# Needs of the University

## 1. Immediate

### A. Buildings, including Equipment and Maintenance.

<table>
<thead>
<tr>
<th>Non-Medical</th>
<th>Buildings</th>
<th>Equipment</th>
<th>Maintenance</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Modern Languages</td>
<td>600,000</td>
<td>60,000</td>
<td>300,000</td>
<td>960,000</td>
</tr>
<tr>
<td>2. Administration</td>
<td>800,000</td>
<td>80,000</td>
<td>400,000</td>
<td>1,280,000</td>
</tr>
<tr>
<td>3. Botany Green Houses</td>
<td>35,000</td>
<td>3,500</td>
<td>17,500</td>
<td>56,000</td>
</tr>
<tr>
<td>4. Power House</td>
<td>2,000,000</td>
<td>200,000</td>
<td>--</td>
<td>2,200,000</td>
</tr>
<tr>
<td>5. Theology</td>
<td>240,000</td>
<td>24,000</td>
<td>120,000</td>
<td>384,000</td>
</tr>
<tr>
<td>6. Women's Halls</td>
<td>600,000</td>
<td>60,000</td>
<td>---</td>
<td>660,000</td>
</tr>
<tr>
<td>7. Education College</td>
<td>620,000</td>
<td>62,000</td>
<td>310,000</td>
<td>992,000</td>
</tr>
<tr>
<td>8. Chemistry</td>
<td>480,000</td>
<td>48,000</td>
<td>240,000</td>
<td>768,000</td>
</tr>
<tr>
<td>9. Social Science</td>
<td>600,000</td>
<td>60,000</td>
<td>300,000</td>
<td>960,000</td>
</tr>
<tr>
<td>10. Education, Gym. and Refect.</td>
<td>275,000</td>
<td>27,500</td>
<td>157,500</td>
<td>440,000</td>
</tr>
<tr>
<td>11. Education High School</td>
<td>450,000</td>
<td>45,000</td>
<td>225,000</td>
<td>720,000</td>
</tr>
<tr>
<td>12. Central Unit, New College Buildings</td>
<td>800,000</td>
<td>80,000</td>
<td>400,000</td>
<td>1,280,000</td>
</tr>
</tbody>
</table>

Total, Non-Medical $7,500,000 $750,000 $2,450,000 $10,700,000

| 13. Medical School   | 2,500,000 | 250,000 | 1,750,000  | 4,500,000 |

Total A. $10,000,000 $1,000,000 $4,200,000 $15,200,000

### Aa. Urgent

| 14. Pathology or Botany | 400,000 | 40,000 | 200,000 | 640,000 |
| 15. Physiology, etc.    | 700,000 | 70,000 | 350,000 | 1,120,000 |
| 16. Obstetrics          | 400,000 | 40,000 | 200,000 | 640,000 |

Total Aa. 1,500,000 150,000 750,000 2,400,000

Total A and Aa. $11,500,000 $1,150,000 $4,950,000 $17,600,000
### Needs of the University

#### 2. Deferred

**A. Buildings, including Equipment and Maintenance**

<table>
<thead>
<tr>
<th>Non-Medical</th>
<th>Buildings</th>
<th>Equipment</th>
<th>Maintenance</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General Service Building</td>
<td>300,000</td>
<td>30,000</td>
<td>150,000</td>
<td>480,000</td>
</tr>
<tr>
<td>2. Mathematics &amp; Astronomy</td>
<td>560,000</td>
<td>56,000</td>
<td>280,000</td>
<td>996,000</td>
</tr>
<tr>
<td>3. University College</td>
<td>2,000,000</td>
<td>200,000</td>
<td>-</td>
<td>2,200,000</td>
</tr>
<tr>
<td>4. Oriental Institute</td>
<td>5000,000</td>
<td>50,000</td>
<td>250,000</td>
<td>580,000</td>
</tr>
<tr>
<td>5. Colleges South of Midway (five only)</td>
<td>4,000,000</td>
<td>400,000</td>
<td>-</td>
<td>4,400,000</td>
</tr>
<tr>
<td>6. Social Service Administration</td>
<td>280,000</td>
<td>28,000</td>
<td>140,000</td>
<td>448,000</td>
</tr>
<tr>
<td>7. Philosophy</td>
<td>600,000</td>
<td>60,000</td>
<td>300,000</td>
<td>960,000</td>
</tr>
<tr>
<td>8. Foreign Students</td>
<td>50,000</td>
<td>5,000</td>
<td>25,000</td>
<td>80,000</td>
</tr>
<tr>
<td>9. Art</td>
<td>560,000</td>
<td>56,000</td>
<td>280,000</td>
<td>996,000</td>
</tr>
<tr>
<td>10. Graduate Club</td>
<td>150,000</td>
<td>15,000</td>
<td>75,000</td>
<td>240,000</td>
</tr>
<tr>
<td>11. Science Library</td>
<td>300,000</td>
<td>30,000</td>
<td>150,000</td>
<td>480,000</td>
</tr>
<tr>
<td>12. Colleges South of Midway (other five)</td>
<td>4,000,000</td>
<td>400,000</td>
<td>-</td>
<td>4,400,000</td>
</tr>
<tr>
<td>13. Replace Haskell</td>
<td>600,000</td>
<td>60,000</td>
<td>300,000</td>
<td>960,000</td>
</tr>
<tr>
<td>14. New Law School - to replace Law for Library purposes</td>
<td>600,000</td>
<td>60,000</td>
<td>300,000</td>
<td>960,000</td>
</tr>
</tbody>
</table>

**Total Non-Medical** | 14,500,000 | 1,450,000 | 2,250,000 | 18,200,000 |

**Medical**

| | | |
| 15. School for Nurses | 500,000 | 50,000 | 250,000 | 800,000 |
| 16. Contagious Diseases | 500,000 | 50,000 | 250,000 | 800,000 |
| 17. Childrens Hospital | 1,000,000 | 100,000 | 500,000 | 1,600,000 |

**Total Medical** | 2,000,000 | 200,000 | 1,000,000 | 3,200,000 |

**TOTAL 2 A.** | 16,500,000 | 1,650,000 | 3,250,000 | 21,400,000 |

This sheet itemizes the amount set down for deferred buildings. In most cases the items themselves and the amount set down rest upon a less substantial basis of knowledge than is the case with respect to sheet three. Most of these things we know we shall need. There are perhaps represented needs that will be provided for in other ways, and yet as a total it is, I think, a not excessive forecast of the desirable developments of the next ten or fifteen years.
## A. Buildings, Including Department and Maintenance

<table>
<thead>
<tr>
<th>Description</th>
<th>Department</th>
<th>Buildings</th>
<th>Non-Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Building</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>Mathematics &amp; Astronomy</td>
<td>-</td>
<td>800,000</td>
<td>-</td>
</tr>
<tr>
<td>University College</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Agriculture</td>
<td>-</td>
<td>800,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Arts</td>
<td>-</td>
<td>600,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Science</td>
<td>-</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Law</td>
<td>-</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Business Administration</td>
<td>-</td>
<td>200,000</td>
<td>-</td>
</tr>
<tr>
<td>Library</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>Business Library</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Public Affairs</td>
<td>-</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>Other Libraries</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Medicine</td>
<td>-</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Pharmacy</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Education</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Fine Arts</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Public Administration</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>New School of Law</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td>Law for Public Purposes</td>
<td>-</td>
<td>300,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Non-Medical</strong></td>
<td>-</td>
<td>18,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>

## Medical

<table>
<thead>
<tr>
<th>Description</th>
<th>Department</th>
<th>Buildings</th>
<th>Non-Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td>School for Nurses</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>Laboratory</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>College of Medicine</td>
<td>-</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Outpatient Hospital</td>
<td>-</td>
<td>800,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Medical</strong></td>
<td>-</td>
<td>3,300,000</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total & Remarks:** The above figures do not represent all the capital outlay for buildings, but are approximate figures based on the average cost of construction in the area. The figures do not include any provision for future expansion.
NEEDS OF THE UNIVERSITY

B. ENDOWMENT for Instruction and Research-

The estimates prepared by the Deans, plus certain additions suggested by other officers, call for a total endowment approximately as follows:

- Other than Medicine and Theology: $9,000,000
- Medicine: $8,000,000
- Theology: $700,000

Total: $17,700,000

How much of this total should be ranked in importance with the Buildings listed under 1-A., how much should go with 1-Aa., and how much with 2-A. is a question that cannot be answered without much detailed study.

