PROPOSED NEW SCALE

Professors  $4000. - $6000.
Associate Professors  $3000. - $3600.
Assistant Professors  $2100. - $2700.
Instructors - 2 Yrs.  $1300. - $2000.
Instructors - 3 Yrs.  $1200. - $1400. - $1600.

Asso.  1200 - 1300.

Law  6000 - 8500.
500 added each 5 yrs.
PHYSICALLY IN SCALES

\$4000.00 - \$6000.00

Professor

\$5000.00 - \$7000.00

Associate Professor

\$8000.00 - \$10000.00

Assistant Professor

\$12000.00 - \$14000.00

Instructor - 3 Yrs.

\$15000.00 - \$17000.00

Instructor - 5 Yrs.

\$18000.00 - \$20000.00

Instructor - 8 Yrs.
My dear President Judson:

The whole question of professors' salaries is to be discussed by the Yale Corporation at its next meeting. Our existing salary scale provides for salaries from $4,000 to $5,000 and no professors receive over this, except a few Deans and two men in the Law School. In preparing for next Monday's meeting, I would appreciate it if you could send me information covering the following questions:

1. The number of professors in your university, not including administrative officers, who receive over $5,000 annually.

2. The salaries paid to these professors

3. A statement, so far as you may think it proper to send one to me, regarding the policy of your university in the matter of paying a few men of great distinction very high salaries.

Your answers to these questions will be very much appreciated. I am making them as simple as possible, knowing from experience the nuisance of the questionnaire.

Very truly yours,

[Signature]

President Harry P. Judson,
University of Chicago,
Chicago, Illinois.
November 15, 1916

Yale University
New Haven, Conn.

Dear President: I have been very glad to know that the whole question of promotion has been brought to your attention. I am sure that you will be glad to know that the question of promotion is being handled with great care and thoughtfulness. The matter is now being considered by the Committee on Promotions, and I shall be glad to have any further information that you may be able to give me.

Sincerely yours,

[Signature]

[Handwritten note:]

I am very much interested in the matter of promotion and would appreciate any information you may have.

Yours truly,

[Signature]
PERSONAL

Chicago, November 16, 1916

My dear Mr. Stokes:

Your favor of the 14th inst. is received. Our professors, aside from any salaries which any of them may receive as administrative officers, range in salary from $5,000 up. We have, I believe, twenty-one whose salaries exceed $5,000. The salaries in question are $5,500, $6,000, and in some very few cases, $7,000. We have no objection whatever to paying a few men of great distinction very high salaries. Such cases, however, are regarded as wholly exceptional. By far the greater number of our full professors receive a salary not exceeding $4,500, although a fair number have a $5,000-salary. I may add that in most cases those who have the salaries above $5,000 are heads or chairmen of departments. At the same time the salary is given them not for any administrative duties which they perform but on account of what we regard as their personal eminence professionally.

Very truly yours,

H.P.J. - L.

Mr. Anson Phelps Stokes
Yale University, New Haven, Connecticut
Chicago, February 8, 1917

Dear Mr. Merrill:

Thanks for your note enclosing transcript from the "Yale Alumni Weekly." The suggestion of Mr. Vincent is interesting, but in my opinion not at all practicable. We have to take facts as they are — not as we should like to have them. The net result of increasing the scale of compensation for members of the Departments in question, in which I may add my own Department is included, could be only one thing, that is, materially to cut down the scope of the University in order to compensate a portion of the staff at the higher rate. I wish that were not the case, but am very much afraid it is.

Very truly yours,

H.P.J. - L.

Mr. E. T. Merrill
The University of Chicago
Dear Mr. Merrill:

Thank you for your note explaining the situation.

I read the "Yale Annual Weekly" with great interest, but in my opinion not at all persuasive. We have to take these as they are and not as we would like to have them.

The net result of increasing the scope of the U.S. Department in question would at any rate be only one thing, that is, the University to cut down the scope of the University in order to accommodate a portion of the staff at the higher rate.

I may that were not the case, but as very much strongly if I

Very truly yours,

[Signature]

Mr. E.T. Merrill
The University of Chicago
24 May 1919

My dear President Judson:

What are you proposing to do regarding the increase of salaries for the next college year, or the years? Your interpretation of conditions would be most grateful. My heart does go out to my associates in their desire for larger incomes.

If I could have your reply by next Wednesday morning, the 28th, it would be an especially great favor.

With affectionate greetings, I am

Ever yours,

[Signature]

President Harry Pratt Judson, LL.D.
MY GEORGE PLEASANT JEWETT

What are your plans for

for next year? Your information

in connection with your association for

travel purposes.

If I can help you in any way,

in any way, especially with

with your

with your plans.

Yours truly,

[Signature]
Chicago, May 27, 1919

My dear President Thwing:

Your note of the 24th inst. is received. By great prudence in the management of our finances we have been able to do something for upwards of a hundred of our faculty for next year. The percentage was not in all cases such as we should have liked, but as you know, while the general costs of things have increased enormously, incomes of college funds have not increased to the same extent. There ought to be a material change in the general scale of salaries. We have not had to do that. Our scale will need very slight modifications, because it is a flexible one. Full Professors, for instance, with us receive salaries ranging from $3,000 to $6,000. It is not, therefore, a question of the scale, but of the application of the scale to individuals
May 5th, 1919

My dear President Thompson,

Your note of May 31st has been received. I am much interested in the management of our finances and have been able to do some work for purposes of the budget that may be of some importance for next year. The object of the economy in our budget has not been to interfere with the educational needs of the College but to see that the necessary support is given to the teaching as well as to the administrative staff. You know that the general cost of running a college has increased tremendously in recent years, and I am anxious to see how this may be met. The same principle to be applied to the special case of the College is that we have not to go on building up the expenses in a way which will mean very high cost and no increase in the end. The principle is not to be a flexible one. If we have a precedent for instance in the case of the College to raise the admission from $6,000 to $8,000, it is not, therefore, a precedent of the sort, part of the application of the case to circumstances
of a certain rank, and that means funds.

As I look at it, the present situation as to the prices of the means of livelihood is not temporary. I believe that there is a permanent increase in the scale of prices, not only in this country, but throughout the world. Of course when I say "permanent" I mean one which will last a number of years. The fundamental cause of it, as I look at it — of course there are more causes than one — but the fundamental cause, is the enormous inflation which prevails the world around. This inflation, primarily caused by the war, of course includes the enormous increase in the circulating medium, consisting very largely of paper currency and other evidence of indebtedness as well as the great inflation caused by permanent indebtedness of all nations. Prices, therefore, do not represent a real increase in relative values of commodities, but a difference in the purchasing power of the monetary unit of value. This inflation will, so far as I can see, be long-continued.

This of course raises a problem in all institutions of learning which have relatively fixed incomes. It is necessary to adjust expenditures to the general price scale of the world within reasonable limits. It means on the part of the state institutions additional
As I look at it, the present situation is not comparable with the position of the means of livelihood being not commensurate. I would agree that there is a permanent increase in the scale of prices, not only in the commodity, but throughout the world. Of course, when I say "permanent" I mean one which will last.

The fundamental case of it, as I see, is a number of causes.

Take it as it is, one cause there are more causes than one.

One fundamental cause is the anomalous situation in which the prices are set.

Which prices are the market bound.

In which the cause of the world is one of course increase of commodities increase in the allocational market, commodity and other evidence of independence as well as the exact situation case of the fundamental independence of all factors. Prices, therefore,

Do not represent a real increase in the case of commodities, and a difference in the productive power of the monetary unit of value. The situation will be that as I can see, be long-continued.

There is of course, no profit in my situation.

At determining which may have led to the fixation of the necessary to adjust expectations to the central price. Notice of the world within reasonable limits. It means on the part of the state intervention negligible.
appropriations, which come of course from taxes. On the part of endowed institutions it means that there must be larger endowments. There have been "drives" on a large scale for necessary war purposes in the last two years. The next two years must see something corresponding to that on behalf of our endowed educational institutions.

With best regards, I am,

Very truly yours,

H.P.J. - L.

President Charles F. Thwing
Western Reserve University
Cleveland, Ohio
appreciation, which come of course from France.

Part of another institution is meant that there must be
inter-country.

There have been "grivas" on a large
scale for necessity war purposes in the last two years.
The next two years will see some kind of collective
interchange.

On behalf of our exchange association I am,

Very truly yours,

N. T. L. — I.
**SCALE OF SALARIES**

**Effective July 1, 1919**

**Divinity School**

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors</td>
<td>$4,000. to $5,000.</td>
</tr>
<tr>
<td>Associate Professors</td>
<td>3,000. to 3,600.</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>2,100. to 2,700.</td>
</tr>
<tr>
<td>Instructors, for three years and on reappointment up to</td>
<td>1,500., $1,600. and $1,700. up to 2,000.</td>
</tr>
<tr>
<td>Associates, for two years</td>
<td>1,200. 1,300.</td>
</tr>
<tr>
<td>Item Description</td>
<td>Quantity</td>
</tr>
<tr>
<td>------------------</td>
<td>----------</td>
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<tr>
<td>Item 1</td>
<td>1</td>
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<td>Item 2</td>
<td>2</td>
</tr>
<tr>
<td>Item 3</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
The Board of Trustees
University of Chicago.

Probably no act of the Board of Trustees ever caused so much genuine pleasure or was so practically helpful to so many people as that by which, on September 9, 1919, the salaries of 173 administrative officers and members of the teaching staff were increased.

Checks representing the amount of increase for the months of July and August were prepared in advance by the Auditor's Office and the Secretary's formal notification to each person was likewise written so that the checks were mailed on September 10. The result of prompt mailing placed these remittances in the hands of the members of the faculties at the close of the vacation period when professorial funds are proverbially low and when the increase was especially appreciated.

One hundred and sixty-five letters acknowledging the increases of salary have been received by the Secretary. They breathe a spirit of loyalty to the University, of gratitude to the Trustees and of appreciation of the manner in which this relief was extended at a time when expenses are steadily rising. Many letters expressly ask that sincere thanks be returned to the Trustees.

One professor writes: "This action is another evidence of the skilful management of the University
The Board of Trustees

University of Chicago

Prorogation on account of the Board of Trustees

...ear or coming to many genuine pleasures of the US, but particularly
practical ... on September 6.

The report of the Executive Committee and
members of the faculty are now increased.

Please represent the amount of increase
for the months of July and August will be reported in advance.

On the question before and the Executive Committee matter.

...action for each person may receive written so that the
opinion were written on September 10. The report to Board
will...please these remittances in the hands of the
members of the faculty at the time of the report.

when the increase were especially appreciated.

One hundred and sixty-five letters were
notifying the increase of salary have been received by
the Secretary. They present a spirit of loyalty to the
University, of gratification to the Trustees and of appreciation of
action of the council in which this letter was exchanged at
a time when experience in the field of practice and
...expressly not that passage of return of the

Trustees.

One hundred letters, "The faculty is
another evidence of the efficient management of the University..."
The Board of Trustees

in these troublous times.

Others write: "My return to 'God's country' was rendered more sweet by the action of the University authorities"

"I assumed that the President and Trustees were doing all they could to meet the need and, consequently, I had refrained from making any appeal for relief. You have my heartiest thanks."

One significant letter deserves quotation in full:

"I accept cheerfully the increase of salary and the check enclosed for arrears on the new scale. I am glad indeed that the University is able to meet in this handsome way the needs of the teachers, many, if not most, of whom had begun to feel the pinch of the new times.

Personally, I could not have expected so much and so feel rather more thankful that my services are counted as welcome than I had thought of. During the last year I have felt compelled to decline membership in one or two clubs, of a civic nature, in Chicago that I felt I ought to join and I have had to curtail some expensive things, perhaps not luxuries, in order to keep things going, the children in school and pay obligations that could not be delayed.

But however the pinch seemed to annoy now and then, I have never for a moment regretted that I enter-
The Board of Trustees

in these circumstances.

Offered off the return to God's country,

we received more secret by the action of the University

authorities.

