumstances are quite inadequate. We are unable to afford domestic service, we scarcely even can spare the money for theater or opera;
The purchase of books has been practically out of the question for the last two years; in fact, almost all of the extra expenditure that should be appropriate for people of our station in life have had to be cut down to a minimum. Even with rigid economy I am unable to meet current expenses.

Now this is not at all as it should be. When one has reached a position that is nominally at least, among the highest in his field, he should be more or less free from the small financial worries. I have devoted my energies exclusively to the service of the University and therefore have no outside income to fall back upon. Other men receive more salary than I do for only part of their time, whereas the University work demands all of my time. I know that I am not paid what other men in my field receive, though I have been ranked among the leaders for years.

If you will take the trouble to investigate my case I feel sure you will see the justice of my position. I am quite willing to leave the matter to your judgment.  

Sincerely yours, 

N. H. Newman
Mr. President: 

I have had an excellent opportunity to observe the
influence of the American System on the South and
the North. I have visited the cotton-growing regions
of the South and the industrial centers of the North.

I am convinced that the American System is the best
method of production and distribution. It has given
us the greatest prosperity and the most satisfaction.

I am deeply impressed by the efficiency of the
American System. It has proved itself to be the most
productive and the most humane method of
production.

Sincerely yours,

[Signature]

John Doe

President of the Board of Directors
Dear Mr. Judson:

Your note of May 19 does not, I regret to say, give me any satisfaction. You say that I should not be burdened with administrative work if I do not wish. By this I infer, as I already knew, that I am at liberty to return the notification of reappointment as dean with a statement that I do not care to accept it. But I cannot afford to lose the salary involved, small as it is. Were you to do as has often been done in similar cases, leave my total salary as it is while permitting me to resign the deanship, I would then be in a position to decide whether or not it would be best for all parties concerned for me to abandon the premedical administration at the present time. In two or three years, after the difficult period of readjustment to the changing requirements for admission to the medical school, you and I could afford to talk about the expediency of
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breaking in a new dean for this work.

Apart from the above considerations, my greatest need is not so much a decrease of work and responsibility as a reasonably adequate compensation for work and responsibility already assumed.

In your last sentence you say that in the last four years my salary has been raised twice, a total of 50%. While this is literally true, the statement fails to do justice to the real situation, as I can readily show you if you have time to read the following outline of my case.

Ten years ago, after I had been for three years head of the very strong department of Zoology at the University of Texas, I was invited to come to the University of Chicago as Associate Professor of Zoology. The salary was no more than I had been receiving and on this account I hesitated to undergo all the expenses of a long move and to come to a more expensive community. I was assured, however, that if my work came up to expectations, I might rest assured that a promotion might be expected in a very short time.
On these terms I made my decision and accepted the offer. After two years of hard and successful work of reorganizing the College courses in Zoology, I was gratified to be notified by Dr. Lillie that you, the President, had been so favorably impressed by reports of my work that it had been decided that I would be promoted at once. Naturally I was much gratified, and, considering the communication official, I informed my parents and a few intimates what had been promised. After about two weeks, however, what was my consternation to learn that because a certain faculty member had heard that Dr. Child was to receive no promotion and had interested me in his behalf, I was afterward denied the promised promotion. This left me in the most embarrassing position of my life and hurt me more than I care to admit.

The sequel of this was that Mr. Tover, the real cause of all the trouble in the department, finally ruined himself, and, after two years more, Dr. Child was promoted over me, although I had been promised that, at
The very worst, I was absolutely on an
corn feeding with Dr. Child and would never
be his junior in rank. The next blow
fell the following year, when my promotion
finally came, but in name only. After
another year's delay I was granted a
salary advance of $500.00, the first advance
I had received in eight years of successful
work. And this increase is one of the
two you include in the two granted in the
last four years.

Now my claim is that this $500.00 increase
was exceptionally belated and should not
in any sense be considered as forming a
part of the recent readjustment to new
economic conditions. This being the case,
I have had but one real increase in this
period, and that of only 25%, in the face
of a 100% increase in living costs.

I feel that I have made an absolutely
fair statement of my case and my reason
for taking this means of placing it before you
is that I wish to stand on my own feet and find
it easier to put my case in writing than to present
it to you personally. Thanking you for your consideration,
I am respectfully yours,

W.H. Newman
President Harry Pratt Judson  
Unversity of Chicago.

Dear Mr. Judson:

It appears that my effort to secure an increase of salary has been unavailing. I would not have made so much of the matter had it not been urgent, but it has. I trust done no harm beyond a consumption of your valuable time, for me to present my case. Just before leaving Chicago for a short vacation I signed the form of acceptance of another year's deanship and am satisfied to continue the duties involved. I have a genuine interest in the work and find it difficult to give it up at the present time. In another year I may accept your offer to increase my salary by the amount of the Dean's compensation, in case I decide to give up the Dean's work.
My research work is not at present suffering very seriously. During the six months spent in Pacific Coast laboratories last spring and summer I was very fortunate in my results and was able to bring to completion at least three lines of experimentation, and have already published these papers. Two other papers, one of them an intensive study of Scleroderma hybridization are in course of preparation. I am earnestly looking forward to another six months' work in the same regions within about two years.

Thanking you for your consideration, I remain, yours,
March 2, 1923

Mr. Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Burton:

Referring to conversation yesterday: I notice that Statute No. 9, covering Deans, as shown in the Annual Register previously to 1919-20, reads as follows:

"The Divinity School, the Faculties of Arts, Literature, and Science, the Graduate School of Arts and Literature, the Ogden Graduate School of Science, the Law School, the School of Education, the School of Commerce and Administration, the Senior Colleges, the Junior Colleges, and University College have at least one Dean. There is also a Dean of Women. 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."

This is how they functioned under Mr. Angell and is what I had in mind.