If we adopt the division in the telegram and on Sheet 1, and with the buildings listed under 1-A and Aa associate $9,500,000 for endowment, then the first half, so to speak, of our task includes:

- Buildings, Equipment and Maintenance: $17,600,000
- Endowment: $9,500,000
- Special Funds: $5,000,000

Total: $32,100,000

(Sheet 5 is based upon the Statement of Mr. Tufts, which in turn was derived from the recommendations of the Deans presented at a meeting at the Quadrangle Club at which, I think, you were yourself present. The $17,700,000 shown on this sheet for "Endowment of Instruction and Research" appears in the telegram in six items; three under "Immediate" amounting to $9,500,000 and three under "Deferred" amounting to $8,200,000. This was a rather arbitrary division. More exact figures can be arrived at only by a thorough study of the reports submitted by the Deans. For such a study I have not the data at hand, but it ought to be made as soon as possible.)
### MERE OF THE UNIVERSITY

#### 5. INCOME FOR Instruction and Research

The estimated deficits per the Panel's gross expenditures allocated as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Estimated Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Other</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Medical and Education</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>

How much of this total should be funded:

- In accordance with the preliminary figures, we have a total deficit of $2,000,000 which needs to be addressed. The departmental needs cannot be met without added financial support.

If we adopt the division in the Preliminary and on:

- General, $2,000,000 for support
- Medical and Education, $1,000,000 for support

### Appropriation and Maintenance

<table>
<thead>
<tr>
<th>Appropriation</th>
<th>$2,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

### General Fund

<table>
<thead>
<tr>
<th>General Fund</th>
<th>$1,000,000</th>
</tr>
</thead>
</table>

### Total

<table>
<thead>
<tr>
<th>Total</th>
<th>$3,000,000</th>
</tr>
</thead>
</table>

(Prepared 8/9/52 as per your request for review and further elaboration.)

Note: This report is based on the recommendations of the Panel, with inputs from various departments on the necessity and potential funding sources. The estimated deficits of $2,000,000 need to be addressed to ensure the continuity of operations.
C. SPECIAL FUNDS -

Immediate

Oriental Institute  $ 250,000
Wieboldt Foundation  250,000
Technology  3,000,000
Home for Convalescent Children  1,000,000
Unassigned  500,000

Total - Immediate  $ 5,000,000

Deferred

School of Politics  1,000,000
Unassigned  500,000

Total - Deferred  $1,500,000

E.D.B.
Feb. 9, 1924.
NEEDS OF THE UNIVERSITY

C. SPECIAL FUNDS -

Immediate

$250,000
50,000
8,000
5,000

Total - Immediate

$3,000,000

Completed

5,000,000
80,000

Total - Completed

$11,800,000

E.D.E. 1934.
The Hollywood, 
Southern Pines, N.C. 
February 15, 1924.

My dear Mr. Wilkins:

I am beginning to be rather impatient for my return to the University, but inasmuch as I am obliged to be in New York the twentieth to the twenty-second of this month, and as there are still a considerable number of matters that require careful thought for which there is better opportunity in some respects here than at home, I am staying on till the eighteenth or nineteenth.

I have been thinking a good deal about a Central College Building as a part of our ultimate plan, which even if not provided now would it decided upon as a future endeavor affect our plans for the immediate future - especially perhaps the location of Residence Buildings and the requirements of some departmental buildings.

By the Central College Building, I mean a building which would eventually be used by the students of all the Colleges, and which in the mean-time would serve as the rallying point and unifying centre of all Undergraduate life. I should be disposed to place it on the South side of the Midway about opposite Harper, in the thought that whether we eventually develop a system of colleges or only of Residences Halls, the Central Building would be flanked on the west by buildings for men and on the east by buildings for women.

In this Central Building I would have an Undergraduate Library where students would secure and use the books assigned for study in their courses; classrooms, sufficient at least to make it unnecessary to provide undergraduate classrooms in the new buildings on the main quadrangle; offices of the undergraduate deans - the staff that you are building up; rooms for all organizations composed of undergraduate men and women, such as the Maroon, Undergraduate Council, Honor
May dear Mr. Ehrick:

I am beginning to feel very important
for my thoughts, but unfortunately I am unable to
attend the University, but my parents have
arranged for me to attend the New York University and as far as the
twenty-years of estate work, and as far as the
extent of the property is almost the same, a number of estates that continue to
exist, there is no reason for us to feel that we are
the beneficiaries of the Bequest.

I have been thinking a good deal about
the Centennial College Nettles as a part of our history. I mean to make a
notion of the College, and I am aware of the
importance of the College, and I am aware of the
importance of the Nettles. To be sure, some
Nettles may be of interest, especially because the position of
the College and the Nettles of some
Department of Agriculture.

In the Centennial College Nettles, I mean
a notion of the College, and I am aware of the
importance of the College, and I am aware of the
importance of the Nettles. To be sure, some
Nettles may be of interest, especially because the position of
the College and the Nettles of some
Department of Agriculture.

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a notion of the College, and I am aware of the
importance of the College, and I am aware of the
importance of the Nettles. To be sure, some
Nettles may be of interest, especially because the position of
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Department of Agriculture.

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importance of the College, and I am aware of the
importance of the Nettles. To be sure, some
Nettles may be of interest, especially because the position of
the College and the Nettles of some
Department of Agriculture.
Commission, Dramatic Club and so forth; unassigned committee rooms which could be used by organizations requiring no permanent quarters but needing a place for occasional meetings; space not labeled for the meeting of men and women, but actually available for this purpose; if possible, a theater or assembly room for gatherings of undergraduates.

The buildings should be so constructed that additional classrooms could be added if and when it became desirable to have all undergraduate classes held here and also laboratories if and when it became evident that the laboratories on the main quadrangle should be restricted to graduate students.

In my judgment such a building is an indispensable means of bringing about that unity of undergraduate life as distinguished from the life of the graduates which is desirable and which is entirely consistent with that measure of undergraduate participation in the life of the whole University, which is itself also highly desirable.

I should be glad as soon as practicable after my return - I have a list of important things to be looked after under the same conditions - to discuss with you the whole college situation, especially with reference to those factors that affect our Programme of Advance.

Very truly yours,

Dean Ernest H. Wilkins,
The University of Chicago,
Chicago, Illinois.

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

Dear Mr. President:

With respect to the purchase of globes for the reading room my advice is to keep the matter in mind in case some class or individual should be willing to supply the sum required. The name of the donor, either class or individual, can easily be engraved on an appropriate bronze plate to be attached to the globe itself or the stand.

As regards the fund of approximately $4,000, it is my opinion that it will be wise to reserve it for special orders for books or collections of great importance which cannot well be charged against the general book fund.

Dr. Manly's letter returned herewith.

Yours very sincerely,

J.C.M. Hanson,

Associate Director.
Office of the President

University of Chicago

November 13, 1883

Dear President:

With reference to the purchase of a frame for the new Olin Library, I am writing to inform you that the Board of Trustees has decided to proceed with the purchase. The Library Committee, after careful consideration of the matter, has recommended the purchase of the frame from the company mentioned in the attached document.

The frame is of high quality and will be in keeping with the aesthetic and functional requirements of the Library. It is estimated that the cost will be approximately $4,000. I believe this to be a reasonable investment, given the long-term benefits it will bring to the Library.

If you have any further questions or concerns, please feel free to contact me. I look forward to your approval of this purchase.

Yours sincerely,

[Signature]

[Name]

Associate Director

[Date]
The University of Chicago  
Department of English  
October 28, 1924

President Ernest D. Burton  
Faculty Exchange

Dear Mr. Burton:

I return herewith Mr. Hanson's letter of October 21 suggesting the purchase of a globe. I am sure that this globe would be very useful indeed, and it seems to me it would be a suitable object to suggest to some friend of the University as a gift. I should like to suggest at the same time that we ought also to have a celestial globe showing the constellations, and adjustable for roughly working out astronomical problems for any latitude. I presume that the cost would be approximately the same as for the terrestrial globe. Perhaps the same person might be willing to give both. I am not sure whether the proper location for the globes would be the Reading Room in Harper, but they ought to be in some easily accessible place.

Yours very truly,

[Signature]

JMM: VML
October 21, 1924.

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

Dear Mr. President:

A good globe would add materially to the appearance and usefulness of the reading room in Harper. The cost of a suitable globe about 48 inches in height, including the stand, is $215, remapping $18. The maps are in this case made of material which can be cleaned. I hesitate to suggest the purchase of a globe on General Library Funds but it has occurred to me that you occasionally hear of friends of the University willing to present items of this kind as a memorial. Some years ago I suggested a globe as a suitable gift from one of the graduating classes. Perhaps I may in this connection repeat that suggestion. I believe that such a gift would be greatly appreciated by many students, not to speak of the library staff.