I assume that the President and Trustees

were going on then, and that, to meet the need and correspondence,

I had intended to make you aware of your letter. You have

my bestest thanks.

One significant indication of this is

I received another letter from the President.

and the approach already for action on the new matter. I am,

with the University to this in the knowledge of the needs of the President, may I not, for

I am unable to feel the burden of the new change.

Personally, I cannot not have expected to

worry or so feel better more thankful that my existence and

coming as welcome since I had thought of. At the last year I have left completing to get to temper myself one at

the two groups of a civic nature, in Chicago and that I left

society, and I hope to control some experience

which, perhaps, not unfurtable in order to keep crimes.

cannot not be gathered.

But however the pinch seemed to amount now

and then, I have never for a moment regretted that I accepted.
ed the profession of teacher and student. The wealth that
so bounds in Chicago does not disturb me. The opportunity
to study and think and associate with those who think is
indeed good compensation. Yet I must not leave the impression
that I do not think a teacher ought to have a generous reward in
actual goods."

"It is with deep gratitude that I see my
University in the van of so right a movement as she has been
in the van of many movements in the past. The move means
much for all of us. What it means to instructors, especially
those with young families, is incalculable.

For the University it will inevitably mean
the strengthening of that personnel which is the ultimate
energy of any institution of learning."

"I appreciate this action of the Board of
Trustees all the more because I have never asked an in-
crease of salary, knowing that when the time should arrive
suitable action would be taken. It is my intention when
I pass, perhaps before, to have the property accumulation of
a temperate lifetime go to the University, knowing it can
be given to no better purpose."

"Better than any building or other material
gain at this time is the splendid enthusiasm with which the
members of the faculty will begin the college year".

"I acknowledge with thanks the notice and
the enclosed check and may, perhaps, be permitted to add
The Board of Trustees

of the University of Texas at Austin.

The westmen claim to have been
on parole in Texas for nearly 20 years. I am not disposed to agree
with those who think
in the sense of compensation. Yet I must not impair the impression
that I do not think a senator ought to have a permanent rest in

"Savoy House."

It is with deep regret that I see
University in the van of so great a movement as one has seen
in the van of many movements in the past. The same means
much for all of us. What it means to instruction, especially
those with young families, I can contemplate.

For the University it will not necessarily mean
the achievement of that personnel which is the ultimate
energy of any institution of learning.

I emphasize this section of the Board of
Trustees will not have been in the

raise of salary? I mean that when the time comes when
sufficient section may be taken. It is my intention when
I become a member of the faculty to have the property neglection of
a Temperance Lifetime for the University, knowing it can
be given to no better purpose.

Present from any particle of officer material

rare of the time in the splendid sustenance with which the
members of the faculty will begin the college year.

I acknowledge with thanks the notice and
the enclosure, a check and my, perhaps, a parcel to and
The Board of Trustees

an expression of my appreciation of the wise policies
that have made it possible, as well as of the considerate
courtesy with which such matters are managed at the
University of Chicago."

"This generous increase is gratefully acknowledged.
Circumstances were compelling me to seek means of supplement-
ing my salary - which would mean just so much energy subtracted
from University interests. This relief makes it possible to
give myself whole-heartedly and gladly to the attempt
steadily to improve the quality of work done in my special
field. It is sure to evoke a fine spirit of cooperation."

There is an occasional remark that gives indication of the pressure under which some of the staff are
working: One letter says: "The favor is acknowledged
with thanks. The increase granted is less than one-half
the increase I must give my maid."

One instructor remarks: "The $6.33 per month
is welcome; it comes within 33 cents of meeting the advance
in my rent."

Very truly

[Signature]
Secretary
The Board of Trustees

an expression of my appreciation of the wise policies
that have made it possible, as well as of the cooperation
conferred with which such matters are managed at the
University of Chicago.

This generous increase in generously acknowledged.

It is necessary to explain the difficulty of work gone to my regret. It is made to evoke a fine spirit of cooperation.

There is no occasion to remark that given time
notion of the pleasure under which some of the staff are
working: One letter says: "the loan is remembered
with pleasure. The increase granted is less than one-half
the increase I want. Give my regards."

Your truly,

Secretary
Satisfaction Guarantee: Money Back Satisfied.

This is a saving on every suit of

$16.50

are to be had at all three of our

owning, King & Co.

St. Street,

Fulton St. and DeKalb Ave., Brooklyn

16-26 Co.
Brown's Instructors Get More Pay.

PROVIDENCE, June 17.—Salaries of the teaching staff at Brown University were increased today at the annual meeting of the corporation. The advances were: Professors, $4,500 to $6,000; associate professors, $3,500 to $4,000; assistant professors, $2,500 to $3,500; instructors, $1,200 to $2,000.

Another of A. E. F. Dead in Coblenz.

Special to The New York Times.

WASHINGTON, June 17.—One army casualty was reported to the War Department from the American Army forces in Germany. Bernard Murphy of Versailles, Ill., a private in Company A, 7th Machine Gun Battalion, died of accident at Coblenz, on the 11th Inst.

State Suffrage Fails in Louisiana.

BATON ROUGE, La., June 17.—The State woman's suffrage amendment failed today to receive the necessary two-thirds vote in the Senate. The vote was 23 to 18.
<table>
<thead>
<tr>
<th></th>
<th>Harvard</th>
<th>Yale</th>
<th>Columbia</th>
<th>Chicago</th>
</tr>
</thead>
<tbody>
<tr>
<td>maximum</td>
<td>8000</td>
<td>8000</td>
<td>8000</td>
<td>7000</td>
</tr>
<tr>
<td>minimum</td>
<td>6000</td>
<td>5000</td>
<td>6000</td>
<td>6000</td>
</tr>
<tr>
<td>associate professor maximum</td>
<td>5500</td>
<td>5600</td>
<td>3500</td>
<td>4500</td>
</tr>
<tr>
<td>associate professor minimum</td>
<td>5000</td>
<td>2400</td>
<td>3000</td>
<td>3000</td>
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<tr>
<td>maximum</td>
<td>4500</td>
<td>5300</td>
<td>3600</td>
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<td>maximum</td>
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</tr>
<tr>
<td>maximum</td>
<td>1600</td>
<td>1500</td>
<td>2000</td>
<td>1800</td>
</tr>
</tbody>
</table>

Committee on Salary Scales
The University of Chicago
CHICAGO, ILLINOIS
Office of the President

Lib. Staff?

Profs. = + 1 13,000
       3,000
       16,000
       28,833

Ass. Prof.

18,970
18,970 + ?

Ass. Prof.

21,900

Prof.

19,100
19,100

Cal. for

Ass. Prof.

3,900

Ass. Prof. +

3,300

Prof.

2,800

12,200
12,200

8,580
8,580

2,600
19,000
22,000
8,700
9,500

25,833
8,5200
ADDITIONS TO ESTIMATES OF INCOME

Budget 1920-21

Increase in estimates of income
from Room Rents on account of
Increase in Rates - $20,000.
of this amount there should be
reserved for additional costs
in the Department of Buildings
and Grounds $10,000., leaving
a balance available for
increases in salaries $10,000.00

Increase in estimates of income from
Student Fees 15,000.00

20 per cent of estimate of income from
Noyes Foundation for instruction in
specified departments 11,600.00

Provision made by General Education Board
for the year 1920-21 for the purpose
of increasing salaries 50,000.00

Total 86,600.00

June 4, 1920.
REPORT OF SPECIAL COMMITTEE ON SALARY SCALE.

The Board of Trustees,
The University of Chicago,

Gentlemen:

Herewith submit the following report on the scale of salaries in the University with recommendations for the modification of the same:

At the time of the organization of the University in the autumn of 1891, the following scale of salaries was informally determined:

Head Professor, $4000, to $5000.
Professor.........$3000.
Associate Professor, $2500.
Assistant Professor, for a four year term, $2000.
Instructor, for a three year term, $1200, $1400, $1600.
Associate, for a two year term, $1000, $1100.

In the minutes of the Board there is no record of this definite scale, which the various actions recorded implied.

At the November meeting, 1891, the salary of the Head Professors was fixed at $5000. At the December meeting, 1891, it was increased to $7000. This change in the salary of a Head Professor, was due to obvious circumstances connected
REPORT OF SPECIAL COMMITTEE ON SALARIES, 1931

The University of Chicago

Dear Professor:

We have received the following letter from the Committee on the Constitution and Organization of the University:

At the time of the organization of the University in the summer of 1931, the following scale of salaries was in effect:

Professor \( \geq 5000 \) to \( \geq 8000 \)

Associate Professor \( \geq 4000 \)

Assistant Professor \( \geq 3000 \)

Inasmuch as you have been a member of the faculty since 1932, an increase of \( \geq 1000 \) to \( \geq 2000 \) is in the minutes of the Board of Trustees in the matter of

In the minutes of the Board of Trustees in the matter of

At the November meeting, 1931, the salary of the Head Prof.

In the November meeting, 1931, the salary of a

\( \geq 1000 \) to

\( \geq 4000 \), the salary of a professor, was increased to \( \geq 8000 \), this increase to take effect of a

\( \geq 8000 \), the salary of a professor, was increased to \( \geq 8000 \), this increase to take effect as of a
with securing suitable men for the new institution. No change was made in the rest of the scale.

In 1894 and thereafter new Head Professors were appointed, but on the original scale of $4000 to $5000. It does appear, although not specifically recorded in the Minutes of the Board, that the $7000 salaries were merely adapted at the organization of the University as a temporary expedient.

In 1907 the salary question was again taken into consideration by the Board. It was plain that the salary of a Professor, $3000, was too low, and that a general reorganization was desirable. At the meeting of the Board in December, 1907, it was tentatively agreed, 1st: that for members of the permanent staff in advance of the three grades a maximum and a minimum salary shall be fixed, and that for any individual within those grades the salary paid shall depend, not on the time of service, but on the discretion of the Board; and, 2nd: that for members of the Faculty appointed for a term of years, a maximum and a minimum salary shall be fixed, with advances depending on term of service.

At the meeting of the Board in January, 1908, the following salary scale was enacted:

Heads of Departments, maximum, $4500, minimum, $6000.
with pertinent amendments so far as the new information appears, was made in the last of the report.

In 1934 the interpretation was any endorsement made apparent by the Board, and its decision as to the matter described as a responsibility or a preliminary appointment.

In 1934 the Board was further advised of the executive and Board of the University as a temporary appointment.

In 1934 the Board was further advised of the executive and Board of the University as a temporary appointment. The report of the Board of Directors was presented to the Board at the meeting of the Board in December, 1934. It was then that the salary of $4000 was paid to the Board, and the Board of Directors was appointed.

The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment.

A minimum salary of $4000 was paid to the Board, and the Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment.

The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment. The Board of Directors was further advised of the Board of the University as a preliminary appointment.
Professors not Heads of Departments, Minimum, $3000;
Maximum, $4500.

Associate Professor, Minimum, $2500;
Maximum, $3000.

Assistant Professor, four years, Minimum, $2000;
On reappointment, $2500.

Instructors, three years, Minimum, $1200
$1400
$1600
On reappointment...
Minimum, $1600.

Associates, two years, $1000 to $1200.

At the meeting of the Board in January, 1911, it
was voted that thereafter the administration of Departments
should ordinarily be conducted by a Chairman, to be ap-
pointed by the President of that Department, to serve two
years, at the end of which term a new Chairman shall be
appointed or the same one reappointed.

At the meeting in February, 1908, action was taken
ratifying the action of the Trustees of the Baptist Theolo-
gical Union, of the previous day. Scale of salaries in the
Divinity School was enacted as follows:

Heads of Departments... Minimum, $3500
Maximum, $4500.

Professors not Heads of Departments,
Minimum, $3000;
Maximum, $4000.
At the meeting of the Board in January, 1921, it was voted that the entire 
revision of the administrative officers of the Department 
should be made. Appreciation of a recommendation by the 
Committee on Administrative Procedure, to tenure the 
positions of the heads of the Departments and end the 
practice of the annual selection of new Administrative 
Officers, was one of the items on which there was a new 
Administrative Policy.