At present, however, in the current Annual Register, Statute No. 9 reads as follows:

"The Graduate School of Arts and Literature, the Ogden Graduate School of Science, the Colleges of Arts, Literature, and Science, the Divinity School, the Law School, the School of Education, the School of Commerce and Administration, the Graduate School of Social Service Administration, and University College, have each at least one Dean. There is also a Dean of Women. 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."

This change was made at the Board meeting, July 13, 1920, and as I see it, there is now no position to fill since Mr. Small is the Dean of the Graduate School of Arts and Literature.

The question seems now to be to determine what you want, and then to provide for it, if different from the present reading, by an amendment of the Statutes, which can be done at any meeting.

Yours sincerely, Harold H. Swift.
Jul. 5, 1923.

My dear Mr. Wilkins:

Since my conference with you this morning I have observed that your university year begins October 1 and that you are teaching the present summer as a fourth quarter, additional to your regular three quarters of service. This simplifies the problem of salary. The proposal which I should like to take to the Committee on Tuesday is that you shall receive for your work as Dean and as Professor, teaching three majors a year in three quarters of residence, $6500. Under this arrangement the summer quarter of 1924 would be your normal vacation period. If arrangements were made with your Department for you to teach that quarter it would be upon the quarter basis, either for salary or for vacation credit, as may then be arranged.

You will observe, of course, that however it may appear on the auditor's books you are in future receiving considerably more than $1000 for your service as Dean, since your service in teaching is reduced to half the normal amount.

It may be of interest to you to know that I am expecting to carry to the Board next week a request for an additional appropriation for college deans which will, if the Board grants my request, enable me to go part way, perhaps all
the way that you suggested as desirable in the matter of compensation of these officers.

I hope you will be thinking about who will serve with you as deans in the colleges.

Very truly yours,

Mr. E. H. Wilkins
The University of Chicago

EDH; HP
The University of Chicago

DEPARTMENT OF
ROMANCE LANGUAGES AND LITERATURES

July 9, 1923

President E. D. Burton
Harper Library
Faculty Exchange

Dear President Burton:

I shall be glad to accept the position of Acting Dean of the Colleges upon the seven understandings specified below. These are, I believe, in accordance with the tenor of our recent conference and of your letter of July 5, for which I thank you. If they contain any items with regard to which there is doubt, I should be glad to discuss them with you.

(1) My term of service to be the Autumn Quarter, 1923, and the Winter and Spring Quarters, 1924.

(2) My teaching during that period to consist of three courses (two to be given in the Winter Quarter and one in the Spring Quarter).

(3) My total salary for service in that period to be not less than $1000.00, in addition to my present salary (which is $5500).

(4) Five additional "Deans in the Colleges" to be appointed (five - Mrs. Flint and Messrs. Boynton, Glattfeld, Miller, and T. V. Smith - have already been appointed), the selection to be made by me subject to your approval.

(5) The term of service of these five new Deans to be the Autumn Quarter, 1923, and the Winter and Spring Quarters, 1924.

(6) The salary as Dean of each of these five new Deans to be nearly or quite $1000.00 for that period.

(7) The office force to be sufficient in size and of adequate quality.

With regard to the salary of the five new Deans, I would point out, in the first place, that $500.00 per year is far too little compensation for the work actually done by a Dean in the Colleges, and that the figure has remained unchanged for several years, despite the increase in other salary rates; and, in the second place, that it would, in my opinion, be difficult to secure at a salary less than $1000.00 the services of such men as should be secured for work of such importance. I therefore hope very much indeed that the full amount of $1000.00 may be allowed.
Dear President C. M. Puton,

I am writing to seek the position of First Choice, the position that I believe I am qualified for in accordance with the committee's guidelines. I have a strong background in financial management, having served as the treasurer of the XYZ Corporation for the past five years. My experience in handling large budgets and managing financial resources has prepared me well for this role.

The role of First Choice is crucial in ensuring the financial stability of the organization. It involves overseeing the budget, managing financial resources, and making strategic financial decisions. I am confident that my skills and experience make me a suitable candidate for this position.

I have enclosed my resume for your review. I look forward to the opportunity to discuss my qualifications further.

Sincerely,
[Your Name]
Each of the five Deans already appointed for next year has accepted appointment on the understanding that his or her salary as Dean would be $500.00. I suppose that the appointment of five new Deans at a higher salary should carry with it the raising to the same amount of the salary of the five Deans already appointed. It is altogether probable that I should ask of the Deans already appointed more extensive and more intensive service than they had expected to render.

It would seem to me proper that if the compensation of Deans in the Colleges is increased, the compensation of the Dean of the Colleges should also be increased - that is, that the sum paid to him in addition to his regular salary (and on the understanding that he will give only half the normal number of courses) should be more than $1000.00. I would point out in this connection that service as Dean of the Colleges will entail certain expenses (for entertainment, etc.) which would not otherwise be incurred.

My stipulation that the office force be sufficient in size and of adequate quality is due to the belief - resting in part on statements made to me, and in part on my own observation - that the present force of the Dean's office is not large enough and that it is, to a considerable degree, inefficient. It is impossible for me to say at the present time what changes and how many additions should be made. My intention would be to ask only for such changes and additions as should seem indispensable for the proper support of the work. I therefore ask for the assurance that any demonstrably reasonable requests made in this connection would be granted.

As to the Commission on the Future Policy of the University with Regard to Undergraduate Work, I agree with you that it is desirable that I should be a member of the Commission and that some one other than myself should be Chairman of the Commission. In view of the close inter-relationship of the work of that Commission and my work as Dean, I should be glad to share in the planning of the membership and the chairmanship of that Commission.

The work of the Commission on the Future Policy of the University Libraries will, in all probability, come early in August to the point where it no longer requires a major portion of my time. I should like to bring this work to its completion, and believe that I could do so without undue interference with my other work.
The information on Privacy

CONFIDENTIAL 

CONFIDENTIALITY

I don't understand the document's content. It appears to be a legal or official document discussing confidentiality and privacy matters.