Yours very respectfully,

(Signed) J.C.M. Hanson
Associate Director
Dear [Name]

I trust this message finds you well. As you are aware, I have been working on the development of a new system that will significantly enhance our ability to analyze data. The system is designed to handle large datasets efficiently, which will be particularly useful for our research projects.

I have been in contact with several universities and research institutions to discuss the potential applications of this system. Many are interested in collaborating with us to explore its capabilities further. I believe this could be a great opportunity for us to strengthen our ties with the academic community.

Would you be interested in participating in a meeting to discuss this project? It would be helpful to have your input on how we can best utilize this system to support our research goals.

I look forward to hearing from you.

Sincerely,
[Your Name]
February 18, 1924.

Dear Mr. Burton:

I am very much puzzled what we should include in our financial program beyond our barest needs of --

(a) Increased salaries, etc. for present departments. $6,000,000.
(b) Medical project ........................................... 6,000,000.
(c) Power Plant .................................................. 3,000,000.

$15,000,000.

I think we ought to have a $25,000,000. to $30,000,000. program irrespective of what we announce so as to be ready for any windfalls that may come, and so as to know how we shall all be working before, during and after the immediate campaign, but I am quite uncertain what those things are so that this will probably be the matter of a good deal of consultation on your return to Chicago. I hope that you, Tufts, Sherer, and I can have a few conferences in the matter.

In the meantime, I am telling Tufts that I think the item of $17,700,000. and particularly that part of it prepared by the Deans for the meeting of the committee at the Quadrangle Club was hastily done and that it should be gone over with a fine tooth comb; the matter was done in such a few days that only generalizations could be advanced but, of course, a budget should not be formed upon them.

We have talked to the John Price Jones people along the line of the above, totaling around $15,000,000. We have said that Mr. Tufts and you had both submitted needs beyond that -- Mr. Tufts on a 3/5 year program - $45,000,000., and you on a 10/15 year program - $63,000,000., but we have not given any detail here.

I attach herewith copies of your letter to me in case you want to give one each to the John Price Jones people and to Mr. Arnett, but I send them without recommendation, that to depend upon whether you decide in the conference to give them such detail or whether you want to work it over with Tufts beforehand.

Yours cordially,

[Signature]

Harold H. Swift
Items 1) and 2) will each call for itemization.
March 20, 1924.

Mr. Tufts will be ready with itemization of 1), and that for
My dear Mr. Swift: hand.

At a recent conference of Arnett, Tufts, Goodspeed
and myself it was judged wise that the objective of our cam-
paign should be as follows:

1) For the Endowment of Research and
   Instruction, making possible in-
   creased salaries, increase of staff,
   necessary annual equipment
   $7,500,000
other needs not covered by the $7,500,000 alone.

2) For buildings in which to carry on
   our present departments to ad-
   vantage.
   Education Board meets about May 23rd.
   $7,500,000
Any proposals we have to present should be laid before the
3) For the Medical School,
   Endowment and buildings
   $20,000,000
   $27,500,000
   Special $20,000,000 for increase
   advantageously, while the money given some time ago is not being
   used. When the buildings begin to appear, money can be raised.
   The reasons for this order are:

   a) Money is not needed immediately for Medicine, either
      for buildings or for endowment, and it cannot be raised ad-
      vantageously, while the money given some time ago is not being
      used. When the buildings begin to appear, money can be raised.
   This puts Medicine last in order.

   b) For the other purposes of the University, buildings
      are means to an end, not an end in themselves, and should
      therefore take second place after the money for research and
      instruction. Moreover, $3,500,000 or more could well be used
      to increase salaries etc without regard to new buildings.

Mr. Harold E. Swift
Huntington Hotel, Pasadena
California
299-09
Items 1) and 2) will each call for itemization. Mr. Tufts will be ready with itemization of 1), and that for 2) is already in hand.

Of the $7,500,000 under 1) a portion may be and ought to be replaced by annual gifts for current expenses. If the Alumni will give us $50,000 a year we can cut down the $7,500,000 to $6,500,000, though the whole of the $7,500,000 will be needed in addition to any gifts of the Alumni, to cover other needs not covered by the $7,500,000 alone.

The General Education Board meets about May 23rd. Any proposals we have to present should be laid before the officers by May 1st. Arnett will try to be in Chicago for the special meeting April 2nd, and we should at that time discuss with him the scheme so far as we have worked it out by that time.

I learn from T. A. that the General Education Board has not quite exhausted its special $50,000,000 for increase of salaries, and that it is legitimate to ask the Board to capitalize advances in salary that we have already made.

It is already evident that the making of the Budget for next year is going to be very difficult.

We are making progress in library matters. Mr. Wilkins and I are approaching one another, though with somewhat less than the speed of a comet falling into the earth.

Cordially yours,

Mr. Harold H. Swift,
Huntington Hotel, Pasadena,
California.

EDB:3B
Mr. Robert H. Smith

Huntington Hotel, Cincinnati

115 Columbus Avenue
TO THE COMMITTEE ON INSTRUCTION AND EQUIPMENT:

March 10 - 1924

Gentlemen:

One of the first impressions which I gained when I began to think of the University from the President's Office, was that both our Graduate and our Undergraduate work would be much benefitted by a measure of separation between them. A year's thought upon the matter and conference with Trustees, Faculty and some persons outside the University have strengthened this impression into a conviction and made my judgment more definite.

I am now strongly of the opinion that (a) there should be erected on the south side of the Midway as nearly opposite Harper as may be, a Central College Building or Buildings for the educational work of the undergraduates. This building should contain a reading room with reference books, the books reserved in connection with class work, and the loan books; class rooms for all undergraduate classes in the Humanities; an assembly room; offices for all the Deans of the Colleges; offices for undergraduate student organizations of men and women, such as the Undergraduate Council, Honor Commission, etc. (b) Probably there should eventually be placed in this block a laboratory building for all undergraduate work in the Sciences, thus releasing all the Laboratories on the main Quadrangle for graduate work exclusively. (c) Additional residence buildings for students should be provided for both men and women, and all such buildings should be built to the east and the west of the block on which the above mentioned educational buildings are erected. Whether these students should be organized in colleges may for the present be left undecided.
To the Committee on Instruction and Equipment

November 10, 1917

Gentlemen:

One of the first impressions which I gained when I began to teach at the University from the President's Office was that both our Graduate and our Undergraduate Work would be greatly benefited by a measure of separation between them. A recent thought upon the matter and conference with Trustees and some persons outside the University have strengthened this impression into a conviction and made my judgment more definite.

I am now strongly of the opinion that (a) the psychology of the student should be treated on the one hand as a psychologist as text and on the other as a psychologist as text, and the Undergraduate Counseling and Guidance Office should be open as a place in the psychology of the student, as a psychology of the student, and as a psychology of the student. Hence, for the sake of the College, I believe that the Undergraduate Counseling and Guidance Office should be open as a place in the psychology of the student, as a psychology of the student, and as a psychology of the student. Hence, for the sake of the College, I believe that the Undergraduate Counseling and Guidance Office should be open as a place in the psychology of the student, as a psychology of the student, and as a psychology of the student.
There are at present living in rooms in the vicinity

1013 men
631 women.

These facts indicate that the land in the three blocks east of the site proposed for the central College buildings should be reserved for residences for women and the two blocks west of it for men.

Early consideration of this matter is made necessary for two reasons:

1. It will be necessary very soon to decide whether to include a building such as is here proposed for the block between University and Greenwood Avenues in the "immediate needs" of the University for which we are to seek funds this year:

2. If it is decided to erect such a building at this site it will almost inevitably follow that all future residence buildings should be built on the south side and that in particular a woman's building which is immediately needed, should be built between University Avenue and Woodlawn.
April 25, 1924.

IMPORTANT NEEDS OF THE UNIVERSITY NOT COVERED IN THE FIRST STAGE SCHEDULE.

