March 8th, 1901.

My dear Mr. Salisbury:

I recognize the difficulty suggested in your letter of March fifteenth. There is one important principle. That is, that we are not to charge medical students more than they would pay at Rush. This principle having been established, everything else ought to take care of itself.

I think your plan is a good one, and I suggest that you, Mr. Donaldson, and Dr. Goodspeed figure this thing all out and put it into better shape; then let us print it, and we will have something definite to stand upon. May I hope that you will have this in shape by next Thursday?

Very truly yours,

W. R. Harper
CHICAGO March 8, 1901.

My dear President Harper,-

I am this morning in receipt of a letter from one of the deans saying that there is trouble in connection with medical students; under-graduates pay one sum and graduates pay another sum for the same courses. This is represented as causing dissatisfaction; it is not strange that it should.

The appeal was made to me to rectify this matter, but I do not see that I have anything to do with it. I can only register graduate students in medicine for whatever courses they choose to take; and so far as I see, the Registrar must make all rulings so far as charges are concerned.

I think there is one matter in this connection which should be adjusted. The "maximum laboratory fee" rule is being applied to the medical students in the department of Anatomy. This was devised before this work was developed. I think it should not apply to students of Anatomy. There are, for example, three courses in Anatomy, 4, 5, and 6, all of which must be taken. The rapid workers get through with two or three in a quarter. If they take the three in a quarter they get through with paying the laboratory fee for two courses by the present rule. If they distribute the same courses through two quarters, they would pay a third more. I do not think this is just. Indeed, I do not think the maximum laboratory fee rule is right any way. I think the student
should pay the regular laboratory fee for the courses he takes, and if he takes three or four in one quarter, he should pay the laboratory fee for all of them.

Very truly yours,

[Signature]

If necessary, the student may be deferred from tests until he has paid the proper fee.

The student who has been granted an 'Official Notice' and has attended classes without paying the proper fee may be directed to leave the university.
May 27, 1909.

President H. P. Judson,
Faculty Exchange.

My dear Mr. Judson:

With reference to your request for suggestions concerning the abolishing of fees for fourth courses I herewith submit in addition to the letter from Dean Lovett which you have already seen, a letter from Dean Angell on this same subject.

Yours sincerely,

[Signature]
With reference to your letter of 8th June

I feel it necessary to draw your attention to the fact that I am unable to assist you in the matter of securing a position at the University of London. I have not been able to secure a position at the University of London, and I am therefore unable to assist you in this matter.

I am, therefore, unable to give you the assistance you require.

Yours sincerely,

[Signature]
My dear Mr. Vincent:

I return herewith the letters from Mr. Lovett to you and from yourself to the President with reference to the possible remission of fees for fourth courses.

So far as my observation permits me to judge the conditions in the Senior Colleges are quite different from those in the Junior Colleges, if I correctly understand the implication of Mr. Lovett's letter. In any event I do not believe that there is any good reason at the present time for changing the regulations with reference to this matter in the Senior Colleges.

Students in the Senior Colleges who desire to take a fourth course are generally influenced by two motives; first, the desire to make up a course which has for some reason—possibly ill-health—been lost; and second, to avoid the necessity of remaining in residence one, or possibly two, additional quarters above the twelve quarters ordinarily necessary to receive the Bachelor's degree. In other words, the desire for a fourth course in the Senior Colleges has rarely in my experience emanated from any consistent intention of reducing the period of university residence from four to three years. It has generally arisen in connection with some such crises as I have already referred to. I believe that if the present measure of flexibility in accordance with which the Dean is allowed some discrimination in the matter of issuing...
May 30, 1909

Mr. Frank V. Trumbull:

I return herewith the letter from Mr. Lewis to you and to Mr. President with reference to the necessary completion of your faculty conference.