If you have any other documents or questions, please provide them and I'll be happy to help.
With deep gratitude for your expressions of confidence,

Very sincerely yours,

Ernest H. Wilkins
With good wishes for your expression of our

Very sincerely yours,

[Signature]

[Name]
July 23, 1923.

My dear Mr. Miller:

As you may perhaps have heard, Dean Robertson has been given leave of absence for study in Europe, and the position of Dean of the Colleges will be held for the present by Professor Wilkins.

I am asking Professor Wilkins not only to carry on the work of the office but to undertake constructive studies of the possibilities of the Deans' work which will require from the Deans in the Colleges much more extensive and intensive work than has hitherto been demanded.

Professor Wilkins desires an entirely free hand in the selection of the Deans who are to work with him upon this new basis; and all things considered, I think it is wise that his desire be met.

I am, therefore, writing to ask that under the circumstances, and in view of the fact that you will reach in November the age of optional retirement, after which as a rule men's burdens ought to be somewhat lightened, you will accept release from duty for the present year.

In view of your appointment in May your salary will be continued for the term of that appointment.

Very truly yours,

Mr. F. J. Miller.
My dear Mr. Miller:

As you may have already heard, I am appointed to the position of dean of the college. I was pleased to hear of your interest in this position and I am writing to let you know that I am accepting the position. I believe that my experience and qualifications make me a suitable candidate for the position. I am looking forward to working with you and the faculty. Please let me know if you have any questions or concerns.

Very truly yours,

[Signature]
July 23, 1923.

My dear Dean Boynton:

At the time when you were offered and accepted appointment as a Dean in the Colleges for the year 1923-24, it was expected that the work of the Deans in the Colleges would be under the direction of Dean Robertson; that it would be of the same extent and character as in previous years; and that the salary would be $500.00.

Professor Robertson has now been given leave of absence for study in Europe, and the position of Dean of the Colleges will be held for the rest of the College year by Professor Wilkins.

I am asking Professor Wilkins not only to carry on the work of the office but to undertake constructive studies of the possibilities of the Deans' work which will require from the Deans in the Colleges much more extensive and intensive work than has hitherto been demanded.

In view of the circumstances, in case you desire to continue to serve as Dean, we offer you your choice between these two possibilities: 1) continuance of your work as Dean with a salary increased to $1,000.00 in view of the more extensive and intensive work expected; 2) continuance of your work as Dean on your present salary with a very considerable
My dear Professor:

At the time when you were offered a position as an officer in the College for the year 1925-26, it was expected that the work of the Dean in the College would be under the direction of Dean Robertson. I trust it would go on the same extent and character as in the past.

Professor Robertson has now been given the assignment for the position of Dean of the College and your role will be very different from the one you have had in the past. I am writing to express my earnest desire that you continue to serve as Dean, to assist you in your assigned duties.

I am sure Professor Robertson will find your work to be of great value.

In view of the circumstances, I must express my hope that you will continue to serve as Dean and continue your valuable work.

Sincerely,

[Signature]
reduction in the number of students assigned to you.

Will you kindly inform me by telegraph whether you desire to continue to serve as Dean, and, if so, which of the options just stated you will accept.

Very truly yours,

Professor Percy H. Boynton,
Columbia University,
New York City.

EDB:CB
President E. D. Burton  
Harper Library  
Faculty Exchange  

Dear President Burton:

You will perhaps remember that the name of W. D. Jones stood first upon your own list of men desired as Deans in the Colleges. He also stands first in my estimate of men for the same purpose. He combines experience as Dean with just the personal and intellectual qualities which I most desire in the men on my staff.

You doubtless know also that he withdrew from the Deanship last spring with the express purpose of enabling himself to complete certain important research work.

He is to be officially out of residence during the Autumn Quarter, but expects to be in Chicago.

I asked him to return to the Deanship on the basis of $1000.00 for three quarters' service to be rendered in addition to his teaching.

He is deeply interested in the Dean's work, is full of ideas about it, and greatly enjoys the human contacts with students which it involves. He is, therefore, disposed to accept the work if the conditions can be made such as to enable him at the same time to carry on his research.

He, therefore, proposes that during the Autumn Quarter he participate in the work of the Deans to the extent of attending the Deans' conferences, but have no students assigned to him; and that he thereafter serve regularly as Dean in the Colleges for three quarters - the Winter, Spring, and Summer of 1924; and that in return for partial service for one quarter and full service for three quarters he receive a salary of $1000.00 and be furthermore released from the teaching of one course in each of two of the three quarters of his full service.

From one point of view this would be giving him more compensation than is to be given to any other Dean in the Colleges. Even from this point of view, however, it would not involve any actual expenditure of funds beyond that already contemplated - as the new expenditure in this case would be just $1000.00, as in the cases of the other new Deans in the Colleges.

From another point of view, his proposal may be considered as a request that during the Winter, Spring, and Summer Quarters of 1924 he be released, though on full salary, from the teaching of two courses for the prosecution of research. In other words, it may be considered as a request of essentially the same type as that recently made by his colleague Colby, in whose case the request was granted. Jones makes the request at the present time specifically because its granting would
Dear President E. L. Purcell,

I am writing to request your approval to begin the construction of a new academic building on the campus of your college. I believe the building to be an essential addition to our facilities, as it will provide much-needed space for additional classrooms and laboratories.

The construction of this building is necessary to accommodate the growing student body and to enhance our academic offerings. The proposed building will include state-of-the-art classrooms, laboratories, and study areas, as well as ample space for research and collaboration.

I have attached a detailed proposal outlining the design, estimated costs, and projected timeline for the project. Please review this document and provide me with your thoughts and feedback.

Thank you for considering this request. I look forward to working with you to bring this project to fruition.

Sincerely,

[Your Name]
make it possible for him both to carry on research and to serve as Dean.