Divisions are accordingly as follows:

- Executive Office
- Minimum: $400
- Maximum: $4500

- Administration
- Minimum: $400
- Maximum: $4500

- Research and Design
- Minimum: $400
- Maximum: $4500

- Development
- Minimum: $400
- Maximum: $4500

- Production
- Minimum: $400
- Maximum: $4500

- Finance
- Minimum: $400
- Maximum: $4500

At the meeting in September, 1921, action was taken to 
redefine the positions of the Trustees of the Research and 
Development Unit. The previous gap in the salary schedule in the 
Executive Office was corrected as follows:

- Minimum: $400
- Maximum: $4500

- Research and Design
- Minimum: $400
- Maximum: $4500
The remaining scale as in the Faculties of Arts, Literature, and Science.

It was also voted that salaries paid or ranks given to members of a Department shall be determined without reference to the method of departmental administration, and that whenever the interest of the University seems to make it desirable, more than one person in the same Department may be given the maximum rank and salary.

Considering conditions relative to the cost of living, it becomes desirable in all institutions of learning so far as practicable to provide larger salaries. This matter is receiving similar consideration throughout the country. In the University of Michigan the State Legislature made an additional appropriation of $500,000.00 at its last session for the purpose of increasing salaries. The scale was altered for Professors from the former rate of $2500 to $4000, being advanced to a minimum of $3200 and a maximum usually of $5000. Several have been advanced to $5000, and a small number to $6000. The increase in the salaries of Professors has reached an average of approximately 25%. Associate Professors have been advanced from a scale of $2100 to $2400, to a scale of $2600 to $3100, the advance in individual cases
The remaining cases as in the preceding text are

precedent, and so on.

It was also noted that sufficient bank or twelve eggs

were required to complete the report of government administration

and that whenever the interest of the university seems to

make it necessary, more than one person in the same

department may be given the maximum rank and salary.

Concerning competitive exams to the cost of life

The competitive exams in all institutions of learning

are not to be considered to provide for admission, the

correct in receiving similar competitive examinations in

higher, in the universities or higher, the State Legislature

made an additional appropriation of $50,000.00 to the last

section for the furtherance of competitive exams. The society

are offered for professors from the lowest rate of $3,500 to

$500, under the limit of $3,500 and a maximum

maximum of $500. Beyond have been advanced to $3,100, and a

small number to $500. The influence in the salaries of these-

cases may be gained as evidence of approximately $2,000.

Professors have been advanced from a scale of $3,500 to $3,500,

to a scale of $3,500 to $3,500, the advance in insignificant cases.
being about twenty five percent.

Assistant Professors advanced from a scale of 
$1500 to $2000, to a scale of $2200 to $2700, the increase being 
about 30%.

Instructors advanced from a scale of $900 to $1600, 
to a scale of $1300 to $2100, an increase of about 30%.

In Yale University the salary of an Associate Prof-
essor advanced to $3500, being about 20%. The salary of 
Assistant Professors advanced to $2500 for three years and 
$3000 for two additional years, or about 20%. Instructors 
for four years, ranging from $1250 to $2000, at an increase of 
25%. In the Law School the maximum for Professors advanced 
from $7000 to $7500. The present scale for Professors is at a 
minimum of $4000 and a maximum of $6000. It is intended to 
increase that in the autumn at a probable rate of about 25% 
in individual cases. The new maximum is therefore not yet 
accomplished.

In Harvard the present scale of Professors salaries 
has a minimum of $4000 and a maximum of $5500; Associate 
Professors at $4500; after five years service $4000; 
Assistant Professors, for the first five years, $2500; for 
the second five years, $3000; Instructors ranging from
Place forty percent five percent.

Whereas proprietors engaged in a store at
$1500 to $2000 to a store at $2500 to $7500.

The incidence point

5000 for two additional receipts at $5000.

In the unlikely event of an associate point:

interest on $5000 to $5000. The receipt of

$2500 for a new associate receipt at $5000.

For your November from $4500 to $3500.

The new associate receipt at $3500.

The present rate of association is $3500.

It is intended to increase that in the amount of a percentage rate at point 25.

In the November case the new maximum is $10000.

In the present case or the present rate of association.

For a minimum at $6000 and a maximum at $3500. The associate

interest on $6000 after the lease reversion $3500.

For the future five years $2500.

The excess five years $2500. Interest on reversion.
$1000 to $1500. Harvard is engaged in a plan for raising an $11,000,000 endowment, the greater part of which is to be used for salaries.

Columbia University has not an exact scale. Professors' salaries range from $4000 to $15,000. There are twenty receiving a salary of $6000, eight a salary of $6500 or $7000. Those whose salaries are above $7000 are mostly in professional schools. There are thirty with a salary of $5000. No immediate change in the salary scale is contemplated.

In the University of Pennsylvania the maximum for a full time professorship is $8000. As a matter of fact there are very few whose salaries are $6000 or more. It is intended to make an increase of 20% for all receiving $4000 or $6000, 10% for all receiving over $6000, and 25% for all receiving less than $4000. This increase is to come into effect in the autumn of 1919.

Under all the circumstances and with the funds available from the present income of the University the committee recommends the following:

PROPOSED NEW SCALE.

In the Faculties of Arts Literature and Science.
Professor...............Minimum, $4000; Maximum, $7000.
6,000 to 7,000, maximum $7,000. Real estate is assessed at a lower value. For example:

- California University, 4,000 to 6,000
- Texas and Illinois
- New York and Massachusetts
- Massachusetts, 4,000 to 5,000
- New York and Massachusetts

In the absence of specific data for New York, the following is a summary of the Manhattan and Brooklyn areas:

- Manhattan, $5000 to $7000
- Brooklyn, $5000 to $7000
Associate Professor.... Minimum, $3000; Maximum, $3600
Assistant Professor.... Minimum, $2100; Maximum, $2700.
Instructors, for three years, $1500, $1600, $1700.
On reappointment to a maximum of $2000.
Associates, for two years, ........ $1200, $1300.

In the Faculty of the Divinity School.

Professors............ Minimum, $4000, Maximum, $5000.
Other ranks as in Arts Literature and Science.

In the Faculty of the Law School.

Professors...... Minimum of $6000, increased by $500 at the end of each three years of service to a maximum of $8500.
For Assistant and Associate Professors no change. These appointments in the Law School are usually temporary and a considerable flexibility is desirable. It is recommended that for the Faculty of the Law School the new scale take effect for the fiscal year 1920-1921. It will involve an addition of $5250 to the budget of that year over the present budget of 1919-1920.

Respectfully submitted,

(Signed) M. A. Ryman
H. S. Free
H. P. Edwards
-6-  

Vacancy Proctor  

Minimum $2,000  

Associate Proctor  

Minimum $2,500  

Treasurer  

Minimum $1,800  

In the entirety of the Divisional reports  

Professor  

Minimum $4,000  

Maximum $8,000  

Other names as in the report fee any other  

In the entirety of the law reports  

Professor  

Minimum $4,000  

Maximum $8,000  

the one or more three parts of the $2,000 to a maximum of $8,000  

For Assistant and Associate Professors on change, these  

Supplementary appropriations in the Law Report are merely tentative and  

covering only the first year 1960-1961. It will enable us to  

the projected budget of $8,000 to $10,000 for next year the present budget of  


[Signature]
WHEREAS, a committee consisting of

The President  Dean D. L. Edsall
Dr. Henry P. Walcott  Dean E. H. Smith
Mr. John F. Moors  Dean W. W. Fenn
Dean L. B. R. Briggs  Dean W. M. Wheeler
Dean C. H. Haskins  Acting Dean C. W. Killam
Acting Dean C. N. Greenough  Professor H. J. Hughes
Dean Roscoe Pound  Professor C. H. Moore

was appointed by the Corporation to consider the question of increasing the salaries of members of the teaching staff, and whereas said committee has submitted its report, it was

VOTED, in accordance with the recommendations of said committee that the following be the normal scale of salaries in the

Faculty of Arts and Sciences
Schools of Architecture and Landscape Architecture
Engineering School
Divinity School
Bussey Institution

Lecturers, Austin Teaching Fellows and Assistants to be increased 50% over the scale in effect September 1, 1919.

\[
\begin{align*}
\text{Annual Instructors at present receiving from } & \$1000-2000 \text{ to be increased to } \$1600-2200. \\
\text{Faculty Instructors at present receiving from } & \$1000-1875 \text{ to be increased to } \$1600-2750. \\
\text{Assistant Professors to receive two appointments of three years each, } & \text{starting at } \$3500, \text{ and increasing annually by } \$200. \\
\text{Associate Professors, which will be normally the next step in promotion - } & \\
1st five years & \$5000 \text{ and thereafter may be advanced to } 5500 \\
\text{Full Professors} & \\
1st five years & \$6000 \text{ thereafter may be advanced to } 7000 \text{ for 2d five years and thereafter may be advanced to a maximum of } 8000
\end{align*}
\]

and that the salaries of the various officers of instruction shall be fitted into this new scale by the Corporation and advanced from time to time as seems to them advisable.
WHEREAS a committee consisting of

Dean M.L. Kessel
Dean E.H. Spaulding
Dean W. F. Knowlton
Dean W. McMath
Dean A. C. Moore
Dean A. H. Rhys
Dean C. H. Reimann
Acting Dean of the Graduate School
Professor H. H. Hoge
Professor H. M. Moore

was appointed by the Corporation to consider the direction of instruction in the various colleges and schools and to report upon

the recommendations made by the various faculties.

VOTED, in accordance with the recommendations of said committee that

the faculty of Arts and Sciences

receive the following designations:

Societies of Agriculture and Landscape Architecture

Engineering School

Medical School

(extension)

extension instruction and Extension Program to be increased.

Remuneration, Although Temporary, it is expected any remuneration as follows:

University employees at present receiving from $6,000-$8,000 to be increased to $8,000-$10,000

Faculty members of present receiving from $10,000-$15,000 to be increased

Assistant Professors to receive the appointment of three new seats.

Assistant Professors whose salary will be temporarily the next step in promotion to the grade:

$5,000 current, may be

$6,000 for five years, may be

$7,000 for five years, may be

$8,000 for five years, may be

qualified for

promotion to

Professor.
Camp Highlands,
Bayfield, Wis., Aug. 27/19,

Dear Mr. Judson:

I enclose a letter regarding the proposed new salary scale for the Law School. The letters to you of June 28, 1916, and of Feb., 1917, I think you have in the appropriate folder — as I have incorporated them by reference in some bulk of this one.

I hope the excessive heat has not affected you badly — Chicago has resembled the rather rigorous this summer in various ways. We have had a quiet month here, and still expect to spend another at Forest Street, Star Lake, Wis., beginning Sept. 1. Mr. Eckels used to fit there a great deal. I have every reason to
believe that this improvement in my health is permanent.

Mrs. Hall joins me in kindest regards to Mrs. Judson and yourself.

Very sincerely,

Jas. B. Hall
President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

Dear Mr. Judson:

Mr. Hinton writes that you wish, by September 1st, the suggestions of the Law Faculty regarding the proposed new salary scale in the Law School.

During July I had several informal discussions with my colleagues, and we agreed upon the following recommendations, which I have preceded by a brief statement of the circumstances leading up to them.

The salary scale which we adopted in 1902 for men of professorial rank, beginning at $5500 and progressing to $7500 by additions of $500 at the end of each five years of service, served its purpose at the time and for over a decade thereafter, because even its lower figures were relatively higher than the corresponding salaries paid at Harvard and Columbia, our principal rivals, and were much higher than those of other institutions. But, from 1910 on, Harvard and Columbia, as well as other schools, revised their scales upward, particularly in the earlier years of service, and in 1916 Yale entered the lists with a complete reorganization of its law school and a new salary scale higher than any then existing, and made determined efforts to obtain from other schools a faculty of the first rank.