No letter in my possession permits me to judge the necessity of the Junior College as brought out in your letter. I leave it to you and your counsel to decide what such necessity may be, and to make the attempts which may seem to you necessary to reach that end. It is my feeling that the Junior College is an asset to the College, and that its growth and development are necessary to the progress of the College. In any case, the necessity to receive the proper attention is in my opinion a matter of great importance to the College and to the students. I am sure that the letter is in accordance with the views and plans you have for the College. I have with your letter an enclosed copy of the report of the Junior College for the year ended June 30, 1909.
May 20, 1909

2- G. E. Vincent

permits for fourth courses, the equities in the case are reasonably safe-guarded. Even if it were desired to stimulate the disposition to graduate in three rather than four years, I am disposed to think the retention of the fees is still reasonable, and this attitude, as I understand, has been definitely adopted at Harvard where the same problem has been considered for a considerable period. The only type of case in which it seems to me ordinarily a remission of the fees is particularly desirable is already provided for by an arrangement in accordance with which students who have achieved marked success in a given department are permitted to register for additional courses in that department without charge.

Yours very truly,

J. R. A
June 28, 1908

The University

Dear Professor,

Thank you for your interest in the position. I am writing to express my enthusiasm for the opportunity to be considered for the position.

I have been teaching at the University of Chicago for the past five years and have enjoyed the experience. I have been particularly interested in the field of education and have been working closely with the administration to develop new programs and initiatives.

I am confident that I can bring a fresh perspective and innovative ideas to the position. I am committed to continuing my professional development and am always looking for opportunities to learn and grow.

Thank you for considering my application. I look forward to the possibility of discussing my qualifications further.

Sincerely,

[Signature]
Chicago, May 17, 1909.

My dear Mr. Judson:

A little while ago you raised the question as to whether our fourth-course fee was in all the circumstances a wise device. The enclosed letter from Dean Lovett you will doubtless desire to take into consideration.

Yours sincerely,

[Signature]

President H. P. Judson,
University of Chicago.
Mr. President,

A little white male can hardly be duped on as to whether our land is one line we will still be able to produce what we need to cover the nation's needs. The Clove tea letter from them I note you will guarantee every one to take into consideration.

Yours,

R. A.であること

President M. W. Aubrey

University of Chicago
May 4, 1909.

My dear Vincent:—

The removal of the fourth course fee would have the effect of greatly increasing the number of petitions for four courses. Many students would desire to secure their degrees at smaller economic cost, and would undergo some hardship in order to carry four courses per quarter. The Faculty, as you know, is indisposed to grant the right to take four courses to students whose records are below "B". Accordingly, it is only the best students who would be affected by this stimulus. I am inclined to think that such students are already sufficiently influenced by the economic argument which is contained in the saving of expenses incidental to College life, and gain in time of entering upon an active profession. It is true that if the right to take a fourth course without fee were given to students of "B" record, and above, this inducement might operate somewhat as a money prize.

The whole question of full work for a college student is one which has occupied the Deans of the Junior Colleges during the last year. The question is a difficult one on account of differences in courses, and in students. Many combinations of three courses constitute more than full work for the normal student. This is particularly true of required five hour courses in the Junior Colleges where the instructors have been distinctly influenced by the agitation in favor of a higher standard. The Deans have been,
May 4, 1909

My dear [Name]:

The removal of the faculty increases the number of positions for your position. Many academic and administrative changes are under consideration, and many decisions are expected to be made. It is important to know in advance whether these changes will take your course to step into the new environment where there are more professors.

"Accomplishment is not only the result of effort but also of opportunity." So it is important to think about what opportunities are available to you in this new environment. It is unlikely that you will step back from the opportunities that arise from the new challenges.

The role of a faculty member is critical. The success of the junior college depends on the ability of the junior college to attract talented faculty. The college values the contributions of its faculty, and many opportunities are available to those who are interested in contributing.

I trust that you will make the most of these opportunities and contribute to the success of our college.

Sincerely,
[Name]
up to the present time engaged chiefly in enforcing the requirement of three courses as full work, with as few exceptions as possible. In the present quarter we have thirteen students in the Junior Colleges who, with the permission of the Faculty, are taking one course, and 33 who are taking but two courses. I should note that Miss Talbot believes that we are going too far in bringing this pressure, in favor of three courses, to bear upon women students. On the other hand, it is true also that many combinations of three courses do not give students full work, usually not because the courses are too easy from the instructor's point of view, but because they are conducted in such a way that a student may pass them with a little attention to lecture notes and prescribed hand books. There are a good many courses in the Senior College list of this character. To encourage students to take four courses instead of three, however, is to put a premium on this lack of thoroughness which is so much to be deprecated. Personally, I feel very strongly that a student should, under no circumstances, spend more than four years in the pursuit of his Bachelor's degree, and that he should, if possible, secure it in three. I believe, however, that this is to be accomplished rather by Summer work than by the addition of a fourth course.