I recommend earnestly that his proposal be accepted. It is exceptional; but the case is an exceptional case, and exceptional cases call for exceptional treatment. His presence among the Deans would greatly strengthen all our work, and would indeed, I think I may say, completely ensure its success. To me personally he would be a tower of strength - my own confidence and energy would be more increased by his presence than by that of any one else of the whole group.

It seems to me also that he is deserving of special treatment from the University not only in view of his exceptional qualifications for the Deanship, but in view of the fact that without making any specific request of the University he recently declined the headship of the Department of Geography at the University of Michigan - in order to remain here at a lower rank and at a lower salary.

Very sincerely yours,

Ernest H. Wilkins

EHW:EFR
July 30, 1923.

My dear Mr. Wilkins:

I am in sympathy with your proposal respecting W. D. Jones, but find difficulty with it at three points.

1. It carries his appointment beyond the current year, as is not the case with any other Dean, or even yourself.

2. It grants twice the amount of release from teaching for research purposes that was recommended in Mr. Colby's case. (Mr. Colby's arrangement is still sub judice - it has not been approved by me or the Board).

3. It establishes a precedent in reference to payments for Dean's services that I fear might trouble us later.

Would the following proposal be acceptable to you and him?

a. To serve as you propose in the autumn, winter, and spring in reference to the Dean's office.

b. To receive a salary of $750 for these three quarters' work - the excess above 2/3 of $1000 being in view of the autumn quarter service.

c. To substitute research for one major of teaching in winter or spring quarter - this to be a matter independent of the deanship, and subject to the usual conditions.

(1) Approval by the head of the department.

(2) A report to the Dean of the Faculties of the research accomplished.

Very truly yours,

EDB/EC
MINISTER EXCHANGE

I am in sympathy with your exchange of protesting notes. I hope and trust that all is now bandaged.

I am in the position of simply saying 'Go on' and the President meeting and giving the answer later. I am not the cause with any other view. to any contract.

If we are going to face the ground, I think it is important to make some

It is necessary that we correspond in the capacity of our respective departments.

Mr. Gold
's Secretary is still under pressure - he has not had the opportunity of making a

My name is mine, and I have my chance to report.

If correspondence is conducted in accordance to the laws of firm

May the following tabulate be acceptable to you and

Print

We are to send to you the package in the manner mentioned above.

We have notice to take action to the nearest office.

Do not receive a copy of any of these other departures.

We have the experience of the day at the moment.

dear sir,

To report the contact for one state or another in

Attention at another department - give to a matter important of the

Secretary may expect to see many conditions.

1) a report to the head of the department

2) a report to the head of the Secretary of the department

Thankfully yours,

[Signature]
November 19, 1923

President E.D. Burton
Harper Library

Dear President Burton:

In the "Plan for Individualized Study and Guidance of Students" which I am handing you today, you may note that I have suggested the appointment of a Dean who shall act as assistant to the Dean of the Colleges.

I feel very strongly the immediate and urgent need for such assistance.

It was agreed that while serving as Dean I should teach half-time, and that I should so distribute the teaching as to have none this quarter, two courses in the Winter, and one in the Spring. During the present quarter, therefore, I am giving all my time to the Deanship.

Broadly speaking, my work as Dean is twofold: It involves certain administrative duties, and it involves the discovery and working out of plans for the institution of new methods or conditions and the improvement of existing methods or conditions. This latter phase of the work is the phase in which I think I can make my best contribution during my tenure of office -- and the opportunities for such work reveal themselves in a steadily increasing progression.

I do not see how I can possibly carry on this twofold work as Dean together with my teaching through the Winter and Spring quarters. I could not well give up the teaching, and should be very sorry to do so, even if it were feasible. I do not want to let the opportunities just referred to go neglected.

The only satisfactory solution that I can see would be the appointment for the Winter and Spring quarters of an additional Dean, so that there may be a
March 16, 1930

Dear Mr. Johnson,

I recently received your letter expressing your interest in attending our upcoming conference. I appreciate your consideration and am pleased to confirm your registration.

I understand that you are also interested in discussing the implementation of the new education policy. I am looking forward to your insights and contributions during the conference.

Please let me know if you require any further assistance.

Sincerely,

[Signature]

[Remainder of the text is not clearly visible due to the wear on the paper.]
Dean who shall act as my personal adjutant, assuming those duties which are strictly administrative, and helping me in the development of some of the new ideas.

Present plans are that one of the Deans, Glattfeld, will take his vacation in the Winter Quarter, and that another, Whittlesey, will take his vacation in the Spring Quarter, and that Jones, who comes in for regular service in the Winter Quarter, should take Glattfeld's students in the Winter, and Whittlesey's in the Spring. What I propose specifically is that Jones be released from the taking of these students, so that he may serve as adjutant to me, and that a new Dean be appointed to replace Glattfeld through the Winter and Whittlesey through the Spring. Since Glattfeld's salary is $166.66 per Quarter, and Whittlesey's $333.33 (Glattfeld has a smaller number of men than Whittlesey, and less responsibility in certain other respects), the salary of the incoming Dean should be $500.00 for the two Quarters.

May I therefore request that an additional $500.00 be made available to provide assistance for me for the Winter and Spring Quarters?

Very truly yours,

Ernest H. Wilbur

Dean of the Colleges
Dear Sir or Madam,

I am writing to enquire about the possibility of obtaining a grant to support the development of a new, innovative project in the field of renewable energy. I believe that this project has the potential to make a significant contribution to the reduction of our reliance on fossil fuels and could potentially have a positive impact on the local economy.

I have been working on this project for several years and have already made significant progress. The project involves the development of a new type of solar panel that is more efficient and less expensive to manufacture than existing technologies. I believe that this project has the potential to be commercially viable and could create new jobs in the renewable energy sector.

I have attached a detailed proposal outlining the objectives of the project, the expected outcomes, and the potential benefits to the community. I would be grateful if you could consider granting this project the necessary funding to support its development.