To meet these conditions, our own scale was changed, in accordance with the recommendations in my letter to you of June 28, 1916. The minimum and maximum professorial salaries were not altered, but the additions of $500, in the case of men of proven worth, were to become effective at intervals of three, three, four, and four years, instead of at four five-year intervals. This gave an increase of $2000 after 14 years of service, instead of after 20 years as formerly, the latter progression being obviously
too slow.

This spring, Columbia raised the maximum of her law-school scale to $10,000, and offered Professor Hinton a professorship at that salary, intimating that, in a year or so, when one of her present teachers retired, a similar offer would be made to Professor Bigelow. In the short time at our disposal, it was not possible to submit to the Board for proper deliberation a matured plan for an altered salary scale here, but all of the members of the Law Faculty indicated their willingness to have a special arrangement made for the time being with Professor Hinton alone. With your concurrence this was done, and his salary was increased to $8500, effective for the year 1919-20, upon the assumption that this would be a suitable maximum for the new scale that would be proposed later.

We recommend that the following salary scale for the Law School be made effective, commencing with the year 1920-21: Beginning salary of professor - $6000, to be increased $500 at the end of each three years of satisfactory service, up to a maximum of $8500, which would thus be obtained under favorable conditions 15 years after the initial appointment to professorial rank. In our judgment this arrangement will put our salary scale on a relative equality with those of the three eastern schools which are our principal competitors for the best material for law teachers. As regards the scale for assistant and associate professors of law, we at present make no recommendation for a change. These appointments in the Law School are both temporary, and a considerable flexibility is desirable in order to deal effectively with individual cases.

This change will involve an increase, over the budget for 1919-20, of $1000 each for Professors Mechem, Hall, Bigelow, and Woodward; of $750 for Professor Freund; and of $500 for Professor Oliphant; a total of $3250.

In my letter of June 28, 1916, it was also pointed out that our School still required a larger number of hours of teaching from each member of its Faculty than seemed wise, in view of the size of the classes and the just demands of investigation, writing, and other forms of public service, or than was required by other leading schools.
The recent Office of the Attorney General, Washington, D.C., has informed us that we are authorized to proceed with the present investigation into the matter of the alleged violation of the National Labor Relations Act by the Washington Metropolitan Area Transit Authority.

We have received a letter from the Office of the Attorney General indicating that the Authority has agreed to cooperate fully in the investigation. The letter states that the Authority will provide all necessary information and assistance to the Office of the Attorney General.

The investigation will focus on the Authority's compliance with the National Labor Relations Act, particularly in regards to the treatment of employees and their representatives. We will conduct a thorough review of the Authority's policies and procedures to ensure compliance with the law.

We encourage all employees to cooperate fully with the investigation. Any information that can help us understand the Authority's compliance with the Act is valuable.

We will keep you informed of the progress of the investigation as it unfolds.
From the beginning we have required eight hours a week of law teaching. Harvard and Yale require but six, Columbia six or seven, and Stanford seven. Of course it is not the number of hours of classroom work itself that is burdensome—we should all agree that that is most moderate—but it is the number of different subjects represented by them, with the constant outside preparation involved, that really counts. Eight hours a week of teaching for a year means that a law teacher must ordinarily handle five different subjects, which, for the reasons stated on page 5 of my letter of July 26, is too much. Consequently, it was there suggested that, as soon as practicable, the hours of class work for one quarter of the year be reduced to four, which would make an average for the year of six and two-thirds hours a week.

In February, 1917, a plan for carrying this suggestion into effect was laid before you. The classes were then so large as to require the double sectioning of most or all of the work of the first year, and the teaching of a second section in the same subject was to count but one-half time for the teacher doing it. By this means the increased expenditure necessary to reduce the work of each teacher one-sixth was cut to approximately the cost of one-half an extra teacher’s time, an increase amply justified by the large attendance for 1916-17.

The war caused the temporary abandonment of this plan, but we wish to revive it again as soon as the attendance becomes normal, which now seems likely to occur by 1920-21. Next to the change in the salary scale, this is needed not only to make positions here as attractive professionally as those elsewhere, but to enable the Faculty, now largely composed of men just coming to the maturity of their powers, to render such forms of public service, direct and indirect, as their generation has a right to expect from them. We therefore wish to suggest the desirability of considering this plan, along with the new salary scale, with a view to its adoption as soon as our attendance is again approximately at the level of 1916-17. For detailed statements in regard to both salary and teaching scales, may I refer to my letters of June, 1916, and February, 1917?

Very sincerely yours,

James P. Hall.
The purpose of the program is to provide a week of farm experience for the students. The program is designed to give the students a hands-on experience in various aspects of agriculture. The program includes field work, animal care, and crop management. The students will be divided into groups and will be supervised by experienced farmers.

The program will be held on the farm located at 123 Farm Road. The students will be housed in the on-site dormitory. Meals will be provided by the farm and will include a variety of fresh, local produce.

The program is open to students from all regions and will accommodate all levels of experience. The program is free of charge and is intended to provide a unique and immersive experience for all participants.

For more information or to register, please contact the program director at (123) 456-7890.
The University of Chicago
The Law School

(After August 31, Ferncroft Inn, Star Lake, Wis.)

Camp Highlands, Sayner, Wis., August 27, 1919.

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

Dear Mr. Judson:

Mr. Hinton writes that you wish, by September 1st, the suggestions of the Law Faculty regarding the proposed new salary scale in the Law School.

During July I had several informal discussions with my colleagues, and we agreed upon the following recommendations, which I have preceded by a brief statement of the circumstances leading up to them.

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To meet these conditions, our own scale was changed, in accordance with the recommendations in my letter to you of June 26, 1916. The minimum and maximum professorial salaries were not altered, but the additions of $500, in the case of men of proven worth, were to become effective at intervals of three, three, four, and four years, instead of at four five-year intervals. This gave an increase of $2000 after 14 years of service, instead of after 20 years as formerly, the latter progression being obviously
too slow.

This spring, Columbia raised the maximum of her law-school scale to $10,000, and offered Professor Hinton a professorship at that salary, intimating that, in a year or so, when one of her present teachers retired, a similar offer would be made to Professor Bigelow. In the short time at our disposal, it was not possible to submit to the Board for proper deliberation a matured plan for an altered salary scale here, but all of the members of the Law Faculty indicated their willingness to have a special arrangement made for the time being with Professor Hinton alone. With your concurrence this was done, and his salary was increased to $8500, effective for the year 1919-20, upon the assumption that this would be a suitable maximum for the new scale that would be proposed later.

We recommend that the following salary scale for the Law School be made effective, commencing with the year 1920-21: Beginning salary of professor - $6000, to be increased $500 at the end of each three years of satisfactory service, up to a maximum of $8500, which would thus be obtained under favorable conditions 15 years after the initial appointment to professorial rank. In our judgment this arrangement will put our salary scale on a relative equality with those of the three eastern schools which are our principal competitors for the best material for law teachers. As regards the scale for assistant and associate professors of law, we at present make no recommendation for a change. These appointments in the Law School are both temporary, and a considerable flexibility is desirable in order to deal effectively with individual cases.

This change will involve an increase, over the budget for 1919-20, of $1000 each for Professors Mechem, Hall, Bigelow, and Woodward; of $750 for Professor Freund; and of $500 for Professor Oliphant; a total of $5250.

In my letter of June 28, 1916, it was also pointed out that our School still required a larger number of hours of teaching from each member of its Faculty than seemed wise, in view of the size of the classes and the just demands of investigation, writing, and other forms of public service, or than was required by other leading schools.
The Dean of the University of Texas at Austin, the Honorable John W. Henry, has requested that the Dean of the University of North Carolina at Chapel Hill, the Honorable James B. Duke, be made aware of the following:

1. The University of Texas at Austin is currently facing significant financial challenges due to the ongoing pandemic and the need to maintain its operations.
2. The University has recently received a substantial gift from a private donor, which has helped to alleviate some of the financial strain.
3. The University is seeking additional support from the state and federal governments to help address its long-term financial needs.
4. The University is also exploring opportunities for partnerships and collaborations with other universities to share resources and expertise.

The Dean of the University of North Carolina at Chapel Hill, the Honorable James B. Duke, has expressed interest in exploring potential partnerships with the University of Texas at Austin to support both institutions during these challenging times.
From the beginning we have required eight hours a week of law teaching. Harvard and Yale require but six, Columbia six or seven, and Stanford seven. Of course it is not the number of hours of classroom work itself that is burdensome—we should all agree that that is most moderate—but it is the number of different subjects represented by them, with the constant outside preparation involved, that really counts.

Eight hours a week of teaching for a year means that a law teacher must ordinarily handle five different subjects, which, for the reasons stated on page 5 of my letter of July 23, is too much. Consequently, it was there suggested that, as soon as practicable, the hours of class work for one quarter of the year be reduced to four, which would make an average for the year of six and two-thirds hours a week.

In February, 1917, a plan for carrying this suggestion into effect was laid before you. The classes were then so large as to require the double sectioning of most or all of the work of the first year, and the teaching of a second section in the same subject was to count but one-half time for the teacher doing it. By this means the increased expenditure necessary to reduce the work of each teacher one-sixth was cut to approximately the cost of one-half an extra teacher's time, an increase amply justified by the large attendance for 1916-17.

The war caused the temporary abandonment of this plan, but we wish to revive it again as soon as the attendance becomes normal, which now seems likely to occur by 1920-21. Next to the change in the salary scale, this is needed not only to make positions here as attractive professionally as those elsewhere, but to enable the Faculty, now largely composed of men just coming to the maturity of their powers, to render such forms of public service, direct and indirect, as their generation has a right to expect from them. We therefore wish to suggest the desirability of considering this plan, along with the new salary scale, with a view to its adoption as soon as our attendance is again approximately at the level of 1916-17. For detailed statements in regard to both salary and teaching scales, may I refer to my letters of June, 1916, and February, 1917?

Very sincerely yours,

[Signature]
October 28, 1919

Mr. Trevor Arnett, Auditor,
care University of Chicago,
Chicago, Illinois.

Dear Mr. Arnett:-

Thank you very much for your kindness in sending me information with regard to salaries paid at the University of Chicago. You may possibly be interested in the salary scale now in effect here, which is as follows:-

Full Professors $3200 to $5000, with more in a few individual cases.

Associate Professors $2700 to $3000.

Assistant Professors $2200 to $2600.

Instructors $1500 to $2100.

As you say the large attendances seem to be general this year. I was last week at Harvard, Brown, Yale, and Columbia, and the story is the same all along the line though. I think we have had a particularly large proportionate increase.

Cordially yours,

S/W

Secretary.

P. S. Tell your boys to look out for that Ohio football team. We now know up here what they can do and I have just written Carl Steeb in response to his 'well-meant' comments.
October 28, 1976

Mr. T. E. Smith
Mr. T. E. Smith

University of Michigan
Ann Arbor

Dear Mr. Anetz:

Thank you very much for your kindness in sending me information about the prospects for salaries of the faculty at the University of Michigan. I have recently been interested in the salary scale of instructors, which I am

INTENDED

a few individual cases.

$5,000 to $8,000

$5,000 to $8,000

$5,000 to $8,000

$5,000 to $8,000

As you may know, the latter figures seem to me as reasonable. I was last week at Harvard, where I met some of your colleagues, and the figures in the same area are

Please forward this letter to

Professor

W. S.
Report to the General Education Board concerning increases in salaries paid for instruction

March, 1920

Name of Institution: THE UNIVERSITY OF CHICAGO

Address: CHICAGO, ILLINOIS
Report to the General Executive Board concerning increases in salaries paid for instruction

March 1920

[Signature]

[Name]

[Position]
NOTE: Please do not include any increase of salaries for secondary or preparatory departments, but only for departments of collegiate or university grade.

I. Because of the high cost of living, have increases of salary of any members of the Faculty (in addition to the increases which would have normally taken place) been authorized,

   a. To take effect during the present year (1919-20)? (Yes. Yes
      (No. 

   b. To take effect next year (1920-21)? (Yes. No
      (No. 