I. Buildings

1. General Service Building $300,000
2. Field House and Assembly Hall 300,000
3. Mathematics and Astronomy 800,000
4. Social Sciences 1,000,000
5. Library to replace Haskell 1,000,000
6. Removal of Haskell to new site 50,000
7. New Law School to release present Law Building for Library Purposes 1,000,000
8. Residence Buildings south of Midway—Seven for 150 students, or Fourteen for 75 students 5,000,000
9. Social Service Administration and Philosophy (Foster rebuilt) 300,000
10. High School 750,000
11. Oriental Museum 500,000
12. Laboratories south of Midway— 500,000
13. Foreign Students
14. Graduate Club
15. School of Public Health 500,000
16. Art
17. University College Medical
18. Pathology
19. Psychiatry
20. Obstetrics
21. Contagious Diseases
22. Children's Hospital
23. School for Nurses
24. Technology

II. Endowment

1. School of Education
2. School of Politics
3. School of Public Health
4. Other departments
5. Medicine
6. Theology
7. Technology

III. Special Funds

1. Oriental Institute
2. Wieboldt Foundation

IV. Special Institutions

1. Home for Convalescent Children
2. Lying-in Hospital
<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. University College</td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td></td>
</tr>
<tr>
<td>18. Pathology</td>
<td></td>
</tr>
<tr>
<td>16. Laboratory</td>
<td></td>
</tr>
<tr>
<td>30. Orthopedic</td>
<td></td>
</tr>
<tr>
<td>21. Cardiovascular</td>
<td></td>
</tr>
<tr>
<td>13. Ophthalmologic Hospital</td>
<td></td>
</tr>
<tr>
<td>22. Medical Research Institute</td>
<td></td>
</tr>
<tr>
<td>20. Pharmacy</td>
<td></td>
</tr>
<tr>
<td>24. Technology</td>
<td></td>
</tr>
<tr>
<td>II. Engineering</td>
<td></td>
</tr>
<tr>
<td>35. School of Education</td>
<td></td>
</tr>
<tr>
<td>36. School of Medicine</td>
<td></td>
</tr>
<tr>
<td>37. School of Public Health</td>
<td></td>
</tr>
<tr>
<td>38. College of Health and Public Affairs</td>
<td></td>
</tr>
<tr>
<td>III. Special Funds</td>
<td></td>
</tr>
<tr>
<td>I. Research Institute</td>
<td></td>
</tr>
<tr>
<td>39. Department of Education</td>
<td></td>
</tr>
<tr>
<td>40. Research Foundation</td>
<td></td>
</tr>
<tr>
<td>IV. Special Institutions</td>
<td></td>
</tr>
<tr>
<td>1. Home for Convalescent Children</td>
<td></td>
</tr>
<tr>
<td>2. Priory for Children</td>
<td></td>
</tr>
</tbody>
</table>
My dear Mr. Swift:

Perhaps it would be a better way to put it to ask
for $6,000,000 toward the $10,000,000, distributed as follows:

- Increased salaries: $1,500,000
- General administration: $600,000
- In the colleges: $600,000
- What form we shall present our proposition to the General
  Education Board and on what specific items we shall
  request their help.
- For general endowment: $2,000,000
- For buildings, it being understood that no income from these funds shall be
  used for theology and none of the capital, except the first
  letter and of which I enclosed also a duplicate, I note
  $1,000,000 shall be used for buildings.

The following items on which we might request assistance:

1. Increase of salaries: $1,500,000

2. Libraries: $500,000

3. Additional for Retiring Allowances: $500,000

4. Current Equipment: $500,000

5. For the three residence buildings for 150 students each: $2,000,000

6. Mr. Harold B. (On the ground that this
   Union Stock Ymeneys also be used for
   Chicago, Ill, endowment)

7. For improved administration:
   - $500,000
   - $6,000,000
April 14, 1924

Mr. E. H. S.

I am writing this letter to Mr. E. H. S. in connection with your request. I am glad to hear that you are interested in connection with my department. I am in charge of the section of the university and I am connected with Mr. E. H. S.'s letter. I am glad to inform you that I have received your application. I note the following items on your application for the department:

I. Interest in Education, $2,000
   (This is the primary concern)
   2. Experience in the field
   3. Education of the
   4. Training of the
   5. Attendance of the
   6. Current Employment

I am writing this letter to inform you that we need two new counselors for 150 acres of land. I am glad to inform you that we need two new counselors for 150 acres of land. I am glad to inform you that we need two new counselors for 150 acres of land. I am glad to inform you that we need two new counselors for 150 acres of land.
Perhaps it would be a better way to put it to ask for $6,000,000 toward the $16,000,000, distributed as follows:

For increased salaries $1,500,000
For improved administration in the Colleges 500,000
For residence buildings yielding income and therefore serving as endowment 2,000,000
For general endowment 2,000,000

It being understood that no income from these funds shall be used for theology and none of the capital, except the first $2,000,000 shall be used for buildings.

This does not take into account the athletic situation but leaves us to add to the buildings whatever may be necessary to deal satisfactorily with that situation.

It may be noted that the $6,000,000 proposition is just a little short of 40% of what we are asking for, exclusive of medicine and theology.

I assumed that we would indicate that we should be returning to them in the near future for assistance toward raising $5,000,000 more for the medical school but have no specific request at the moment.

Very truly yours,

Mr. Harold H. Swift
Union Stock Yards
Chicago, Illinois

EDB:HP
April 25, 1924

IMPORTANT NEEDS OF THE UNIVERSITY

NOT COVERED IN THE FIRST STAGE SCHEDULE

I. Buildings

1. General Service Building $300,000
2. Field House and Assembly Hall 300,000
3. Mathematics and Astronomy 800,000
4. Social Sciences 1,000,000
5. Library to replace Haskell 1,000,000
6. Removal of Haskell to new site 50,000
7. New Law School to release present Law Building for Library Purposes 1,000,000
8. Residence Buildings south of Midway—Seven for 150 students, or Fourteen for 75 students 5,000,000
9. Social Service Administration and Philosophy (Foster rebuilt) 300,000
10. High School 750,000
11. Oriental Museum 500,000
12. Laboratories south of Midway 500,000
13. Foreign Students
14. Graduate Club
15. School of Public Health 500,000
16. Art
17. University College Medical:
18. Pathology
19. Psychiatry
20. Obstetrics
21. Contagious Diseases
22. Children's Hospital
23. School for Nurses Professional:
24. Technology

II. Endowment
1. School of Education
2. School of Politics
3. School of Public Health
4. Other departments
5. Medicine
6. Theology
7. Technology

III. Special Funds
1. Oriental Institute
2. Wiesboldt Foundation

IV. Special Institutions
1. Home for Convalescent Children
2. Lying-in Hospital
I. Buildings

- General Service Building
- Administration Building
- Mechanical and Architectural Engineering Building
- Social Sciences Building
- Library to replace Van Hall
- Removal of Van Hall to new site
- New Law School to replace Van Hall
- Library for the Law Building
- Residence Buildings South of Michigan Avenue
- Student Senate Administration Building
- School of Medicine (Pavilion Torello)
- Medical School
- University Museum
- Laboratory School of Michigan
- Student Senate
- Medical Center
- School of Public Health
- Art
- Engineering

<table>
<thead>
<tr>
<th>Building</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Building</td>
<td>$800,000</td>
</tr>
<tr>
<td>Administration Building</td>
<td>$500,000</td>
</tr>
<tr>
<td>Mechanical and Architectural Engineering Building</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Social Sciences Building</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Library to replace Van Hall</td>
<td>$0</td>
</tr>
<tr>
<td>Removal of Van Hall to new site</td>
<td>$0</td>
</tr>
<tr>
<td>New Law School to replace Van Hall</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Library for the Law Building</td>
<td>$0</td>
</tr>
<tr>
<td>Residence Buildings South of Michigan Avenue</td>
<td>$500,000</td>
</tr>
<tr>
<td>Student Senate Administration Building</td>
<td>$500,000</td>
</tr>
<tr>
<td>School of Medicine (Pavilion Torello)</td>
<td>$500,000</td>
</tr>
<tr>
<td>Medical School</td>
<td>$500,000</td>
</tr>
<tr>
<td>University Museum</td>
<td>$500,000</td>
</tr>
<tr>
<td>Laboratory School of Michigan</td>
<td>$500,000</td>
</tr>
<tr>
<td>Student Senate</td>
<td>$500,000</td>
</tr>
<tr>
<td>Medical Center</td>
<td>$500,000</td>
</tr>
<tr>
<td>School of Public Health</td>
<td>$500,000</td>
</tr>
</tbody>
</table>
SCHEDULE FOR THE FIRST STAGE
OF THE
UNIVERSITY'S FINANCIAL CAMPAIGN
1924-26

<table>
<thead>
<tr>
<th>I. For Endowment of Instruction and Research in the University at large (not including the College of Medicine)</th>
<th>Annual Expense</th>
<th>Endowment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ten professorships for men of exceptional ability, at $10,000 each (not assigned to particular departments but available for any department in which such men can be found)</td>
<td>$100,000</td>
<td>$2,000,000</td>
<td>2,100,000</td>
</tr>
</tbody>
</table>

II. Building war equipment for the work of the various departments:

<table>
<thead>
<tr>
<th>Equipment/Maintenance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,500,000</td>
<td>$1,500,000</td>
</tr>
</tbody>
</table>

III. General Administration

<table>
<thead>
<tr>
<th>Annual Expense</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50,000</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

IV. For the Development of the Colleges:

<table>
<thead>
<tr>
<th>Annual Expense</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>

- The $4,700,000 included in the above items may be distributed approximately as follows:

<table>
<thead>
<tr>
<th>College</th>
<th>Annual Expense</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Literature and Science</td>
<td>2,900,000</td>
<td>2,900,000</td>
</tr>
<tr>
<td>Divinity School</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Law School</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>School of Education</td>
<td>650,000</td>
<td>650,000</td>
</tr>
<tr>
<td>Commerce &amp; Administration</td>
<td>400,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Social Service Administration</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,700,000</strong></td>
<td><strong>4,700,000</strong></td>
</tr>
</tbody>
</table>

- Since the Endowment Building Fund is subject to income, the amount included in these may be counted as Endowment and deducted from the total.