Thank you for your time and consideration.

Sincerely,

[Signature]

[Full Name]
January 8, 1924

Dean J. H. Tufts
Faculty Exchange

Dear Dean Tufts:

I enclose herewith two copies of the revised form of the "Plan for Individualized Study and Guidance of Students." The changes are as follows:

The last complete paragraph on page 4 is new. (This paragraph together with the first sentence of the last paragraph on page 6 should clear up the relation of deans and advisers.)

The last paragraph on page 5 is new.

The next to the last paragraph on page 7 puts the salary of the Dean of the Colleges on a new, and I think, a sounder and fairer basis.

Page 8 differs from the previous page 8 in the modifications made necessary by the change of basis in the salary of the Dean of the Colleges.

The last two lines on page 8 and the continuation of the same paragraph on page 9 embody the special statement which you suggested.

On page 9 the word "psychiatrist" is entered twice in parentheses, as you suggest. There are no essential changes on pages 10 and 11.

On the last page the figures are revised, and the final paragraph is new.

Very truly yours,

[Signature]

Dean of the Colleges
CIRCULAR OF ADVICE

Counter Intelligence

January 26, 1954

Dear Sirs,

I am pleased to acknowledge receipt of your letter of January 19th.

Your concern with the importance of counter-intelligence is clearly understood. We are working closely with the authorities to ensure that all necessary precautions are taken.

I would like to request that you keep me informed of any further developments in this matter.

Yours sincerely,

[Signature]

Counter Intelligence Unit
January 31, 1924.

Dear President Burton:

It seems to me quite important to determine before long whether Mr. Wilkins is to continue as Dean of the College Department for the next few years. I believe this has considerable relation to our Financial Campaign and I should think it could not fail to affect his decisions at times, i.e. if a plan requires two or three years of fruition, it might not be started unless he felt certain he was to see it through. On the whole, his work seems so strong that it would look like a good deal of lost motion if he didn’t continue.

You perhaps may want to consider the situation fully with a view of having the matter determined at an early date.

Yours cordially,

[Signature]

President Ernest D. Burton,
Hollywood Hotel,
Southern Pines, N.Car.
To All Deans and Chairman of Departments,
I am instructed by the Board of Trustees to state to you that:

3-26-24

Whenever occasion arises to terminate the relationship of a member of the teaching staff to the University for inadequate performance of duty or for misconduct, as provided for in the Statutes of the University, the procedure be as follows:

The Department concerned makes recommendation to this effect to the Dean of the School, and the Dean of the School in turn, to the Dean of the Faculties. The Dean of the Faculties transmits a recommendation to the President, who in case of presidential appointees takes action according to his judgment; in case of Board appointees, makes recommendation to the Board of Trustees. Report of the action of the President or Board of Trustees is communicated to the Dean of the School by the Secretary of the Board of Trustees and by the Dean to the Head of the Department. Notification to the instructor of termination of relationship is made to him by the Secretary of the Board. The Dean of the Faculties, if he regards it as necessary, may relieve the instructor from duty pending action of the Board of Trustees.

The reason for the above course of procedure is that there exists between each member of the teaching staff and the University a contract, which contract can be terminated only by the Board of Trustees; and dismissal by any other authority than that of the Board may afford the appointee a ground for legal action against the University.

[Signature]

Ernest S. Burton
I have the honor to report to the Secretary of the Interior that the Commissioner of the General Land Office has been instructed to examine the records of the United States and determine the validity of all claims or requests for the establishment of new reservations or the augmentation of existing reservations in the State of Washington.

The Commissioner is authorized to make such investigations as may be necessary to determine the validity of the claims or requests and to make such recommendations as he may deem advisable to the Secretary of the Interior.

I hereby request the Secretary of the Interior to authorize the Commissioner to proceed with the examination of the claims or requests.

Very respectfully,

[Signature]

Secretary of the Interior
June 5, 1924.

Dear President Burton:

Will you please present to the Board of Trustees of the University of Chicago my resignation, to take effect September 30, 1924.

I have accepted the Assistant Directorship of the American Council on Education, Washington, D.C., to be in charge of international relations.

Sincerely yours,

[Signature]

President Ernest D. Burton
The University of Chicago
Chicago, Illinois
Dear President Burton:

If you please proceed to the Board of Trustees or the University of Chicago on September 1, 1932, I have accepted the position of Assistant Director of the American Council on Education. This position, D. O. E., to be in charge of International Office.

Sincerely yours,

[Signature]

President Ernest D. Rardon
The University of Chicago

[Signature]
The University of Chicago
The Colleges of Arts, Literature, and Science

OFFICE OF THE DEAN

November 6, 1924

Vice-President James H. Tufts
Harper Library

Dear Dr. Tufts:

Deans Glattfeld and Logsdon, each appointed for three
Quarters' service, will in fact
give four Quarters' service this
year, as they served during the
Summer, are serving during the
Autumn, and will serve during the
Winter and Spring. Their service
during the Spring will therefore
be extra service, and should receive
compensation at the rate of $333.33
each for the Quarter's service.

Very truly yours,

Ernest H. William
Dean of the Colleges

EHW/ES
Vice-President James E. Tufts

Herbert F. King

Dear Mr. Tufts:

Dear Mr. Tufts,

Dear President and

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Dear President:
November 6, 1924

Vice-President James H. Tufts
Harper Library

Dear Dr. Tufts:

During the Winter Quarter two of the Deans in the Colleges, Deans Harvey and Whittlesey, will be out of service. Dean Harvey, appointed for three Quarters' service, served during the Summer, is serving during the Autumn, and will serve during the Spring. Dean Whittlesey, appointed for two Quarters' service, is serving during the Autumn, and will serve during the Spring. This will necessitate the appointment of two acting Deans for the Winter Quarter. The salary should in each case be the same as that which each Dean in the Colleges now receives for one Quarters' service, namely, $333.33.