II. Because of the high cost of living, if the provisions for increases of salary made as indicated under Question I (if any) are insufficient to meet the needs of the situation now existing, are steps now being considered for increasing the salaries of any members of the Faculty (in addition to the increases which would have normally taken place).

   a. To take effect during the present year (1919-20)? (Yes. No
      (No. 

   b. To take effect during next year (1920-21)? (Yes. Yes
      (No. 

   We can depend only on the General Education Board for funds with which to make these increases.
NOTE: Please do not include any increases or reductions for accounts or departments yet to
be established.

If increases of the type cost of living, fringe benefits or salary of all members of the faculty
in addition to the increases which would normally result from (page break)

Key:

Y: Yes
N: No

To take effect during the present year (1932-33):

Y

To take effect next year (1933-34):

Y

To take effect during the present year (1932-33):

N

To take effect next year (1933-34):

N

We cannot approve any of the percentage increases which

June with action to make these increases.
III. Please indicate (in dollars) the amount of increases of salary (not including increases which would have taken place under normal conditions) already authorized (See Question I, a and b) or planned (See Question II, a and b) for each school or college, and the approximate percentage which the total increases of salary are of the salaries previously paid.

| School or College               | 2 | 3 | 4 | 5
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>Increases of salary already authorized (See Question I, a and b)</td>
<td>Increases of salary not yet authorized, but planned for (See Question II, a and b)</td>
<td>Total Increases of salary authorized and planned.</td>
<td>Approximate Percentage which the Amounts in Column 4 are of the Amounts previously paid to the persons involved before any of the increases became effective</td>
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<td>Arts, Literature and Science</td>
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<td>$64,916.</td>
<td>$143,334.</td>
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<td>3,000.</td>
<td>8,000.</td>
<td>22.4</td>
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<td>17.3</td>
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<tr>
<td>Engineering</td>
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<tr>
<td>Others (Insert Names)</td>
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<td>6,550.</td>
<td>950.</td>
<td>7,500.</td>
<td>33.7</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$102,118.</strong></td>
<td><strong>$84,557.</strong></td>
<td><strong>$186,675.</strong></td>
<td><strong>15.4</strong></td>
</tr>
</tbody>
</table>

(See next sheet)
III. Please indicate (or indicate) the amount of increase of salary (not including increases which
would have taken place under normal conditions) which you would expect to earn if you graduated in
any of the following (see Question II) and (p) for each section of college and by approximate
causes which the total increase of salary or the total decrease beneficiary

<table>
<thead>
<tr>
<th>School of College</th>
<th>Amount of Salary Increase</th>
<th>Amount of Salary Increase</th>
<th>Amount of Salary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science &amp; Math</td>
<td>2,500</td>
<td>3,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Arts &amp; Literature</td>
<td>1,000</td>
<td>1,500</td>
<td>2,000</td>
</tr>
<tr>
<td>Business</td>
<td>500</td>
<td>750</td>
<td>1,000</td>
</tr>
<tr>
<td>Dentistry</td>
<td>250</td>
<td>375</td>
<td>500</td>
</tr>
<tr>
<td>Law</td>
<td>1,000</td>
<td>1,500</td>
<td>2,000</td>
</tr>
<tr>
<td>Medical</td>
<td>2,500</td>
<td>3,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Teacher Education</td>
<td>500</td>
<td>750</td>
<td>1,000</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| TOTALS           | 8,000                    | 10,000                   | 12,000                   |

See next page
III. (Continued)

NOTE: In Column 2 should be inserted the total of salary increases to members of the Faculty (not including increases which would have been made under normal conditions) already authorized as indicated by the answers to Question I, a and b.

In Column 3 should be inserted the total increases of salary planned for (See Question II, a and b).

The percentage of increase (Column 5) should be calculated on the basis of the relation which the total increases of salary authorized and planned for bear to the salaries actually paid before the increases mentioned in Columns 2 and 3 were paid, or authorized, to the persons to whom the increases are assigned. For example, if the total increases of salary given in Column 4 for any department—such as Arts, Literature and Science—amount to $25,000, and the amount previously paid to the persons concerned was $100,000, the per cent. to be inserted in Column 5 would be 25.

IV. Do the increases of salaries authorized or proposed fall within the salary scale as reported by you on Form III of our previous questionnaire? (Yes. Yes)
(No. Yes)

V. If they do not fall within that scale, in what respects do they vary from it?
Please give particulars by each school or college.

See No. IV
III. (Continued)

NOTE: In computing the rate of interest, the rate of interest is to be used for the purpose of the foregoing calculation. The rate of interest is to be used for the purpose of the foregoing calculation. The rate of interest is to be used for the purpose of the foregoing calculation.

The percentage of increase (Column 2) should be calculated on the basis of the total of the inflation which
the total increase of salary is based upon any plan of the salary which

have been increased in the plan in Column 2.  Any such plan or any other plan in the plan to
have the necessary amount of inflation. For example, if the rate of increase in Column 3 is 5%, then the plan to
make the necessary amount of inflation. For example, if the rate of increase in Column 3 is 5%, then the plan to

be increased in Column 4 must be 5%

IV. DO the increase or no increase noted in the previous table within the salary rate or any range of

You are shown III or our previous determination. (You

V. If you do not feel within your scope to prepare an estimate or any plan, then

Please give information to our Head of College

1968-69 TV
VI. If a salary scale has not been adopted, what will be the maximum salary paid in each rank when the increases are effective:

Professor $.............
Associate Professor $.............
Assistant Professor $.............
Instructor $.............
Assistant $.............

The University of Chicago has had a salary scale for several years. See previous questionnaire.

VII. Is the present income of the institution adequate for the increases in salary, whether made or planned? (Yes.  No)

(No.  No)

VIII. If not, what financial provisions have been made or considered, to care for the increases authorized or contemplated?

See answer to question No. II
IX. If the budget income for the present year is insufficient to meet all the current expenses,

a. What is the estimated amount of the deficiency? $............

b. Are there any special circumstances which cause a part or all of the deficiency this year which will not occur hereafter?

c. What plans have been made to meet the deficiency?

It is expected the income for the present year will be sufficient to meet the current expenses.
IX. If the budget income for the previous year is insufficient to meet all the current
expenses...

\[\text{[some text missing or unclear]}\]

X. What is the estimated amount of the deficiency?

\[\text{[some text missing or unclear]}\]

X. Are there any specific circumstances which cause a lack of all of the government's
revenue which will not occur next year?

\[\text{[some text missing or unclear]}\]

\[\text{[some text missing or unclear]}\]
March 15th, 1920

Dr. Harry P. Judson, President
University of Chicago
Chicago, Ill.

My dear Dr. Judson:

A careful study is being made of the replies which we have
received in response to the questionnaires that we sent out on January
12, 1920. The information which we then sought had to do with the present
situation with regard to instructional salaries, and its relation to the situation which existed before the war.

While proceeding with the examination of the returned questionnaires, we should now like to make a new inquiry regarding plans which institutions of higher learning may have formed, or have under consideration, for increasing instructional salaries—both as to the amount of increase and the methods of providing funds with which to make it. We have, therefore, prepared a second questionnaire, covering these two additional points, and are sending it herewith. If you will fill it out, and return it to us in the stamped envelope enclosed, within the next ten days if possible, we shall greatly appreciate your cooperation.

Very truly yours,

[Signature]

TA:BLA

All correspondence regarding the business of the Board should be addressed "General Education Board, 61 Broadway, New York City."
Dear Mr. President,

I am writing to express my concern regarding the recent decisions made by the General Education Board. I believe these decisions are not in the best interest of the university and its students.

Specifically, the move to cut funding for certain departments and programs has raised eyebrows among faculty and students alike. These departments have been instrumental in the university's reputation and have contributed significantly to the education of its students.

I understand the financial pressures the university faces, but I believe that the cuts will have long-term negative effects on the quality of education and the overall reputation of the university.

I urge you to reconsider these decisions and explore other options that may be more financially viable in the long run. The health and future of our institution depend on it.

Thank you for your time and consideration.

Sincerely,

[Signature]

[Name]
March 24, 1920

President Harry Pratt Judson
University of Chicago
Chicago, Ill.

My dear President Judson:

I am in receipt of your letter of the 22nd instant, and also the answers to the questionnaire which was sent out on March 15th; for which I thank you.

I am glad to get the full explanation regarding the salary increases which you made in your letter. It will be very helpful in interpreting the data that you have given in the questionnaire.

I shall read with great interest the pamphlet on "How Much Does Higher Education Cost?", which you were good enough to send to me. If you come across any other material which you think is pertinent to the subject that we are now considering, I shall be greatly obliged if you will inform me of it.

We are getting very prompt replies to the second questionnaire, and I think we shall be in a position, after the answers are all tabulated, to know what the problem of increasing salaries in the institutions concerned is.

With warmest regards to you, I am

Very truly yours,

[Signature]

TA:ELA

All correspondence regarding the business of the Board should be addressed "General Education Board, 61 Broadway, New York City."
March 24, 1920

President, University of Chicago
Chicago, Ill.

My dear President Dunham:

I am in receipt of your letter of the 22nd instant, and

after the manner of the department will now send my letter.

I am glad to see the full expression regarding the faculty

interest which you make in your letter. It will be very helpful to me.

I am glad to see that you have given in the department,

interest with great interest the demands of the faculty.

I am glad to see the full expression regarding the faculty,

interest which you make in your letter. It will be very helpful to me.

I am glad to see that you have given in the department,

interest with great interest the demands of the faculty.

If you have further evidence and facts which you think are important to the

subject then I will be glad to correspond. I am in the greatest agitation if you will

inform me of it.

We are getting very prepared to the second election.

If you have any statement or position after the nomination of

the faculty, you will inform me of the same at once.

With manifold regrets to you, I am

Very truly yours,

[Signature]
## Personal Service—Salaries—at Ohio University and the State Normal College, Athens, Ohio

**November 1st, 1920**

### ADMINISTRATION (12 months)

<table>
<thead>
<tr>
<th>Name</th>
<th>Salaries 1919-1920</th>
<th>Salaries 1920-1921</th>
<th>Salaries 1921-1922</th>
<th>Salaries 1922-1923</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alston Ellis, Ph. D., LL. D., President</td>
<td>$6,000</td>
<td>$7,500</td>
<td>$9,000</td>
<td></td>
</tr>
<tr>
<td>H. H. Haning, A. B., Treasurer and Business Manager</td>
<td>2,500</td>
<td>3,200</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>William R. Cable, B. S. in Ed., Registrar</td>
<td>2,000</td>
<td>2,500</td>
<td>3,000</td>
<td></td>
</tr>
<tr>
<td>Israel M. Foster, A. B., Secretary, Board of Trustees</td>
<td>600</td>
<td>720</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Irene Lucile Devlin, Secretary, President’s Office</td>
<td>840</td>
<td>1,140</td>
<td>1,400</td>
<td></td>
</tr>
<tr>
<td>Emma R. Battin, Auditor and Cashier, Treasurer’s Office</td>
<td>1,200</td>
<td>1,600</td>
<td>1,900</td>
<td></td>
</tr>
<tr>
<td>Margaret N. Lax, Bookkeeper, Treasurer’s Office</td>
<td>840</td>
<td>1,080</td>
<td>1,500</td>
<td></td>
</tr>
<tr>
<td>Mary Antorietto, A. B., Assistant Registrar</td>
<td>700</td>
<td>1,000</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Julia L. Cable, A. B., Alumni Stenographer</td>
<td>840</td>
<td>1,080</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>May Putnam Harris, Stenographer, Deans’ Offices</td>
<td>750</td>
<td>1,080</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Mary Louise Overmyer, Stenographer, General Service</td>
<td>New</td>
<td>1,020</td>
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</table>