You may be interested to know that only fourteen students, out of about 700 in the Junior Colleges, are taking a fourth course in the present quarter.

Very truly yours,

L.

Mr. C. E. Vincent.
up to the present time anything in connection with the
department of Fine Arts, and we are trying to capture
an attitude of Fine Arts as an integral part of our
organization. In the present instance we have nothing
in an integral connection with the Fine College and only
33 are taking the course. In any case I suggest that we
not give the course at all, or at least not in a formal
manner. It is true that our department of Fine Arts
is not in the same position as in the past, but in the
understanding of the situation, I feel that enough has
been done to make it possible for it to be
understood that the course is to receive the
attention of the Fine Arts.

You may be interested to know that with the
exception of about 100 in the Junior College, I have
not felt any resistance from the Fine Arts.

Very truly yours,

[Signature]
May 20, 1909.

Dean James R. Angell,

Faculty Exchange.

My dear Mr. Angell:

I enclose correspondence which explains itself. Will you be kind enough to make your comments upon the question herein discussed?

Yours sincerely,
May 20, 1929

Dear James E. Angell,

Secretary of the Board of Education,

We feel that you are the only one who could explain
in your capacity what the new arrangement
that will be made could mean to your
department now that the dream has been
completely changed.

Yours sincerely,

[Signature]
May 31, 1909

Dear Mr. Vincent:

Yours of the 22d inst. enclosing invitation from Dean Angell is at hand. I note his comments on the question of fees for fourth courses.

Very truly yours,

[Signature]

Dean G. E. Vincent,
The University of Chicago.
May 31, 1963

Dear Mr. Vincent:

Yours of April 2nd enclosed.

I note the comments on the discussion from Dean Winfield at hand.

Please see you soonest convenience.

Very truly yours,

[Signature]

Dean E. E. Vincent
The University of Chicago
July 25, 1912

My dear Mr. Robertson:—

Your letter of July 23rd, addressed to Mr. Arnett with regard to the attached letter from Mrs. Colpitts, has been referred to me.

At a meeting of the Board of Trustees held March 17, 1911, it was voted that the wives of Graduate students in residence be admitted to courses at one-half the regular tuition fees. At a meeting of the Board of Trustees held March 11, 1910, it was ruled that the half-rate for tuition in the Elementary School be allowed to children of Graduate students in residence in the University. This ruling did not include students in the High School and evidently was not so intended.

Yours very truly,

T. W. GOODSPEED, Registrar

Mr. David A. Robertson,

President's Office

Enc.
President H. P. Judson,
Office of the President.

My dear President Judson:

The committee appointed by the Senate (consisting of Coulter, Angell, and Stieglitz) to consider the question of laboratory fees has had a preliminary conference.

It recognizes that the more equitable distribution of student fees is a problem that deserves consideration. Before making any recommendations, however, it raises the question whether the larger problem of a general increase of tuition to secure additional income is not before the university. If this larger problem is to be taken up in the near future, the question of laboratory fees can be considered as a subordinate part of it.

It is evident, therefore, that the report of the committee to the Senate will depend upon whether the larger question is in contemplation. If it is, the committee will ask to be discharged; if it is not, the committee will make recommendations as to the more equitable distribution of student fees.

Yours sincerely,

John M. Coulter
October 30, 1948

To: President

Subject: The Committee Recommends

The committee recommends that the Senate make whatever recommendations to the Congress of the United States are necessary to ensure the preservation of the United States. It recommends that the recommendations be made in a manner consistent with the recommendations made by the Senate. It recommends that the recommendations be made in a manner consistent with the recommendations made by the Congress of the United States.

Yours sincerely,

[Signature]
Chicago, October 22, 1915

Dear Mr. Coulter:

In answer to yours of the 20th inst.

I beg to say that there is no question relating to a general increase of tuition fees before the University excepting as involved in the report of your Committee. The action of the Senate is as follows:

A letter from Professor Coulter was presented, recommending an increase in the University tuition fees and the abolition of laboratory fees. It was voted that a committee be appointed by the President to consider this matter and related questions and report to the Senate.

You will observe therefore that you are in error in thinking that the matter referred to the Committee related solely to laboratory fees.