May I proceed with plans for engaging two men for this service at this rate?

I should be glad to advise with you as to personnel before approaching any man. My general idea is that it would be well to work in to administrative service some of the younger men on the teaching staff.

Very truly yours,

Ernest H. Wilbur

Dean of the Colleges

EHW/ES
The University of Chicago

Office of the Dean

November 6, 1934

Dear Professor James E. Turner,

I hope this letter finds you well. I am pleased to report that the printer has just completed the printing of 2,000 copies of the college catalog. The printer, Mr. Smith, has been working on this project for several weeks and has done an excellent job. He has included all the necessary information and has made sure that the catalog is accurate and up-to-date.

I am enclosing a copy of the catalog for your review. If you have any comments or suggestions, please let me know. I am sure that we can work together to make the catalog the best it can be.

Thank you for your continued support and assistance.

Sincerely,

[Signature]

Dean of the College
November 12, 1924

Dean E. H. Wilkins,
Faculty, Exchange

Dear Dean Wilkins:

In reply to your two letters of November the sixth concerning --

A. Additional payment for Deans Glattfeld and Logsdon
B. Appointment of Acting Deans for the Winter Quarter in place of Deans Harvey and Whittlesey.

I would say -- I have conferred with Mr. Plimpton and so far as we discover it has been the custom to pay for fourth quarter service at 2/3 the regular rate. There is something of a complication in the bookkeeping in the case of these two officers, because their academic year begins the first of October and their instruction during the Summer Quarter was paid for on their preceding year's account. On the other hand their year as Deans apparently begins with July first. Hence their service next spring will not be extra in their instruction.

With regard to Dean Whittlesey there is an amount provided in the budget for full service so the salary for his substitute is provided. We shall have to find the money somewhere for a substitute for Dean Harvey, and I have suggested to Mr. Plimpton that we transfer an adequate amount from a scholarship fund formerly used for debaters.

As to personnel I shall be glad to take up the matter with you. I think I agree with you that we should aim to enlist some of the younger men if we can find those that have a sufficient human interest. Some young men who may be brilliant students are rather lacking in the personal interest and good judgment which makes them good officers.

Sincerely yours,

James H. Tufts
November 12, 1924

Dear Dean Wilkins:

In reply to your two letters of November the sixth concerning -

A. Additional payment for Deans Glattfeld and Logsdon ...

I would say - I have conferred with Mr. Plimpton and so far as we discover it has been the custom to pay for fourth quarter service at 2/3 the regular rate. There is something of a complication in the bookkeeping in the case of these two officers, because their academic year begins the first of October and their instruction during the Summer Quarter was paid for on their preceding year's account. On the other hand their year as Deans apparently begins with July first. Hence their service next spring will not be extra in their instruction.
FOR THE FEBRUARY BOARD MEETING.

The President presented the following letter from
Dean Ernest H. Wilkins:

January 17, 1925.

Dear President Burton:

I beg to resign the deanship of the Colleges of Arts, Literature and Science, the resignation to take effect at the end of the coming Spring Quarter.

The policies and enterprises in which I have been chiefly interested will, I think, be well established by that time.

I have been very glad to give these two years to this work. The experience has been illuminating and enjoyable. I shall always value in particular the personal associations with yourself, with other colleagues, and with students, to which the deanship has led.

It is, however, my desire to devote myself to teaching, research, and writing; and it is for this reason that I now resign.

Very truly yours,

Ernest H. Wilkins,
Dean of the Colleges.

The President expressed the judgment that while Dean Wilkins had rendered invaluable service in the two years of his incumbency of the Deanship, his great ability in the field of scholarship was such as to justify and make advisable his resignation of the deanship and resumption of his work of teaching and writing. He recommended, therefore, that his resignation be accepted and that the Board express its appreciation of the service that he has rendered.
FOR THE BENEFIT BOARD MEETING

The President presents the following letter from

Dean Ernest M. Williamson

January 7, 1948

Dear Mr. President:

I have just returned from a visit to the College of Arts where I had the opportunity to speak with several students and faculty members about the recent changes in the curriculum. I am quite impressed with the progress that has been made in the past year and the commitment to excellence that is evident throughout the College.

One area that has received significant attention is the development of the student life program. The College has made a concerted effort to provide a wide range of extracurricular activities that are designed to foster a sense of community and engagement among the students. I believe this has been an effective strategy, and I look forward to seeing the continued growth of these programs.

I would also like to express my support for the proposed changes to the academic calendar. The new schedule will allow for more flexibility and will enable students to explore a wider range of courses. I am confident that these changes will be beneficial to the overall educational experience.

I am pleased to report that the College has received several grants and donations that will support the implementation of these initiatives. These resources will be used to fund new programs and to provide scholarships for students who are interested in pursuing advanced degrees.

I am committed to working with you to ensure that the College continues to be a leader in higher education. Please let me know if there is anything else I can do to support the work of the College.

Sincerely,

Dean Ernest M. Williamson
January 17, 1925

Dear President Burton:

I beg to resign the deanship of the Colleges of Arts, Literature, and Science, the resignation to take effect at the end of the coming Spring Quarter.

The policies and enterprises in which I have been chiefly interested will, I think, be well established by that time.

I have been very glad to give these two years to this work. The experience has been illuminating and enjoyable. I shall always value in particular the personal associations, with yourself, with other colleagues, and with students, to which the deanship has led.

It is, however, my desire to devote myself to teaching, research, and writing; and it is for this reason that I now resign.

Very truly yours,

Ernest H. Wilkins
Dean of the Colleges
January 28, 1925.

My dear Mr. Wilkins:

This will acknowledge for President Burton your official resignation as Dean of the Colleges. The President before leaving prepared a recommendation to be presented to the Board of Trustees at their next meeting.

It is perhaps not necessary to say how greatly the President regrets to receive your resignation and to tell you that he values almost more than one can say your great services to the University as Dean of the Colleges.