**TOTAL**  
$16,300  
$22,020  
$26,440

### TEACHING

<table>
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<tr>
<th>Name</th>
<th>Salaries 1919-1920</th>
<th>Salaries 1920-1921</th>
<th>Salaries 1921-1922</th>
<th>Salaries 1922-1923</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edwin Watts Chubb, Litt. D., Professor of English Literature and Dean of the College of Liberal Arts (12 months)</td>
<td>$3,000</td>
<td>$4,000</td>
<td>$4,800</td>
<td></td>
</tr>
<tr>
<td>W. W. McIntire, Ph. B., A. M., Professor of School Administration and Dean of the State Normal College, (12 months)</td>
<td>3,000</td>
<td>4,000</td>
<td>4,800</td>
<td></td>
</tr>
<tr>
<td>Irma E. Voigt, A. M., Ph. D., Dean of Women and Instructor in Public Speaking, (12 months)</td>
<td>2,000</td>
<td>3,000</td>
<td>3,700</td>
<td></td>
</tr>
<tr>
<td>Dafydd J. Evans, A. M., LL. D., Professor of Latin</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Frederick Treudley, A. M., Professor of Philosophy and Ethics</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Albert A. Atkinson, M. S., Professor of Physics and Electrical Engineering</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Oscar Chrisman, A. M., Ph. D., Professor of Psychology and Padiology</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>William Fairfield Mercer, Ph. D., Professor of Biology and Geology</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>William B. Bentley, Ph. D., Professor of Chemistry</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Lewis J. Addicott, B. S., C. E., Professor of Mathematics and Civil Engineering</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Willis L. Gard, A. M., Ph. D., Professor of the History and Principles of Education</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Fletcher S. Coultrap, A. M., Professor of the Art of Teaching</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>William F. Copeland, Ph. M., Ph. D., Professor of Agriculture</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>William A. Matheny, A. M., Ph. D., Professor of Civic Biology and Botany</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Hiram Roy Wilson, A. M., Litt. D., Professor of English</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Clement L. Martzoff, M. Ped., Litt. D., Professor of History</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Alexander S. Thompson, Mus. D., Director of the College of Music</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Thomas N. Hoover, M. Ped., A. M., Professor of History</td>
<td>2,500</td>
<td>3,000</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Charles M. Copeland, B. Ped., Principal, School of Commerce (On leave of absence, without pay, after October 1, 1920)</td>
<td>2,500</td>
<td>300</td>
<td></td>
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</tr>
<tr>
<td>Frederic M. Peckham, A. B., Acting Principal, School of Commerce</td>
<td>New</td>
<td>2,700</td>
<td>3,200</td>
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</tr>
<tr>
<td>Robert Lacey Borger, Ph. D., Professor of Mathematics</td>
<td>2,300</td>
<td>2,900</td>
<td>3,600</td>
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</tr>
<tr>
<td>William H. Cooper, A. M., Professor of Public Speaking</td>
<td>2,300</td>
<td>2,900</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Isaac Emery Ash, A. M., Ph. D., Professor of Economics and Sociology</td>
<td>2,000</td>
<td>2,700</td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Salaries 1919-1920</td>
<td>Salaries 1920-1921</td>
<td>Salaries 1921-1922</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------------------------------------</td>
<td>--------------------</td>
<td>--------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Victor D. Hill, A. B.</td>
<td>Professor of Greek and German</td>
<td>2,100</td>
<td>2,600</td>
<td>3,200</td>
</tr>
<tr>
<td>Mary T. Noss, A. M.</td>
<td>Professor of French</td>
<td>2,000</td>
<td>2,600</td>
<td>3,000</td>
</tr>
<tr>
<td>Victor Whitehouse, A. M.</td>
<td>Professor of Spanish and French</td>
<td>1,900</td>
<td>2,600</td>
<td>3,000</td>
</tr>
<tr>
<td>G. T. Wilkinson, A. M.</td>
<td>Professor of French and Spanish</td>
<td>2,000</td>
<td>2,600</td>
<td>3,000</td>
</tr>
<tr>
<td>Joshua R. Morton, M. S.</td>
<td>Professor of Chemistry</td>
<td>2,100</td>
<td>2,600</td>
<td>3,000</td>
</tr>
<tr>
<td>Bert M. Thompson, B. S.</td>
<td>Professor of Physiology</td>
<td>2,100</td>
<td>2,600</td>
<td>3,200</td>
</tr>
<tr>
<td>Ingram Fordyce Stewart, B. S.</td>
<td>Professor of Mathematics</td>
<td>1,900</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>George E. McLaughlin, B. S.</td>
<td>Professor of Manual Training</td>
<td>1,900</td>
<td>2,600</td>
<td>3,200</td>
</tr>
<tr>
<td>Frank B. Dilley, A. B.</td>
<td>Principal of the John Hancock High School</td>
<td>2,100</td>
<td>2,600</td>
<td>3,200</td>
</tr>
<tr>
<td>Robert L. Morton, B. S.</td>
<td>Professor of Extension Work</td>
<td>2,000</td>
<td>2,600</td>
<td>3,200</td>
</tr>
<tr>
<td>A. E. Wagner, A. M.</td>
<td>Professor of Extension Work</td>
<td>2,000</td>
<td>2,600</td>
<td>3,200</td>
</tr>
<tr>
<td>George H. Crow, A. M.</td>
<td>Professor of Secondary Education</td>
<td>1,000</td>
<td>1,600</td>
<td>1,600</td>
</tr>
<tr>
<td>Samuel K. Mardis, Ph. B.</td>
<td>Principal, Rural Training School</td>
<td>2,200</td>
<td>2,900</td>
<td>3,600</td>
</tr>
<tr>
<td>Oscar E. Dunlap, M. S.</td>
<td>Associate Professor of Agriculture</td>
<td>2,000</td>
<td>2,500</td>
<td>3,000</td>
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<tr>
<td>Evan Johnson Jones, A. M.</td>
<td>Associate Professor of History and Civics</td>
<td>2,000</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>Frank B. Gullum, B. S.</td>
<td>Assistant Professor of Chemistry</td>
<td>2,050</td>
<td>2,300</td>
<td>2,800</td>
</tr>
<tr>
<td>Clinton N. Mackinnon, A. M.</td>
<td>Assistant Professor of English</td>
<td>1,800</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>Bernard L. Jefferson, A. B.</td>
<td>Assistant Professor of English</td>
<td>1,700</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>Homer V. Cherrington, A. B.</td>
<td>Assistant Professor of English</td>
<td>1,800</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>Charles E. Shew, A. B.</td>
<td>Assistant Professor of Advertising and Marketing</td>
<td>1,750</td>
<td>2,200</td>
<td>2,600</td>
</tr>
<tr>
<td>William H. Fensel, A. B.</td>
<td>Assistant Professor of Accounting</td>
<td>1,600</td>
<td>1,900</td>
<td>2,400</td>
</tr>
<tr>
<td>Oscar Earle McClure, B. S.</td>
<td>Assistant Professor of Physics</td>
<td>1,600</td>
<td>1,900</td>
<td>2,500</td>
</tr>
<tr>
<td>Clarence Holmes Growden, B. S.</td>
<td>Assistant Professor of Psychology and Paidology</td>
<td>1,500</td>
<td>1,900</td>
<td>2,500</td>
</tr>
<tr>
<td>Albert Wesley Boetticher, B. S.</td>
<td>Assistant Professor of Civics Biology and Botany</td>
<td>1,500</td>
<td>2,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Loring Hall, A. M.</td>
<td>Assistant Professor of Latin</td>
<td>1,300</td>
<td>1,800</td>
<td>2,400</td>
</tr>
<tr>
<td>Mary Ellen Moore, A. M.</td>
<td>Assistant Professor of Latin (On leave of absence, without pay, after October 1, 1920)</td>
<td>1,000</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Emma S. Waite, B. S.</td>
<td>Principal, Graded Training School</td>
<td>2,000</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>Edna C. Endly, B. S.</td>
<td>Principal, School of Home Economics</td>
<td>1,800</td>
<td>2,300</td>
<td>2,800</td>
</tr>
<tr>
<td>Constance T. McLeod, A. B.</td>
<td>Principal, Kindergarten School</td>
<td>1,500</td>
<td>1,800</td>
<td>2,100</td>
</tr>
<tr>
<td>Mary J. Brison, B. S., A. M.</td>
<td>Head of the Normal College Art Department</td>
<td>1,600</td>
<td>1,900</td>
<td>2,300</td>
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<tr>
<td>Marie Louise Stahl, Head of the Art Department, College of Liberal Arts</td>
<td></td>
<td>1,400</td>
<td>1,700</td>
<td>2,100</td>
</tr>
<tr>
<td>Mary Engle Kahler, Ph. B., B. Ped., A. M., Instructor in English</td>
<td></td>
<td>1,300</td>
<td>1,700</td>
<td>2,000</td>
</tr>
<tr>
<td>Dow Siegel Grimes, B. S.</td>
<td>Instructor in Manual Training</td>
<td>1,400</td>
<td>1,700</td>
<td>2,100</td>
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<tr>
<td>Elizabeth G. Garber, B. S.</td>
<td>Instructor in Public-School Music</td>
<td>1,300</td>
<td>1,600</td>
<td>1,800</td>
</tr>
<tr>
<td>Thor Olson, Instructor in Physical Education</td>
<td></td>
<td>1,400</td>
<td>1,900</td>
<td>2,400</td>
</tr>
<tr>
<td>Ruth Carson, Ph. B., Instructor in Physical Education</td>
<td></td>
<td>1,000</td>
<td>1,400</td>
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<tr>
<td>Helen Barbary Hockingberry, A. B., Instructor in French</td>
<td></td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>1919-1920 Salaries</td>
<td>1920-1921 Salaries</td>
<td>1921-1922 Salaries</td>
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<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------</td>
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<tr>
<td>Lucile V. Wilkey, A. B.</td>
<td>Instructor in French and Spanish</td>
<td>1,000</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Mabel K. Brown, Ph. B.</td>
<td>Instructor in Stenography</td>
<td>1,200</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Helen Reynolds, Instructor</td>
<td>in Typewriting</td>
<td>1,200</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Mabel Hagemeyer, A. B., A. M.</td>
<td>Instructor in Home Economics</td>
<td>1,350</td>
<td>1,700</td>
<td>2,000</td>
</tr>
<tr>
<td>Susan Louise Eckel, B. S.</td>
<td>Instructor in Home Economics</td>
<td>1,350</td>
<td>1,700</td>
<td>2,000</td>
</tr>
<tr>
<td>Prudence Stevens, B. S.</td>
<td>Instructor in Home Economics</td>
<td></td>
<td></td>
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<tr>
<td>Belle E. Mercer, A. B.</td>
<td>Instructor in Biology</td>
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<tr>
<td>Maude G. Croseit, B. S.</td>
<td>Instructor in Public-School Drawing</td>
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</tr>
<tr>
<td>Isabel Trudie Shore, B. S.</td>
<td>Instructor in Public-School Drawing</td>
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<td></td>
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<tr>
<td>Jane Evans, Instructor in</td>
<td>Kindergarten</td>
<td>1,100</td>
<td>1,400</td>
<td>1,600</td>
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<tr>
<td>Sirotuee T. Arpee, A. B.</td>
<td>Instructor in Advanced Piano</td>
<td>800</td>
<td>1,000</td>
<td>1,400</td>
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<tr>
<td>Allen R. Kresge, Instructor</td>
<td>in Piano, Organ, and Theory</td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
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<tr>
<td>Frances Ruggles Hizey, Mus.</td>
<td>B. Instructor in Piano and Organ</td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Clara D. Thompson, Instructor in Voice Culture</td>
<td></td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Mary A. Henderson, Instructor in Voice Culture</td>
<td></td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Florence Hawkins, Instructor in Voice Culture</td>
<td></td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>John N. Hizey, Instructor in Violin and Orchestra Leader</td>
<td></td>
<td>1,100</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Nellie H. Van Vorhes, Instructor in Piano and Virgil Clavier (Part Time)</td>
<td></td>
<td>Fees 300</td>
<td></td>
<td>400</td>
</tr>
<tr>
<td>Mary Connett, Ph. B.</td>
<td>Instructor in the John Hancock High School</td>
<td>1,300</td>
<td>1,600</td>
<td>2,000</td>
</tr>
<tr>
<td>Nellie Lynn Ball, B. S. in</td>
<td>Ed., Instructor in the John Hancock High School</td>
<td>1,200</td>
<td>1,500</td>
<td>1,800</td>
</tr>
<tr>
<td>Carl F. Stockdale, Instructor in the John Hancock High School</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hannah Marie Swaim, Assistant in Public-School Music</td>
<td>1,000</td>
<td>1,300</td>
<td>1,500</td>
<td></td>
</tr>
<tr>
<td>Monroe F. Brown, A. B.</td>
<td>Assistant in Chemistry (Part Time)</td>
<td>350</td>
<td>500</td>
<td>600</td>
</tr>
<tr>
<td>Mattie M. Hatch, Assistant in English (Part Time)</td>
<td></td>
<td>360</td>
<td>500</td>
<td>600</td>
</tr>
<tr>
<td>Neil Duncan Thomas, Assistant in Mechanical Drawing, (Part Time)</td>
<td></td>
<td>400</td>
<td>600</td>
<td>720</td>
</tr>
<tr>
<td>Clair Henry Calhoun, Assistant in Paeiology and Psychology, (Part Time)</td>
<td></td>
<td>500</td>
<td>600</td>
<td>720</td>
</tr>
<tr>
<td>George Walker Haney, Assistant in Paeiology and Psychology, (Part Time)</td>
<td></td>
<td>New 200</td>
<td></td>
<td>400</td>
</tr>
<tr>
<td>Judson F. Bateman, Assistant in Biology, (Part Time)</td>
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<td>350</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>*Margaret L. Tilley, B. S. in Ed., Critic Teacher, Eighth-Year Grade</td>
<td></td>
<td>580</td>
<td>580</td>
<td>800</td>
</tr>
<tr>
<td>*Cora E. Bailey, B. Ped., Critic Teacher, Seventh-Year Grade</td>
<td></td>
<td>530</td>
<td>580</td>
<td>800</td>
</tr>
<tr>
<td>*Mary Lee Britton, Critic Teacher, Sixth-Year Grade</td>
<td></td>
<td>530</td>
<td>530</td>
<td>750</td>
</tr>
<tr>
<td>*Eunice Loa Taylor, B. S. in Ed., Critic Teacher, Fifth-Year Grade</td>
<td></td>
<td>530</td>
<td>530</td>
<td>750</td>
</tr>
<tr>
<td>*Myrtle Lucile Hesse, Critic Teacher, Fourth-Year Grade</td>
<td></td>
<td>530</td>
<td>530</td>
<td>750</td>
</tr>
</tbody>
</table>