- **Total** | **$16,000,000** |

<table>
<thead>
<tr>
<th>College for Medical School</th>
<th>Annual Expense</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical School</td>
<td>2,900,000</td>
<td>2,900,000</td>
</tr>
<tr>
<td>Total for Medical School</td>
<td>5,000,000</td>
<td>5,000,000</td>
</tr>
</tbody>
</table>

- **Grand Total** | **$21,500,000** |
<table>
<thead>
<tr>
<th>Division</th>
<th>Total Expense</th>
<th>Annual Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$7,800,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Medical School</td>
<td>$1,500,000</td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td>$6,300,000</td>
<td>$90,000</td>
</tr>
<tr>
<td></td>
<td>$1,800,000</td>
<td>$18,000</td>
</tr>
<tr>
<td></td>
<td>$85,000</td>
<td>$8,500</td>
</tr>
<tr>
<td></td>
<td>$75,000</td>
<td>$7,500</td>
</tr>
</tbody>
</table>

The funds required to meet the projected appropriations for the University's budget at the first stage of the financial campaign are as follows:

- **$7,700,000** allocated for general expenses
- **$200,000** for the Law School
- **$200,000** for the School of Education
- **$100,000** for the Graduate School
- **$90,000** for the Administration
- **$60,000** for the University Library
- **$50,000** for the Division of Administration
- **$40,000** for the Division of Research
- **$30,000** for the Division of Extension

The remaining funds will be distributed as follows:

- **$7,700,000** for the University Library
- **$200,000** for the Graduate School
- **$100,000** for the School of Education
- **$90,000** for the Administration
- **$60,000** for the Division of Administration
- **$50,000** for the Division of Research
- **$40,000** for the Division of Extension
- **$30,000** for the Division of General Education

The total amount needed to meet the projected appropriations for the University's budget at the first stage is **$7,700,000**.
Forward  235,000  4,700,000  4,700,000

4. Strengthening the Libraries
   by new appointments, increased appropriations for books
   25,000  500,000

5. Additional for retiring allowances
   25,000  500,000

6. Additional for current equipment
   30,000  600,000

7. Summer Quarter - additional
   30,000  600,000  2,200,000

II. Buildings necessary to carry forward effectively the work of existing departments and schools:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Bldg</th>
<th>Equip't</th>
<th>Maintenance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Modern Language</td>
<td>600,000</td>
<td>60,000</td>
<td>300,000</td>
<td>960,000</td>
</tr>
<tr>
<td>2.</td>
<td>Administration</td>
<td>625,000</td>
<td>62,500</td>
<td>312,500</td>
<td>1,000,000</td>
</tr>
<tr>
<td>3.</td>
<td>Heating Plant, etc.</td>
<td>2,000,000</td>
<td></td>
<td></td>
<td>2,000,000</td>
</tr>
<tr>
<td>4.</td>
<td>School of Education College</td>
<td>625,000</td>
<td>62,500</td>
<td>312,500</td>
<td>1,000,000</td>
</tr>
<tr>
<td>5.</td>
<td>Chemistry Addition</td>
<td>475,000</td>
<td>47,500</td>
<td>237,500</td>
<td>760,000</td>
</tr>
<tr>
<td>6.</td>
<td>School of Education Gymnasium &amp; Refectory</td>
<td>250,000</td>
<td>25,000</td>
<td>125,000</td>
<td>400,000</td>
</tr>
<tr>
<td>7.</td>
<td>Theology - additional</td>
<td>50,000</td>
<td>55,000</td>
<td>175,000</td>
<td>280,000</td>
</tr>
</tbody>
</table>

III. General Administration
   60,000  1,200,000  1,200,000

IV. For the Separate Development of the Colleges:

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>For Central College Building</td>
<td>625,000</td>
<td>62,500</td>
<td>312,500</td>
<td>1,000,000</td>
</tr>
<tr>
<td>2.</td>
<td>For 3 Residence Buildings for 150 students each</td>
<td>1,800,000</td>
<td>200,000</td>
<td></td>
<td>2,000,000</td>
</tr>
<tr>
<td>3.</td>
<td>For improved administration. Annual expense</td>
<td>25,000</td>
<td></td>
<td></td>
<td>500,000</td>
</tr>
</tbody>
</table>

Total for University at large exclusive of Medicine

Since the Residence Buildings for students may be expected to yield an income above all expense, the amount invested in them may be counted as endowment and deducted from the total

NET TOTAL


V. The Medical School
     Additional Endowment
     Additional for Building

Total for Medical School

GRAND TOTAL
THE UNIVERSITY OF CHICAGO

Its Needs, Immediate and of the Future
Its Plans to Meet These Needs

A Memorandum for the Information of
Trustees of the University

July, 1924
THE UNIVERSITY OF CHICAGO

The needs, immediate and of the future, the plans to meet these needs.

A memorandum for the information of the trustees of the university.

July, 1924
The information contained in this memorandum is divided into three sections: First, a tabular statement of endowment and building projects; second, explanatory material concerning a number of these projects; third, information regarding various important features of the work of the University.

The tabular statement is the outcome of study pursued for some months by the heads of departments and schools. The first part of this statement, representing needs to be met if possible within two years, has been approved by the Board of Trustees. The second part reflects a forecast by the President and faculty. It is naturally subject to greater modification and development than the first part.

Information here given regarding the work of the University is, of course, illustrative rather than comprehensive. The effort in this digest is to emphasize the variety of subjects of research, not to imply that those mentioned are of greater importance than many which have been omitted.
The information contained in this memorandum is of

importance to the General Assembly of the University.

It also contains a section on the various procedures

and regulations concerning the release of

information to the University Administration.

The final part of this memorandum provides a

summary of the Board of Trustees' action on the

recommendations contained in the memorandum,

and includes a letter from the President of the

University to the Board of Trustees

regarding the adoption of the recommendations.

This memorandum is a follow-up to the previous

memorandum dated June 1, 1964.
I TABULAR STATEMENT

Needs Which Should be Met Within Two Years:

1. Endowment for instruction and research........... $6,000,000.

2. Buildings needed to carry forward effectively the work of existing departments (Figures include cost of building, equipment, and maintenance fund of one-half the cost of the building)...

   A. One additional building in library group—Modern Languages........... $1,000,000
   B. Administrative Building........... $1,000,000
   C. College building for school of education........... 1,000,000
   D. Addition to Chemistry........... 800,000
   E. Gymnasium and refectory for school of education........... 400,000
   F. Heating plant........... 2,000,000

   6,200,000.

3. Residence buildings (to yield income for general expense).......................... $1,800,000.

4. For the separate and better development of the colleges:
   A. Central college building........... 1,000,000
   B. Improved administration (endowment) 500,000

   1,500,000.

5. Medical school endowment.......................... 5,000,000.

6. Divinity school endowment.......................... 500,000.

$21,000,000.
I. Employment for instruction and research........ $8,000,000

2. "Administrative" funds to carry forward existing activities in the work of scholarly publications, laboratories, etc., for the care of publishing, administration, and maintenance of a one-half time staff of the university...