Very truly yours,

Dean Ernest H. Wilkins.

WES:8
Dean J. H. Tufts  
Faculty Exchange  

Dear Mr. Tufts:

May I take up with you again the matter of compensation for Deans Glattfeld and Logsdon for fourth quarter service as Deans in the Spring Quarter?

I enclose herewith a copy of my letter of November 26, in which this question was first raised.

To this letter you replied in a portion of your letter of November 12, of which portion I enclose a copy also.

I very much hope that further study of the matter will lead you to the opinion that the full rate of $333.33 per quarter should be paid each of these Deans for fourth quarter service.

I am perfectly well aware that fourth quarter instructional service is paid for at two-thirds the regular rate, but it does not seem to me that this precedent necessarily applies to the payment of the Deans. Even as it is, the increased rate of payment to Deans is, in my opinion, far less than an adequate compensation for the extensive and devoted service they render; and to mark this down seems to me to approach methods not in keeping with the gratitude which the University owes to these officers.

So far as I am aware Dean Glattfeld and Dean Logsdon are both expecting to receive the regular rate of pay for the Spring Quarter, although I have said nothing to them specifically about this point.

If your decision should be that pay can be only at two-thirds the regular rate, it would be necessary for me at once so to inform them, as it might well be that they would decline to serve at this reduced rate.

If that should be the case, it would be necessary to engage two extra Deans to take their places for the spring, and these extra Deans would require the regular rate of pay.

Very truly yours,

[Signature]

Dean of the Colleges

EHW: EPR
Enclosure
My dear Mr. Lupton,

I have asked Mr. Wilkins to continue as Dean of the College until we find his successor, but not beyond June 30, 1926.

I am strongly of the opinion that we should use every possible means to fill his place within that time and advert to some as practicable with the ablest obtainable man.

I hope to be here by May 10. I shall be away. Without talking about him as a candidate for anything, I hope you will as many times as possible will form your impressions of him.

Please express him my great regret that I am not here to meet him.

Welcome home!

Yours truly,

[Signature]
March 23, 1925.

Professor J. H. Tufts,
Faculty Exchange.

My dear Mr. Tufts:

Dean Harvey has decided that he must bring his service as Dean in the Colleges to a close at once, and Dean Allee is willing to continue in service for the Spring Quarter. This means that the amount of salary, $333.33, which would, according to previous plans, have gone to Dean Harvey for the Spring Quarter, should now be paid instead to Dean Allee. Will you please see that the business office is instructed to this effect?

Very truly yours,

Ernest H. Wilkins
Dean of the Colleges.
The University of Chicago

aac College oficine, Economics, and Finance

To: Professor A. B. Thomas

From: [Signature]

The Board of Trustees, the University, and the College ofine, Economics, and Finance, wish to announce that the above-named Professor has been elected to the academic rank of Associate Professor for the academic year 1933-34.

In accordance with the policy of the University, the Board of Trustees, the University, and the College ofine, Economics, and Finance, have voted to award Professor A. B. Thomas the academic rank of Associate Professor for the academic year 1933-34.

Very truly yours,

[Signature]

Dean of the College
May 18, 1925.

Dean J. H. Tufts,
Faculty Exchange.

My dear Dean Tufts:

In connection with the accompanying letters with regard to the service of deans, may I make, for your information, the following statement:

When President Burton asked me to reconsider my resignation I told him that I greatly felt the need for more personal assistance — that is, for additional help of the type given me by the Associate Dean of the Colleges. He said that he thought he could "plunge" to the extent of assuring me such help.

This would mean in practice the appointment of an additional regular Associate Dean of the Colleges, or at the least the appointment of an additional Associate Dean of the Colleges for the autumn quarter, when Dean Boucher (who is to be in service in the summer, winter, and spring) will not be on duty.

In view of the present financial pressure, however, I am not now asking for such help, and expect to undertake the year's work with the same staff as before. If financial conditions should be notably better in the autumn, or if I should find myself urgently in need of help for specific purposes, I will at that time recur to the question of such additional help.

Very truly yours,

Ernest H. Wilkins
Dean of the Colleges.

EHW Y
Dear Mr. President,

I am writing to express my concern regarding the recent decision to eliminate the Mathematics Department from the College of Arts and Sciences. As a Mathematics student, I believe that this decision is a grave mistake.

The Mathematics Department plays a crucial role in the education of students in various fields, from science and engineering to economics and computer science. It provides a strong foundation for students to pursue their interests and careers. The elimination of this department would not only harm the current students but also set a precedent for the future of the college's academic offerings.

I urge you to reconsider this decision and find a way to maintain the Mathematics Department. It would be unfortunate if the College of Arts and Sciences lost such an important and valuable asset.

Sincerely,

[Signature]

[Name]

[Year]
May 19, 1925.

Dean J. H. Tufts,
Faculty Exchange.

Dear Dean Tufts:

On November 6, 1924, I wrote to you calling your attention to the fact that Deans Glattfeld and Logsdon, each appointed for three quarters' service, would in fact give four quarters' service this year, the spring quarter being their fourth quarter of service; and that they should therefore receive compensation at the rate of $333.33 each for the spring quarter's service.

To this letter you replied on November 12, indicating that you found that it had been the custom to pay for fourth quarter service at two-thirds of the regular rate. To this letter I replied on January 26, pleading for payment at the full rate of $333.33, and saying that I supposed them both to be expecting to receive the full rate of pay for the spring quarter; and that if your decision should be that the pay would be only at two-thirds of the regular rate it would be necessary for me at once so to inform them, as it might well be that they would decline to serve at the reduced rate. To this letter I have never had a reply.

Mrs. Logsdon tells me this morning that Mr. Flimpton has no record of the fact that she is in service as dean this quarter. I presume the case is the same for Dean Glattfeld.

Will you kindly adjust this matter?