(Note—Critic Teachers with (*) before their names receive $1,170 additional from the City of Athens.)

Hazel L. Bair, Critic Teacher, Third-Year Grade | 1,250 | 1,700 | 1,900 |
Amy M. Wehr, Ph. M., B. Ped., Critic Teacher, Second-Year Grade | 1,300 | 1,750 | 2,000 |
Lillie A. Paris, Critic Teacher, First-Year Grade | 1,250 | 1,750 | 2,000 |
Olin E. Fri, B. S. in Ed., Teacher, Rural Training School | (1,100) | (1,700) | (2,000) |
Clara L. Blume, Teacher, Rural Training School | (1,000) | (1,400) | (1,700) |
Nellie B. Watson, Teacher, Rural Training School | (1,000) | (1,400) | (1,700) |

(Note—Salaries in brackets are paid by Athens Township and the State of Ohio.)

TOTAL TEACHING SALARIES $147,260 $189,250 $228,490
<table>
<thead>
<tr>
<th>Position</th>
<th>1919-1920</th>
<th>1920-1921</th>
<th>1921-1922</th>
<th>1922-1923</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIBRARY (12 months)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charles G. Matthews, Ph. M., Librarian</td>
<td>$1,600</td>
<td>$2,100</td>
<td>$2,900</td>
<td></td>
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<tr>
<td>Melba R. White, A. B., Assistant Librarian</td>
<td>790</td>
<td>1,000</td>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>Raymond Connell, Assistant in Library</td>
<td>550</td>
<td>900</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Grace E. McGrath, Assistant in Library, (Part Time)</td>
<td>360</td>
<td>400</td>
<td>700</td>
<td></td>
</tr>
<tr>
<td>Anna White, Assistant in Library, (Part Time)</td>
<td>300</td>
<td>500</td>
<td>500</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$3,600</strong></td>
<td><strong>$4,900</strong></td>
<td><strong>$7,100</strong></td>
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<tr>
<td>WOMEN’S DORMITORIES (12 months)</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Jennie O’Dell, Matron at Lindley Hall</td>
<td>($ 720)</td>
<td>($ 780)</td>
<td>($ 900)</td>
<td></td>
</tr>
<tr>
<td>Louisa A. Roush, Housekeeper at Lindley Hall</td>
<td>( 540)</td>
<td>( 600)</td>
<td>( 720)</td>
<td></td>
</tr>
<tr>
<td>Willama M. Riggs, Matron at Boyd Hall</td>
<td>( 720)</td>
<td>( 780)</td>
<td>( 900)</td>
<td></td>
</tr>
<tr>
<td>Rose Partlow, Housekeeper at Boyd Hall</td>
<td>( 540)</td>
<td>( 600)</td>
<td>( 720)</td>
<td></td>
</tr>
<tr>
<td>Annie D. Morrison, Matron at Howard Hall</td>
<td>( 720)</td>
<td>( 780)</td>
<td>( 900)</td>
<td></td>
</tr>
<tr>
<td>Ella J. Kenney, Housekeeper at Howard Hall</td>
<td>( 540)</td>
<td>( 600)</td>
<td>( 720)</td>
<td></td>
</tr>
<tr>
<td>Emma Grim, Housekeeper at Sub-Dormitories</td>
<td>( 420)</td>
<td>( 420)</td>
<td>( 600)</td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>($4,200)</strong></td>
<td><strong>($4,560)</strong></td>
<td><strong>($5,460)</strong></td>
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<tr>
<td>(NOTE—All dormitory salaries are paid from fees collected.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER EMPLOYEES—Engineers, Firemen, Janitors, Etc., (12 months)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Smith, Supervising Engineer</td>
<td>$1,600</td>
<td>$1,800</td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>Richard L. Bolin, Engineer</td>
<td>1,440</td>
<td>1,560</td>
<td>1,680</td>
<td></td>
</tr>
<tr>
<td>Frank Buxton, Engineer</td>
<td>1,440</td>
<td>1,560</td>
<td>1,680</td>
<td></td>
</tr>
<tr>
<td>Addison Edgar, Engineer</td>
<td>1,440</td>
<td>1,560</td>
<td>1,680</td>
<td></td>
</tr>
<tr>
<td>William E. Haning, Fireman</td>
<td>1,140</td>
<td>1,260</td>
<td>1,440</td>
<td></td>
</tr>
<tr>
<td>Otto Rose, Fireman</td>
<td>1,140</td>
<td>1,260</td>
<td>1,440</td>
<td></td>
</tr>
<tr>
<td>Charles R. Sams, Fireman</td>
<td>1,140</td>
<td>1,260</td>
<td>1,440</td>
<td></td>
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<tr>
<td>James H. Burt, Carpenter</td>
<td>1,200</td>
<td>1,600</td>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>Peter G. Hibbard, Plumber</td>
<td>1,200</td>
<td>1,600</td>
<td>1,800</td>
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<tr>
<td>Augustus C. Howett, Painter</td>
<td>900</td>
<td>1,140</td>
<td>1,440</td>
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<tr>
<td>Thomas W. Duffee, Night Watchman</td>
<td>900</td>
<td>1,140</td>
<td>1,404</td>
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<tr>
<td>Edward L. Church, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
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<tr>
<td>V. W. Clendenin, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
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</tr>
<tr>
<td>Ernest E. Hart, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
<td></td>
</tr>
<tr>
<td>Edison R. Heaton, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
<td></td>
</tr>
<tr>
<td>Robert L. King, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
<td></td>
</tr>
<tr>
<td>Hoyt A. Pinkerton, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
<td></td>
</tr>
<tr>
<td>John L. Roach, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
<td></td>
</tr>
<tr>
<td>A. A. Schaff, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
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<tr>
<td>Elwood E. VanDyke, Janitor</td>
<td>900</td>
<td>1,140</td>
<td>1,320</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$21,580</strong></td>
<td><strong>$25,900</strong></td>
<td><strong>$29,684</strong></td>
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<tr>
<td>SPECIAL</td>
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<tr>
<td>Spring Term, 6 Weeks</td>
<td>$1,000</td>
<td>$1,000</td>
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<tr>
<td>Summer School, 6 Weeks</td>
<td>16,000</td>
<td>16,000</td>
<td>22,000</td>
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<tr>
<td>Continuation School, 5 Weeks of 6 days each</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$17,000</strong></td>
<td><strong>$17,000</strong></td>
<td><strong>$24,500</strong></td>
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<tr>
<td>GRAND TOTALS OF PERSONAL SERVICE</td>
<td><strong>$205,740</strong></td>
<td><strong>$259,070</strong></td>
<td><strong>$316,214</strong></td>
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</tr>
</tbody>
</table>

(Note—Salaries in Brackets () are not included in either “Grand Total.”)

**STATE PENSION**

To meet the requirements of the “State Teachers’ Retirement System” 

$8,000
October 24, 1923

General Recommendations as to Salary Scales.

1. The grade of Associate has practically disappeared. It is represented by only two appointments in the budget for 1923-24. It is replaced either by Assistants or by Instructors.

2. Instructors. The present salaries for Instructors begin at $1800 and range to $2600. The larger number of Instructors at present are paid $1800, $2000, $2200 or $2400. This scale undoubtedly does not contemplate that the Instructor shall be a married man. In fact, however, a considerable proportion of the Instructors are men with families. At present, rentals of a dwelling cannot be secured, unless in University buildings, for less than about $1000 a year, which leaves an inadequate margin for household expenses.

I should recommend that the salaries for Instructors extend from $1800 to $2900 inclusive. We have at present 44 Instructors. An average increase of $500 per year for half the Instructors would amount to approximately $10,000.

3. Assistant Professors. The salary of Assistant Professors now extends from $2700 to $3500. If the salary range of Instructors should be increased as recommended it would be appropriate to raise the minimum salary for Assistant Professors to $3000. The upper limit might well be made $3500. If we estimate the present dollar as equivalent to 65¢ in 1913, this would be equivalent to a lower limit of $1950, which is approximately equivalent to the $2000 that was at first established as the standard for Assistant Professors.

To raise the upper limit of salaries for the Assistant Professor would have this additional advantage. In the past it has apparently been the case that some men have been made Associate Professors who should not have been given this indefinite appointment. The only way to secure an increase of salary seemed to be through raising them to that rank. If it were possible to pay the Assistant Professor a somewhat better salary there would be less pressure for the promotion of men whose cases were still doubtful.

There are at present 30 Assistant Professors. A few of these ought not to be encouraged by an increase of salary but most of them are persons who are candidates for promotion. They are now, in the majority of cases, obliged to seek outside means of supplementing their salaries and thus are unable to give to the University their full time and to devote themselves to study and investigation in a way that will be most conducive to their own highest development. Out of the 30 it is probable that 20 should receive an increase in salary of $500, making a total of $10,000.
General Recommendation to Salary Scale.

I find the general scale of associates has practically disappeared. It is represented by only two appointments in the budget for 1933-34. It is to replace at least a number of associates of grade comparable to full professors. The present salaries for professors extend from $1200 to $1800 in increments of $300. The latter number of $1800 is inadequate to retain a qualified man, an adequate income is not provided. The scale for assistant professors is only $1250, which leaves an inadequate margin for professional expenses.

I strongly recommend that the salaries for professors extend from $1800 to $2300 in increments of $300. The present salary of $2000 is inadequate. An increase of $400 per year for the next twenty years would amount to $80,000.

For assistant professors.

To raise the upper limit of salary for assistant professors would mean that some men have been made associate professors without having been recommended as such. The upper limit may be made $2500. The upper limit will need to be raised to $3500. This scale is also inadequate. The assistant professor's salary should be increased to $2500, which is approximately midway between the 1930 and 1932 levels.