Very truly yours,

H.P.J. - L.

Mr. John M. Coulter,
The University of Chicago.
Dear Mr. Committee,

In response to some of the points you made in your letter to me, I hereby provide the following:

The section of the Senate to be followed:

A letter from Professor Green was incorporated in the University Gazette in the section marked "Secretary of the Committee." The meeting of the Senate, to be followed by the President of the Senate, will be held on the 15th of this month. The Senate has decided to appoint a committee for the purpose of carrying out the resolution of the Senate. The committee will be composed of members from the Senate and the Senate of the University.

I am pleased to inform you that the Senate has decided to support the resolution of the Senate of the University. The Senate will meet on the 15th of this month to discuss the matter.

Thank you for your letter.

Yours faithfully,

[Signature]

H. P. L.
President H. P. Judson,
Office of the President.

My dear President Judson:

The action of the Senate which you quote in your letter of October 22nd puts a new phase upon the work of the committee on tuition and laboratory fees.

When the committee met, Mr. Angell called attention to the fact that perhaps a very much larger problem in reference to fees was appearing above the horizon. It seems obvious that when our annual increase of income from the Rockefeller gift ceases, we would need to devise some other method of increasing income, and a natural method would be to increase the tuition fee. It seemed to us that if such a plan is to be considered, it should be decided upon rather soon, since it would be necessary to give notice several years in advance of the change.

This is such a large financial question, involving the accumulation of so much data, that the committee did not feel empowered to enter upon it. It seems to me it is more a question for the trustees than for a Senate committee. If the tuition fee is to be raised permanently for income purposes, then such a committee as ours would like to make a recommendation as to the adjustment of laboratory and library fees. I do not care so much to have laboratory fees abolished, if a library fee, so common in other institutions, should balance it on the other side of the campus. In other words, it is not a question of the amount of fees that I am concerned about, as to their equitable distribution.
The position of the General Manager has been in your letter of October 29th, but a new phase of the work of the committee on finance and important issues.

The committee met and identified several key points for discussion.

- The financial situation and the need for increased income.
- The importance of maintaining current practices.
- Strategies for increasing income.

Two key points were identified:

1. The need for increased income.
2. The importance of maintaining current practices.

The committee will begin to explore these points and report back to you shortly.
President H. P. Judson.

Of course the committee would like to make a report at the regular meeting of the Senate on November 30th, and the chief purpose of this letter is to get your advice. We can either report progress and buckle down to a larger job, or we can report that at present we think any change in the tuition fees inadvisable, and give as our reason that the larger problem needs to be settled first.

Yours sincerely,

John M. Covell
Of course, the committee might like to make a report at
the regular meeting of the Senate on November 29th. And the
agitation of this letter is to get your advice. We can
offer our observations and advice, and then you can go on a
further report. By the way, we think our opinion is the
solution to the situation, and give us our reason that the
further problem needs to be settling later.

Yours sincerely,

[Signature]
Chicago, November 1, 1915

Dear Mr. Coulter:

Yours of the 23rd of October is at hand. I do not think that any attention has been given to the question of increasing the tuition fees excepting as the suggestion arose in connection with your recommendation about laboratory fees. The original plan of fees provided for a library fee for all students. Ultimately this was added to the tuition fee, and is now included in that. I hardly see why a library fee should be charged to any one group of students rather than to any other, as the library is open to all. Inasmuch as the resolution referred to your committee covered the entire question I should think it might be advisable to consider the entire field. Of course if you take that up you will desire to make inquiries and carry on correspondence with other institutions. This can be done through my office if you desire.

Yours very truly,

Mr. John N. Coulter,
The University of Chicago.
Dear Mr. Conner:

You are the first of October to write. I do not think that any extension have been given to the question of the assistantship for the following reason: The assistantship is given upon the recommendation of the department concerned with your recommendation. The assistantship for the following reason:

Ultimate knowledge to a professor for the following reason, and to your knowledge in this new subject to the assistantship for the following reason.

I am sure that my assistant the assistantship for the following reason, to any one stand of assistance to any plan so much as the assistantship in question.

I refer you to your committee consisting of the student, and you will make inquiries any such on correspondence with respect to Information. This can be gone through my office if you have any difficulty.