Very truly yours,

Ernest H. Waterman
Dean of the Colleges.
CPL 1994.3

[Text not legible]

SIGNED: W. M. Thomas

[Date and other text not legible]
May 22, 1925

Dean E. H. Wilkins,
Faculty Exchange

Dear Dean Wilkins:

With reference to the fourth quarter service of Deans Glattfeld and Logsdon, I think that the two-thirds rule is universal unless the person takes his compensation in the form of vacation credit. Certainly Leing and Gale who have served for four quarters, and I who have served for three and one-half have had our salaries adjusted on this basis, and so far as I know it has been the uniform practice since the beginning. I will inform the Auditor that these two Deans will serve this quarter.

Sincerely yours,

JHT:H

James H. Tufts
June 5, 1925.

Professor James H. Tufts,
Faculty Exchange.

Dear Mr. Tufts:

With reference to my letter of May 18 about plans for deans for the summer, which you approved orally on Tuesday, June 2, I am glad to report, first, that Dr. R. L. Mott is to serve as dean for the summer at a salary of $333.33; and second, that Deans Gillespie, Smith, and Whittlesey, are to stay over Saturday, June 20, and Monday, June 22, to help with the registration for a fee of $50 each. Will you kindly see that the appropriate directions for payment are given?

I am planning myself to stay over for the same period and supervise the registration, but as I should be in town anyhow and am glad to do this I shall not ask a fee for my service.

Very truly yours,

Ernest H. Wilbur

Dean of the Colleges.
June 6, 1928

Dear Mr. Turner,

I am pleased to receive your letter of March 19th and to learn that you have chosen to continue your studies at the University. Your progress in engineering has been noted with interest, and I am pleased to inform you that your final examination on May 20th will be held at the University's main campus.

I am also pleased to inform you that your exam will be held at 2:00 PM on May 20th. Please arrive at 1:30 PM to complete any required paperwork. Your exam will consist of five questions, and you will be given three hours to complete them.

I hope that you will find the experience enjoyable and that you will benefit from the knowledge you have gained.

Very truly yours,

[Signature]

Dean of the College

[Stamp]
June 13, 1925.

Dean J. H. Tufts,
Faculty Exchange.

My dear Mr. Tufts:

May I revert, this time at the specific instance of Dean Logdon, to the question of compensation for fourth quarter service of Deans in the Colleges discussed in my letters of January 26 and May 19, to which latter you replied on May 22?

I should like to say first, with reference to the general question, that I do not think that the case of the Deans in the Colleges is in reality parallel to that of Deans Laing and Gale and yourself, or to my own case if I should serve for four quarters. I personally, if I should so serve, should think it quite right to receive compensation on the two-thirds basis.

But the work of the Deans in the Colleges is piece-work, in a sense quite different from that of the individual executive Deans named above. There is just so much of it to be done; there must be just so many Deans to do it; and if it is not done by the regular Deans it must be done by Deans specially secured.

This piece-work principle was, as I understand it, the only principle which justified the stoppage of Mrs. Flint's salary as Dean during her illness for the latter half of the winter quarter, whereas her salary as Professor continued.

It is also quite clear that payment for fourth quarter service at the full rate involves no greater expense than payment of the substitutes who would be appointed should the regular Deans not serve; and it is also quite clear that it is really better for the University to have for a given piece of work the service of an expert Dean rather than the service of an inexpert Dean.

Finally, the compensation of the Deans in the Colleges is so very slight in comparison to the extensive and devoted work which they actually perform that it seems to me that they should be given the benefit of any possible doubt.

I hope that these general considerations may be taken up early next year as a basis for further discussion of this matter as a matter of principle.

But whatever decision may then be reached, may I request most earnestly that payment to Deans Logdon and Glattfeld for the current quarter be made at the full rate? This seems to me a matter of sheer justice.

In my letter of January 26 I said:
"So far as I am aware Dean Glattfeld and Dean Logsdon are both expecting to receive the regular rate of pay for the Spring Quarter, although I have said nothing to them specifically about this point.

"If your decision should be that pay can be only at two-thirds the regular rate, it would be necessary for me at once to inform them, as it might well be that they would decline to serve at this reduced rate."

To this letter no reply came until May 22 -- that is, until the spring quarter itself was nearly over.

It now appears that Dean Logsdon did expect to receive the regular rate of pay for the spring quarter; and that she would have declined to serve for the spring quarter at the reduced rate (which would have necessitated the appointment of a substitute at the full rate).

Whether the case is the same with Dean Glattfeld I do not know, but I presume it is. He is in the hospital for a period of observation.

Under the circumstances, may not the payment of the two deans for the present quarter be increased from the two-thirds rate to the full rate -- that is, from $222.22 to $333.33 (with the understanding that such payment does not constitute a precedent)?

May I point out in this connection that on my clerical budget for this year there will be a saving of about $500, so that if these two extra payments are made the total expense for my office for the year will still be very considerably less than that estimated?

Mrs. Logsdon is leaving on Wednesday for her year in Europe. I should be doubly glad if the matter might be settled before she leaves.

Very truly yours,

[Signature]

Dean of the Colleges
November Twenty Eight
1925

My dear Mr. Tufts:

My attention has been called to the fact that assistant deans in the colleges are paid $1,000 a year whereas other deans of apparently co-ordinate rank with the dean of the colleges, such as the dean of Rush Medical College and the dean of Medical Students, receive $500.

I do not know anything about the relative burden or appropriateness of the compensation. It occurred to me that you might wish to review the matter.

Very truly yours,

Trevor Arnett

TA: EVB
The University of Chicago
Office of the Undergraduate and Graduate Student

November Twenty-Eight

My dear Mr. Turner,

With reference to your recent letter of the 1st, 900 a.-m., Mr. Turner, of the College and the University,

I am directed to inform you that the Board of the College and the University have

appointed Mr. Turner as Dean of the College and the University.

Yours very truly,

[Signature]

Dean of the College

November Twenty-Eight, 1930.