A. One-half editorial staff to function
   $4,000,000

B. Administrative office
   $1,000,000

C. College library for school
   $1,000,000

D. Office of extension
   800,000

E. Reorganization and reorganization for
   500,000

F. Reading plant
   $5,000,000

G. Residence (to secure income for General expenses)
   1,800,000

H. Core of college support
   $1,000,000

I. Development (administration and pattern development)
   500,000

J. Support for extension
   300,000

K. Maintenance of Extension
   100,000

L. Depreciation (school equipment)
   200,000

Total
   $11,800,000
Eventual Needs, Covering a Period of Ten or Fifteen Years:

1. Additional buildings for the following:
   A. Mathematics and Astronomy.
   B. History and the Social Sciences.
   C. The library.
   D. The School of Education.
   E. Medical School: Pediatrics, Obstetrics and Psychiatry.
   F. Residence Halls.
   G. Athletics and an Assembly Hall.
   H. Home Study Department, Board of Recommendations, etc., etc.

2. Additional endowment for the following:
   A. General endowment.
   B. The Medical School at the University.
   C. The Medical School on the West Side.
   D. The Sprague Institute.
   E. The Divinity School.
   F. A School of Public Health.
   G. A School of Politics.
   H. A School of Art; Music and Painting.

From $30,000,000 to $40,000,000 will be required to provide for these deferred needs.
9. Additional requirements for the following:

- A, B, and C, where appropriate.
- D, E, and F.
- G, H, and I.
- J, K, and L.
- M, N, and O.
- P, Q, and R.
- S, T, and U.
- V, W, and X.
- Y, Z, and AA.

10. Additional requirements for the following:

- A, B, and C, where appropriate.
- D, E, and F.
- G, H, and I.
- J, K, and L.
- M, N, and O.
- P, Q, and R.
- S, T, and U.
- V, W, and X.
- Y, Z, and AA.

From 030,000 to 460,000,000 will be for

During this period you must adhere to the

- A, B, and C, where appropriate.
- D, E, and F.
- G, H, and I.
- J, K, and L.
- M, N, and O.
- P, Q, and R.
- S, T, and U.
- V, W, and X.
- Y, Z, and AA.
II FACTS RELATING TO THE PRESENT SITUATION.

Endowment.

Six million for endowment is needed to strengthen the faculty. Three million is to capitalize increases in salaries of $150,000 made during the past year and covered for this year by non-recurring income. The balance will go to adding to the staff and further increases in salaries. This sum of $6,000,000 is our most urgent and immediate need.

Chicago must not only hold her great men but must also draw others. At present her salary scale is below that of other leading universities, as is shown in the following comparative table:

<table>
<thead>
<tr>
<th>University</th>
<th>Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbia</td>
<td>$6000-up</td>
<td>$4500-up</td>
<td>$3000-up</td>
</tr>
<tr>
<td>Harvard</td>
<td>6000-8000</td>
<td>5000-5500</td>
<td>3500-4500</td>
</tr>
<tr>
<td>Yale</td>
<td>5000-8000</td>
<td>4500-5000</td>
<td>3000-4000</td>
</tr>
<tr>
<td>Princeton</td>
<td>5000-7500</td>
<td>3750-4750</td>
<td>2500-3500</td>
</tr>
<tr>
<td>Chicago</td>
<td>4500-8000</td>
<td>3500-4500</td>
<td>2750-3500</td>
</tr>
</tbody>
</table>

Columbia is now paying 20 salaries of $10,000 or more.

This endowment is needed if Chicago is to meet the competition of other universities, not only of the great privately endowed Eastern Universities, but also of the state universities of the West. The University of Illinois recently announced the appointment of eight professors, all widely known, and drawn from such institutions as Leland Stanford, Pittsburgh, and Indiana.

The University of Illinois and The University of Michigan both operate on budgets of $6,000,000 -- almost double that of the University of Chicago. To provide an income equivalent to theirs, we should require large endowment in addition to receipts from tuition on the scale of recent years.
### II. FACTORS RELATING TO THE PREGNATIONAL STUDY

#### Background

The objective of the pregustrial study is to provide an overview of the factors contributing to the pregustrial period.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-economic</td>
<td>The socio-economic status of the individuals involved</td>
</tr>
<tr>
<td>Political</td>
<td>The political climate and its impact on the pregustrial period</td>
</tr>
<tr>
<td>Cultural</td>
<td>The cultural influences and their effects on the pregustrial period</td>
</tr>
</tbody>
</table>

#### Findings

- The socio-economic status of the individuals was found to have a significant impact on their pregustrial period.
- The political climate was found to be a major factor in shaping the pregustrial period.
- Cultural influences were also found to play a role in the pregustrial period.

#### Recommendations

- Further research is recommended to explore the relationship between socio-economic status and pregustrial period.
- The political climate should be monitored closely to ensure a smooth pregustrial period.
- Cultural programs should be developed to support individuals during the pregustrial period.

---

**Note:** The above findings and recommendations are based on preliminary research and require further validation.
Buildings.

1. Present Congestion. So far as the need of increased class room and laboratory facilities are concerned, it should suffice to point out that the latest buildings of this kind -- Classics and Rosenwald -- were built in 1915. That was nine years ago. Since then the enrollment has increased from 7,781 to 12,748 (1922-23). This is an increase of 64%. The result is almost incredible congestion, the relief of which is one of the University's most urgent problems.

The new Modern Language building, to link Harper and Classics, the School of Education college building, and the central college building across the Midway will afford sorely needed relief both in classroom and library accommodations.

2. Administrative Facilities. With the growth of the University and the expansion of its work and activities, the administrative work has increased correspondingly. The administrative officers are in cramped quarters which handicap them seriously. The erection of an administration building and the addition of administrative facilities provided in the central college building, will remove these hampering restrictions and be conducive to more efficient administrative work.

3. Refectory and Gymnasium for The School of Education. The aim of this building is to provide opportunities for physical exercise not adequately given at the present time and to promote a spirit of true companionship and fraternity by instituting a refectory for the School of Education, one of our largest and most important departments.

4. Chemistry Addition. Again we have the old story of congestion. Kent laboratory was designed for 300 undergraduate and 60 graduate
Building

1. Present condition: So far as the need of increased office room and improved facilities are concerned, it seems sufficient to point out that the present building of this kind -- classrooms and laboratories -- are now nearly 100 years old. Since then, the enrollment has increased from 400 to 700 (1939-40) and the student body is now to be found in an academic atmosphere. The present building is about 100 years old, and the University is now in need of a more modern program.

2. Administrative facilities: With the growth of the University and the expansion of its work and activities, the administrative work has increased correspondingly. The administrative offices are in need of a larger space, and the current facilities are not adequate for the expanding needs. Therefore, a new academic building is proposed to accommodate the growing requirements.

3. Educational and academic goals: The aim of the School of Education is to promote opportunities for practical experience in the field of education. It is designed to foster the development of a spirit of cooperation among the students and to encourage a sense of responsibility and integrity in their future careers.

4. Administrative matters: Again, we have the Office of the Dean.

5. Kean University has taken steps for its improvement and development.
students. The enrollment in the Autumn Quarter of 1923 was 400 undergraduates and more than 100 graduates. The most serious congestion is in the facilities for graduate and research students. There are not enough private laboratories for the staff itself. Graduates are herded in one large laboratory on the second floor, a smaller one on the first, and in two crowded rooms in the basement.

Furthermore, chemistry has undergone revolutionary developments since Kent was built. Physical and radio-active chemistry and photo-chemistry have all been developed since then, and we have no facilities for their study. There is also a serious lack of small laboratories where extensive and complicated apparatus may be permanently set up until a given problem is solved. Of all the American universities which have a large and important graduate school of chemistry, Chicago is the only one lacking a modern chemical laboratory.

The plan is to house the graduate school in the new building, leaving Kent for all undergraduate chemistry work. Quality rather than quantity is the aim, the development of from 75 to 100 research men and graduate students of the highest type being desired rather extraordinarily large numbers of men. This is shown by the estimate of $800,000 for the new building as compared with the cost of chemical laboratories at other universities; $1,500,000 at Cornell; $2,000,000 at Harvard; and $3,000,000 for the new Sterling Chemical Laboratories at Yale.

The Separate and Better Development of the Colleges.

The eventual physical separation of the colleges from the graduate schools is believed, after careful study, to be conducive
The Employment Act of 1946 required any new or expanded labor union contracts to include an 'anti-siphoning clause.' This would prevent workers from leaving the union to work for lower wages. The presence of such clauses was often cited as a reason for higher wages in unionized sectors.

Furthermore, the employment of workers in the postwar period led to increased demands for wage increases and labor-saving equipment. This shift was part of a broader trend towards increased efficiency and productivity, which was achieved through various means, including the use of new technologies and the adoption of new work methods.

The skew to wage increases in the postwar period led to increased demands for wage increases and labor-saving equipment. This shift was part of a broader trend towards increased efficiency and productivity, which was achieved through various means, including the use of new technologies and the adoption of new work methods.

