Judson 1919

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

In the University having resumed its normal life after the interruption caused by the war, it now becomes necessary to look into the future. This, it may be said, has been the habitual attitude of the University Chicago from the beginning. And the University, forever energized on the immediate present and the way is notably true — a republic which has had a war for every generation, but in it there must forever be another one that it has always neglected to be prepared. The University, therefore, cannot be content with a policy of drift, but must take a long look ahead. Accordingly the Board of Trustees at its last meeting adopted a five-year program covering what seem to be the vital things for the immediate future.
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I. Salaries in the Present Staff

In September, 1914, the Board ap-
pproved the increase of $2,000,000 en-
dowment toward increasing the salaries
of members of the faculties. This was in line
which had been stated held a reserve for the
immediate necessities for which a
budget forecast is impracticable, but which nevertheless always experience them always to be inevitable. For many years now the University has had no deficit,
and there must be no deficit this
year. Till it is clear that the two
millions thus used for budgeting
appropriations should be replaced
in general endowment.

The beginning made in this matter,
for the present budget must be con-
tinued by a further advance in the budget
for 1926-27. And having secured reason-
able advance I am asking the Board
for the year to come and with this-
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[Handwritten text]

[Handwritten text]
II. The Development of Graduate Courses,

For many reasons it has not seemed expedient for the University to organize an undergraduate school of technology. But the strong department of Pure Science can render a great service to applied science by research—by training—for it is the discoveries in the laboratories which make possible new forms of industry. Man must see the forces of nature by training students to be effective in investigation and in the application of science to the industries—these industries must have trained minds as well as trained hands for their progress; by aiding to solve the problems of science which the industries have to face.
The only way to relieve such
situation is to obtain funds designated as
for the Graduate School, not only, their
being presence from the income
drawn off for the instructional
needs of the trustees of the Uni-
versity. To attain this end the
Board has authorized the formation
of certain institutes within
the Graduate School—these
institutes being devoted to ini-
tiating such research and teach-
ing as has immediate
bearing on the application of
certain to the industries; and it
is intended to secure funds for
th future endowment and
equipment for the Institute.

1. The first authorized is the Institute of Physics and Chemistry. For this there will be needed a building which with its equipment should cost approximately $400,000 and endowment at the least which others in one million dollars.

2. Another Institute will be that of Plant Agriculture, which will need at the beginning one hundred thousand dollars for plant and seven hundred thousand dollars for endowment.

The purpose of this redirection must be the first place advancement of the fundamental science of Agriculture, so far as plant production and protection are concerned. In this
field, many important fundamental problems are yet almost entirely untouched, and they can best be solved only in such a research institute as the University has in mind. Also the Institute may want men in fundamental science and agriculture for positions — agricultural engineers, agricultural experiment station, and chile. Such advanced men in this field does not exist in any adequate number and will be vitally needed. These interested in agricultural education.
3. A New Institute must be established in physics, chemistry, and geology. The new institute should receive the same advanced nation as in the other institutes, being no means intended to duplicate the excellent medical graduate course. It is not merely a question of money, but the sum of one hundred thousand dollars.