There are at least 30 assistant professors. A few of these people have not been recommended for an increase of salary for some time. To improve the personnel of the college and to attract qualified men, the assistant professor's salary should be increased to $3000. This increase would make a total of $10,000.
3. Associate Professors. In the grade of Associate Professors there are 44. Of this number there are probably at least 12 who should not be promoted to professorships. The others will probably be considered for promotion. A considerable number should have increases for the coming year, probably about 16 at $500, a total amount of $8000.

4. Professors. At present there are approximately 100 Professors, of whom 48 receive $5000 or less and of the remainder 12 receive $6000; 13 receive $7000; 7 receive $8000. The balance receive amounts as shown in the appended table.

Professors in Arts, Literature and Science.

<table>
<thead>
<tr>
<th>Salary</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5000</td>
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<tr>
<td>8500</td>
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</tr>
<tr>
<td>8000</td>
<td>7</td>
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<td>7000</td>
<td>13</td>
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<td>6500</td>
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<td>6000</td>
<td>12</td>
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<td>5500</td>
<td>9</td>
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<tr>
<td>5000</td>
<td>27</td>
</tr>
<tr>
<td>4500</td>
<td>21</td>
</tr>
</tbody>
</table>

99

If we compare the present minimum of $4500 with the minimum of $3000 originally established, there is no striking difference in the money value, although in terms of the purchasing power of the dollar it is probable that the original salary was considerably superior. At the upper end of the scale, however, there is a marked decrease from the original standard of $7000, which was set in the case of a few outstanding men. A maximum of $10,500 would be certainly no greater when estimated in terms of current standards of living and would be much less when estimated in reference to salaries of other institutions from which we must obtain new men who have reached high distinction, than the $7000 which was fixed as the original maximum. It is true that this maximum of $7000 was not made a general standard and that many of the men who have since been among our most distinguished faculty members were promoted to be heads of departments at salaries of $4000, a scale which was later raised to the present maximum of $8000. We have to recognize, however, the large number of eminent men who have left our faculty to go to other institutions and the probability that this drain will continue. We cannot replace the ablest men except by salaries higher than we are now paying in most instances. The general considerations which would
8

In the Grade of Associate Professor, the number of years at property is 15 years. A professor who has received 8000$ in interest on the property at 0.02, a total amount of 8000$.

In the Grade of Professor, 100 years at property, 8000$ interest on 2000$ a year and at the reduced 15 years at property. The position

was received. After 15 years, the following table shows the amount as drawn in the following table:

<table>
<thead>
<tr>
<th>Number</th>
<th>000089$</th>
<th>000088$</th>
<th>000087$</th>
<th>000086$</th>
<th>000085$</th>
<th>000084$</th>
<th>000083$</th>
<th>000082$</th>
<th>000081$</th>
</tr>
</thead>
</table>

If we combine the present minimum of 2500$ with the

minimum of 3000$, our interest is not affected in terms of the purchase difference in terms of the money value, so long as the purchase power of the factor is the factor for the maximum sale we

get a maximum return from the minimum rental. A maximum

which our case is in the case of a minimum return.

We divide our share on a share of money that we are

in a case of a minimum return. If the present amount is

used to purchase a general purchase that is not made a

General purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

maximum of 2500$. We have not made a general purchase and payment to the money in the

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justify a higher range of salaries and the establishment of a limited number of professorships at a standard approximately equal to that of the law and medical standards are these:

(1) The setting of a standard which, while not attracting persons on a commercial basis and not competing with the higher commercial salaries, shall yet recognize the highest type of University work as comparable with salaries of public school superintendents in the educational field and of professional salaries in law, medicine, and journalism.

(2) The securing and retaining upon the staff of a sufficient number of outstanding men to set standards of productiveness for the whole University.

(3) The freeing of men from the necessity of doing outside work in order to supplement their salaries. At the present time this is very general and frequently means an unfortunate use of the individual's best powers.

In case it should seem feasible to make considerable increases in the salaries of professors this might be done in either of two ways: by setting a higher minimum or by promoting a considerable number of the present staff to a higher grade. Columbia has set a minimum of $6000 and has established a certain number of professorships at $10,000. Along with this Columbia has limited the possibilities of promotion substantially to cases where vacancies exist. The advantage of this plan is that it sets a high standard for the professorship and dignifies it thereby. The disadvantage to limited promotions is that this would tend to discourage younger men of promise and lead them to accept opportunities elsewhere rather than take the chances of waiting for the vacancies. It is possible that the University would receive larger benefit from an increase of salaries if, instead of setting the minimum of $6000 for all professors it should promote a considerable number of those now receiving less than this amount. It is probable that in some cases the salary at present received is adequate. It would be desirable to make a very considerable addition to the number receiving $6000 and $\$7000$ and an additional so to the number receiving $\$8000$. Of the seven who at present receive $\$8000$ only three receive this as a professorial salary. The other four receive it for a combination of professorial and administrative duties. It may be estimated that approximately half of the staff of professors should receive additions of from $\$500$ to $\$1000$ in order to place our salary scale in a favorable position and this would require approximately $\$40,000$. 
(1) The setting of a standard which will not
Letting a number of professionals take a standard set of training programs.
<table>
<thead>
<tr>
<th>Background</th>
<th>A number of professionals take a standard set of training programs.</th>
</tr>
</thead>
</table>

(2) The drawing and a number of professionals take a standard set of training programs.

(3) The drawing and a number of professionals take a standard set of training programs.

(4) The background and a number of professionals take a standard set of training programs.

(5) The background and a number of professionals take a standard set of training programs.

(6) The background and a number of professionals take a standard set of training programs.

(7) The background and a number of professionals take a standard set of training programs.

(8) The background and a number of professionals take a standard set of training programs.
If in addition it should be thought desirable for reasons that will be presented by others to have a limited number of chairs receiving a salary of $10,000 there would be required for this approximately $45,000.

5. Summary.

Recommendations for increases in salaries of Arts, Literature and Science in accordance with the above suggestions would give the following:

Instructors ................ $10,000  
Assistant Professors ........ 10,000  
Associate Professors ......  8,000  
Professors on present scale.  40,000  
Establishment of 15 chairs at  
$10,000 ..................... 45,000

Total ........ $115,000
It is evident that a number of positions for which a 10,000 program is needed can be filled by present faculty members and additional compensation of $10,000 per year would be adequate for the purpose.

Summary:

A recommendation for increases in salary at the following positions would give the following:

- Instructors: $10,000
- Assistant Professors: $8,000
- Associate Professors: $4,000
- Professors or Professors Emeritus: $8,000
- Establishment of a chair: $10,000
- Total: $48,000
April 22, 1925.

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

Dear Mr. Burton:

More within the last year or two than previously, we have allowed teaching salary credit to members of the faculty when they were not teaching. If this is for special studies of University problems which we want done, of course it is all right; or if it really tends to notable research or notable writing which would not otherwise be done, I am for it, but if it merely permits a man to have a little more time to do a thing which he ought to have done anyway, then I think it is not fair to the University or to his colleagues. It seems to me sound to expect a man to do a moderate amount of teaching and a moderate amount of writing at the same time - that is the way most of our people work, and I think properly; and if from inertia a man fails to publish, then I think we should not allow him time off for the purpose.

I make these points merely because I think requests for time off for special work with pay will spread and that the situation should be safeguarded; but I have no wish to stop meritorious cases.

I enclose an extra copy of this letter in case you want it for Mr. Tufts.

Yours cordially,

[Signature]

cc C.W. Gilkey
W.S. Bond
Dear [Name],

I am writing to express my gratitude for the opportunity to collaborate with your team on the [Project Name]. Your expertise and dedication have been instrumental in the success of this initiative.

I am particularly impressed by the innovative solutions that have been implemented so far. The team's commitment to excellence and their ability to adapt to changing circumstances have been truly remarkable.

I look forward to continued success and to the positive impact that this project will have on our organization.

Thank you again for your hard work and for choosing me to be part of this team.

Sincerely,

[Your Name]
### COMPARISON OF SALARIES FOR INSTRUCTION

<table>
<thead>
<tr>
<th></th>
<th>1919-20</th>
<th>1923-24</th>
<th>Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Literature and</td>
<td>$738,826</td>
<td>$962,573</td>
<td>$223,747</td>
<td>30.</td>
</tr>
<tr>
<td>Science</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Divinity School</td>
<td>31,600</td>
<td>39,500</td>
<td>7,900</td>
<td>25.</td>
</tr>
<tr>
<td>Law School</td>
<td>51,125</td>
<td>57,500</td>
<td>6,375</td>
<td>13.</td>
</tr>
<tr>
<td>School of Education</td>
<td>189,785</td>
<td>276,520</td>
<td>86,735</td>
<td>46.</td>
</tr>
<tr>
<td>Commerce and Administration</td>
<td>28,850</td>
<td>84,725</td>
<td>55,875</td>
<td>194.</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$1,040,186</td>
<td>$1,420,818</td>
<td>$380,632</td>
<td>36.</td>
</tr>
</tbody>
</table>

**Note:**
The foregoing does not take into consideration the effect of increased salaries on the cost of Fourth Quarter Instruction. Since 1919-20 the increase in cost is probably $18,000 or $20,000.

April 24, 1924.

[Signature]
## Table of Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>1957-58</th>
<th>1958-59</th>
<th>1959-60</th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$7,000</td>
<td>$7,000</td>
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<tr>
<td>Faculty</td>
<td>$25,000</td>
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</tr>
<tr>
<td>Student 1</td>
<td>$12,000</td>
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<tr>
<td>Student 2</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
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<tr>
<td>Student 3</td>
<td>$8,000</td>
<td>$8,000</td>
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</tr>
<tr>
<td>Total</td>
<td>$41,000</td>
<td>$41,000</td>
<td>$41,000</td>
</tr>
</tbody>
</table>

### Note

The above figure does not take into consideration
the effect of inflation on the cost of education, hence, the
increase is only in nominal figures of $5,000 or $50,000.
### SUMMARY OF SALARIES FOR INSTRUCTION BY RANKS

<table>
<thead>
<tr>
<th></th>
<th>No. on Basis of Full time</th>
<th>Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1919-20</td>
<td>1923-24</td>
</tr>
<tr>
<td><strong>Arts, Literature and Science</strong></td>
<td></td>
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</tr>
<tr>
<td>Professors</td>
<td>82-11/12</td>
<td>95-7/12</td>
</tr>
<tr>
<td>Associate Professors</td>
<td>38-2/3</td>
<td>44-1/3</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>Instructors</td>
<td>31-3/4</td>
<td>44-1/2</td>
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<tr>
<td><strong>Divinity School</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professors</td>
<td>4-2/3</td>
<td>4-1/6</td>
</tr>
<tr>
<td>Associate Professors</td>
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<td>2</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Instructors</td>
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<td></td>
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<tr>
<td></td>
<td>8-2/3</td>
<td>8-1/6</td>
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<tr>
<td><strong>Law School</strong></td>
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</tr>
<tr>
<td>Professors</td>
<td>6-2/3</td>
<td>5-2/3</td>
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<tr>
<td>Assistant Professors</td>
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<td>1</td>
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<tr>
<td>Instructors</td>
<td>1</td>
<td>1</td>
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<tr>
<td></td>
<td>7-2/3</td>
<td>7-2/3</td>
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<tr>
<td><strong>School of Education</strong></td>
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<tr>
<td>Professors</td>
<td>7</td>
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</tr>
<tr>
<td>Associate Professors</td>
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<tr>
<td>Instructors</td>
<td>3-1/2</td>
<td>10</td>
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<tr>
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<td>22-5/6</td>
<td>35</td>
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<td><strong>Commerce and Administration</strong></td>
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<td>Professors</td>
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</tr>
<tr>
<td>Associate Professors</td>
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<td>4</td>
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<tr>
<td>Assistant Professors</td>
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<tr>
<td>Instructors</td>
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April 24, 1924