The development of new technologies and the expansion of the manufacturing sector led to increased demands for wage increases and labor-saving equipment. This shift was part of a broader trend towards increased efficiency and productivity, which was achieved through various means, including the use of new technologies and the adoption of new work methods.

The skew to wage increases in the postwar period led to increased demands for wage increases and labor-saving equipment. This shift was part of a broader trend towards increased efficiency and productivity, which was achieved through various means, including the use of new technologies and the adoption of new work methods.
to better results for both. By erecting on the south side of the Midway college buildings both for instruction and residence, the physical conditions would be almost ideal for the development of a type of college in important respects different from and superior to anything that now exists in this country. By this separation the undergraduate students would be given the opportunity for the development of a type of intellectual and social life better adapted to their stage of advancement than is possible where the graduates and undergraduates mingle on the same quadrangles and in the same building. The grouping of students in small colleges or houses in which they would live together, sharing a common table and living a corporate life, would have immense advantages over the type of mass education and of unregulated social life that is almost unavoidable without some such method of grouping. The transfer of undergraduate work to the south side of the Midway will necessarily be gradual. The eventual extent of it should be determined by experience. What is important is as soon as possible to begin the process of development which may proceed as fast and as far as experience shall warrant.

The summary of our early needs contains an item of $1,800,000 for residence halls. This would provide either three halls accommodating 150 students or six halls accommodating 75 students each. The provision of these buildings would be equivalent to providing the sum involved as endowment. To this should be added in the near future, though preferably not until the first $6,000,000 has been obtained, the construction of a central college building to be used as a center of the educational life of the colleges.

Provision is also made for increased administrative work in the colleges. This is to permit the following out of the work begun under
to better prepare for college. In addition to the usual college planning, the preparation of a "college blueprint" has become an integral part of the educational process. The college blueprint should be a guide for the student in making plans for the future. It should indicate the courses of study that are necessary for a student to enter college, the requirements for admission to a particular college, and the steps necessary to complete the college requirements. The college blueprint should also provide a plan for the student's future career goals, including information on the types of jobs and the education required for those jobs. The college blueprint should be developed in consultation with the student and should be updated regularly to reflect changes in the student's interests and plans. The college blueprint should be a tool for the student to make informed decisions about their education and future career.
Dean Wilkins last year, when the number of college deans was doubled. This will make possible the close association of the students with officers of the University chosen for their capacity to make sympathetic and helpful contacts with students in their undergraduate days, and is a step in the direction of realizing our ambition to make the "best possible kind of college" along side of the highest type of graduate and professional work.

III Information Concerning the Work of the University.

It may be found helpful here to give some of the more important facts regarding the work being done at the University, the notable achievements of the various departments, etc. It should be pointed out, however, that the information that follows is only fragmentary and incomplete. To collect all the information would require several weeks, and while this will be done soon in order to prepare the pamphlets and other printed material needed in the campaign, only scattered bits have so far been gathered.

1. Anthropology. While this subject might appear to have only an academic interest, it has been applied with great success in several distinctly utilitarian lines. When we occupied the Philippines it was discovered that the interior tribes had traditions and customs which made their subjection to our laws extremely difficult, if not impossible. To overcome this Dr. David P. Barrows, who received his Doctor's degree from the University of Chicago, was sent out to make a thorough anthropological survey of these tribes. Under his direction the customs, religion, and manner of living of these tribes were minutely studied, with the result that laws were passed which eliminated some of the more objectionable practices, such as head-hunting, yet at the same time conformed with the general ideas of
Deep walking face first with the number of college years we have passed. This will make possible the close association of the students with the officers of the University and foster the spirit of cooperation to make the university and the University College more attractive and to attract more students to the University College, not only in the future but in the years to come.

III. Information Concerning the Work of the University

It may be true that in the future there will be some of the more important steps taken, and the work must go on as the University College continues to grow. It should be pointed out that the information that follows is only for information and is not exhaustive. To college officials the information may be used to plan the right strategy and any mistake will be made soon in order to become the best possible plan.

IV. Accomplishments and Needs of the University College

The information given in the University College is only for information and is not exhaustive. To college officials the information may be used to plan the right strategy and any mistake will be made soon in order to become the best possible plan.
the tribes, so that peaceful relations and obedience to the govern-
ment were possible from then on. A similar undertaking was carried 
out by the Dutch government in the East Indies. This same study of 
national and racial traditions, customs and psychology can be employed 
with remarkable results in Americanization work.

2. Chemistry. The application of chemistry in agriculture and industry 
is familiar to every one. Its growing importance in medicine is, 
perhaps, not so widely recognized. In the isolation of germs and in 
the preparation of serums and antitoxins the chemist is called upon 
for every resource at his command. Some of the more recent examples 
of the basic importance of chemistry are the discovery of insulin by 
Dr. Banting and the discovery that lack of iodine in food and water 
in the Great Lakes district was responsible for the prevalence of 
goitre. The University has been particularly fortunate in contribut-
ing equally important discoveries, notably the Dick test for deter-
mining the susceptibility of a person to scarlet fever, and Dr. 
Luckhardt's new anaesthetic, ethylene. The University has made or 
has helped to make valuable contributions in the past. The late 
J. U. Nef, the first head of the chemistry department, was recog-
nized as one of the two leading authorities on organic chemistry in 
this country. The late Alexander Smith, while still a member of our 
chemistry staff, wrote text books based upon the experience gained 
here which have been translated into many languages and which are 
probably the most widely used chemistry text books in the world.

Of the 172 persons who have received their doctor's degree in 
chemistry from the University 27 are heads of chemistry departments 
in universities; 23 hold other important university chairs; 39 have 
college appointments; 21 are in research laboratories; 18 are leaders 
in industrial chemistry; and 31 hold other technical appointments.
Comptroller, the application of a concept in research and industry.

In the field of engineering, there is a great deal of interest in applying modern techniques in research and at a very early stage. The opportunities for research and innovation are constantly expanding, and new fields are emerging. It is an exciting time to be involved in research and development.

In the field of computer science, there are many opportunities for innovation and creativity. The field is constantly evolving, and new technologies are being developed at a rapid pace. It is an exciting time to be involved in research and development in this field.

In the field of medicine, there are many opportunities for innovation and creativity. New treatments and cures are constantly being developed, and the field is constantly expanding. It is an exciting time to be involved in research and development in this field.

In the field of business, there are many opportunities for innovation and creativity. New business models and strategies are constantly being developed, and the field is constantly expanding. It is an exciting time to be involved in research and development in this field.

In the field of education, there are many opportunities for innovation and creativity. New teaching methods and strategies are constantly being developed, and the field is constantly expanding. It is an exciting time to be involved in research and development in this field.

In the field of science, there are many opportunities for innovation and creativity. New discoveries and advancements are constantly being made, and the field is constantly expanding. It is an exciting time to be involved in research and development in this field.
One is an editor and writer on scientific subjects of international renown.

The Oriental Institute. Probably one of the most widely known of our staff is Dr. Breasted, who has contributed so much to our knowledge of the past. The University is fortunate to possess a permanent field laboratory at Luxor, and has the distinction of being the only university to possess one. This is under the direction of Dr. Harold H. Nelson. Other contributions, most of them still in process, are the Coffin Texts. This is an almost herculean undertaking and comprises the photographing of all the texts which were inscribed on the inside of coffins in Egypt some 4000 years ago. The photographing and translating of these texts, and, finally their publication, will make it possible to understand more fully the Book of the Dead, that great repository of the religious ideas of the Egyptians. The Institute is also compiling an Assyrian dictionary, which will facilitate enormously the deciphering of inscriptions and manuscripts. It is also compiling archives, in which will be classified according to subject references to the existing sources of Oriental knowledge, whether it be in museums or in original form in any part of the world. These archives will be of incalculable assistance to the scholar in research or in the preparation of books upon Oriental subjects.

Another work being undertaken is the compilation of animal fables, the forerunners of Aesop and even of Uncle Remus, which, when completed, will enable the Institute to trace the influence of these ancient tales down through the centuries.

This Institute furnishes an example of the way in which private beneficence may develop a work of world-wide interest. The Institute is doing a work which no other institution anywhere is doing. It has thus far been made possible by the gifts of a few donors, of whom
One is an editor and editor of scientific and technical journals.

The Editorial Office is the permanent organ of the Volkswagen Foundation. It is responsible for the publication of the Foundation's journals and for the preparation of international conferences. It also acts as an advisory council to the Foundation.

The Editor in Chief is appointed by the Foundation's Board of Directors. He is responsible for the editorial policy of the Foundation's journals and for the preparation of conference proceedings. He is also responsible for the overall management of the Editorial Office.

The Journal of the Foundation is published quarterly. It contains articles on the Foundation's activities, as well as reviews of books and conferences. The journal is distributed free of charge to all members of the Foundation.
Mr. John D. Rockefeller, Jr., has in five years given $150,000. Mr. Rockefeller has also promised $50,000 a year for the next five years.

4. The Physical Sciences. To the utilitarian who believes in undertaking only such work as promises practical results, the discoveries and inventions in the field of the physical sciences offer the most convincing corrective of his point of view in the proof which they afford of the value of the pursuit of pure science. Not more than 30 years ago nearly every physical laboratory possessed tubes filled with rarefied gas which could be made to glow by sending through them electrical discharges. These tubes were then considered novelties, as a means of amusement. But in 1895 Roentgen discovered in one of these tubes the X-ray. Further studies of matter in vacuum enabled Sir J. J. Thompson to discover the electron, one of the fundamental bricks of which all matter is composed. In pursuing these studies it became necessary to improve the means of producing high vacua. This led to a study of pumps, with the result that today pumps will accomplish in a few seconds what the pumps of 15 years ago required hours to do.

A type of research which fifteen years ago would have seemed least likely to have utilitarian value is illustrated by the investigation by Professor O. W. Richardson, first in England and later at Princeton, of the emission of electrons from heated wires. Yet the result of this study is the modern radio tube which has revolutionized long distance telegraphy and wireless telegraphy and brought into existence the science of wireless telephony. Pursuing the study of electrons in Ryerson laboratory of The University of Chicago Professor R. A. Milliken succeeded in reaching a determination of the smallest conceivable charge on the electron. It was for this series of experiments, of immeasurable scope, that he received the Nobel prize.

The mathematical methods devised for the study of the motions of
The experimental method for measuring the various factors of the motion of a vehicle...

A study of the motion of a vehicle under various conditions...

The experimental setup included measurement of...

The results indicated that...

In conclusion, the experimental method for measuring...

This method provides valuable insights into the motion of vehicles...
the planets and upon which were based the theory of the development of our solar system, as worked out by Professors Moulton and Chamberlin, were found by the former to be the very methods necessary for solving the vital problem of increasing the range and accuracy of artillery fire. As head of the Ballistics Branch of the Ordnance Department, Professor--then Major--Moulton materially increased the range and decreased the dispersion of our artillery during the war. In the case of the 6-inch field guns the range was doubled, from 8 to 16 miles, and the dispersion reduced to one-eighth of its original area. Yet before going to Washington Professor Moulton had had no practical artillery experience.

Professor Michelson is known most widely for the scientific optical devices which he has invented and for his having been able to measure the star Betelgeuse, a feat equivalent to the determination of the diameter of a penny at a distance of 1000 miles. Yet he is also the inventor of the range finders used in the United States Navy, which have materially contributed to our pre-eminence in naval marksmanship.

5. Political Science. One might quite naturally conclude that in this department the purely theoretical side might be emphasized with little or no attention being paid to the practical. It will be found, however, that members of the staff are as keenly interested in the purely practical aspects of their subject and are making contributions of as great utilitarian value as are their colleagues in other departments.

Professor Merriam is to be credited with the initiative in establishing the itemized budget system in Chicago, in organizing the Chicago Bureau of Public Efficiency, and for leadership in the movement for city zoning. Professor Freund has on numerous occasions
The phrases and words which were passed the crowd at the demonstration of our softer stands as remarks and Prologue to Motion Picture and Gasparilla were, too, part of the larger to do the very words spoken by the speakers. The interest of the audience and economy of the literature.

The “As fees of the Palladium” has a properly mentioned increased the value and gets increased the distribution of our material in the city, we can indeed see the gathering. In one speech the longer the better, every good, from 8 to 10 miles. And the distribution between two one of the illustrated maps. And to our delight at the sight of a great city of 200 miles. Yet to be.

The invention of the range lights used in the United States can lift a wave have materially contributed to our pre-eminence in many markets.

8. Poeticism Science. One mighty during the eastern and western age in our government the much superficial and superficial was usually underestimated little or on attention paying due to the practical. It still is, but we can hear that members of the state and as soon therefore of the people's speech. Vocabularies of short and long and the matter of communicating as such differentiations value as we can see the evidence in other appendages.

Professor Eminent is to be expected with the initiative to supply.

Identify the key points and suggest an action plan for the reader.
served municipalities and states as adviser in charter and constitution making. Professor White has recently completed a survey of the scientific research carried on in various state governments in response to a request by the National Research Council and is now engaged, at the request of Mayor Dever, in a study of morale in the Chicago municipal service. Professors Merriam and Gosnell have just completed a study of non-voting, the publication of which is expected in the very near future; Professor Dodd was lent to Governor Lowden to establish the Legislative Reference Bureau at Springfield.

6. Psychology. Here too is a department which might be expected to devote itself to purely scientific matters. It does so, but some of the products of its researches have proven to be of immense value, particularly from the social viewpoint. Graduates of this department were leaders in establishing the army personnel system during the war; graduates of the department established and directed the Trade Test Division of the War Department. Other graduates were among the first to appreciate the value of child study, to organize departments of such study in the public schools departments and to develop clinical work in connection with juvenile courts and state reformatories. From such research in psychology there may be expected in the not distant future entirely new conceptions of behavior which may alter radically our present methods of handling and treating delinquents and criminals.

7. The School of Education. With an elementary and high school of its own already serving as laboratories for research in education, the School of Education is beginning to extend its studies to the college field in co-operation with the faculty of the colleges. It thus aims to make its studies and researches thorough and comprehensive.
This, supplemented by its intimate contacts through its staff and its graduates, with leading school systems throughout the country, will place it in a unique position among schools of education.

From its earliest days the school has attained distinction for its scientific study of education from every angle—methods of instruction, curricula, and school administration. When the city of St. Louis wanted to know just how its public school system was getting along it called upon this department to make a survey of it. The application of scientific methods of survey made it possible to render an accurate and comprehensive report of the exact condition of the schools. Similar surveys have been made in San Antonio, Denver, Grand Rapids, Cleveland, and many smaller cities.

One especially important contribution made by the department has been in the matter of school curricula. These are in the process of revision throughout the country. The School of Education has been the source of new materials and new methods in mathematics, French, the sciences, social studies, and in English. It is the best known center in the world for studies on reading and handwriting. It is engaged at the present time in an elaborate study of the teaching of arithmetic. The school attracts during the Summer Quarter a great number of school superintendents and principals, in addition to still larger number of public school teachers, from the entire Mississippi Valley and during the other Quarters there is to be found here the largest group of graduate students in education to be found in any institution west of the Alleghanies.

In the foregoing paragraphs an effort has been made to present some idea of the variety and scope of work under way at the Univer-
sity. Many things have been omitted which deserve mention. Some of the more recent achievements, such as Dr. Goodspeed's American translation of the New Testament, are too fresh in the public mind and too well known to need mention. The primary purpose has been to give a partial bird's eye view of the University and to point out briefly how many undertakings, begun and carried out for the advancement of pure knowledge or science, have been the means of developing contributions of immense material or social value.
# Heating Data

## Buildings Connected to Power Plant

<table>
<thead>
<tr>
<th>Building</th>
<th>Cubic Ft. Heated Space</th>
<th>Radiation</th>
<th>Coils</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Direct</td>
<td>Direct &amp; Indirect</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anatomy</td>
<td>388,082</td>
<td>4073</td>
<td>2520</td>
<td>6593</td>
</tr>
<tr>
<td>Bartlett</td>
<td>1,104,910</td>
<td>2272</td>
<td>40140</td>
<td>42,412</td>
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<td>Beecher Hall</td>
<td>288,900</td>
<td>1569</td>
<td></td>
<td>1,568</td>
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<tr>
<td>Belfield Hall</td>
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<td>5245</td>
<td>22255</td>
<td>27,501</td>
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<tr>
<td>Economics Greenhouse</td>
<td>72,084</td>
<td>2434</td>
<td></td>
<td>2,434</td>
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<tr>
<td>Blaine Hall</td>
<td>1,379,501</td>
<td>7454</td>
<td>42000</td>
<td>49,454</td>
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<tr>
<td>Blaine, Room 125</td>
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<td>Botany Building</td>
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<td>Botany Greenhouse</td>
<td>91,982</td>
<td>2943</td>
<td></td>
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<tr>
<td>Boys Club</td>
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