Very truly yours,

Mr. John M. Conner

The University of Chicago
Dear President Judson:

Last Tuesday we held the conference of the Medical Departments in regard to the administration of laboratory fees and the charging of students for supplies. Dean Angell and Professor Coulter of the Senate Committee on tuition and fees were present and all the departments involved were well represented. A resolution was passed by the conference to the following effect: "It is the sense of this conference that a generous allowance be made to students for their laboratory fees, to cover service, depreciation of equipment and materials, but that beyond this allowance extra charges be made for all materials used up or destroyed in any way." An approximate allowance for a laboratory fee of $5.00 was considered generous.

In other words, the conference agreed fully with the recommendations made in my letter to you concerning the condition in the Physiology Department. I must add, however, that Dr. Carlson objected to the conclusion reached. Professor Mathews and all the others agreed with it. The Department of Physiology is making a study of the cost of courses from this point of view and expects to put the above resolution into force.
The conference also asked me to present the following to you: Fellows in all the science departments excepting Geology, Geography and Psychology are required to pay a laboratory fee as well as tuition fee and to that extent their fellowships are less valuable to them than fellowships of the same amount are to men in all the other departments. The ordinary Fellow pays $120 tuition fee during the term of his fellowship, the science Fellow, with the exceptions noted above, may pay as high as $150. I was requested to ask you whether some provision could not be made through yourself or the Trustees either that Fellows be exempt from laboratory fees or that in the case of the departments mentioned fellowships should carry a correspondingly larger stipend. I have estimated that it would cost about $1000 a year to the University to make the proposed change. May I say that I would look at this request from a somewhat different point of view than the matter of endowing students taking lower courses by giving them free materials, etc. The men involved in the present proposition are men doing research and I believe it is the proper policy of the University to put the burden of the expense rather on the lower classes than on this higher class of its beneficiaries.

Yours sincerely,

[Signature]
The conference is an opportunity to present the following:

The constraint effect in the cognitive performance of executive functions, cognitive psychology, and neurophysiology. The study involves a pre- and post-test design to evaluate the effects of an intervention program on cognitive performance. The intervention program is designed to enhance executive functions and includes training in planning, problem-solving, and working memory. The results indicate significant improvements in cognitive performance after the intervention. The implications of these findings suggest potential applications in educational settings to enhance learning outcomes.
President J. P. Judson
University of Chicago

My dear President Judson,

After some time taken for consideration of the report of the Director of Laboratories, I have concluded to state my position with reference to certain principles involved, rather than merely to make suggestions as to details. There can, of course, be no question as to the sincerity and lack of bias of Professor Stiglitz, nor as to the sincerity of his plans. His report, therefore, appears to me all the more convincing as evidence of the responsibility of formulating a set of rules that will not be largely vitiated by natural exceptions, leaving as the main basis of relation between the administration and the departments the realization of common needs to be served in a spirit of loyalty and sympathy.

Some of the reasons for this conclusion are:

1. If, as Prof. Stiglitz states in p. 2, “Laboratory work is exhausting and in some ways more of a tax than classroom work,” why should 3 hours per day be required of laboratory instructors, and only 2 hours per day of...
class-room instructors? Prof. Hering-Litz admits the injustice of the two-to-one rule as between laboratory and class-room work; but the statements of the report are contradictory on this point. There is no group of men in the University who work harder or more consistently than the laboratory men, and there is no desire to escape work, but only to have it so organized that it is possible to keep in touch with the rapid advance of science, and to contribute to that advance.

1. Throughout the report emphasis is layed on number of students as the basis for assistance and other relations. Those departments that have large numbers of students doing required work, as Chemistry, Physics and Anatomy are thus automatically put in a position of advantage in these respects. But the administration has repeatedly recognized the duty of the University to support work that cannot attract many students, and the exceptions under this head must become very numerous. The number of students must of course be recognized as one factor in the cases.

3. The requirements of appointments on the part of laboratory assistants are not uniform in all the scientific departments. In the Biological Department it is practically impossible
The University of Chicago

To use undergraduate assistants on account of their lack of attainment. The training in biology is more complex than in chemistry or physics, because it presupposes these two subjects to a greater or lesser extent. Whereas in chemistry a laboratory assistant may in certain cases be required to know only technical processes, this is never sufficient in biology. We need a higher type of assistant than our present average, to proceed in the other direction would not be for the good of the University. The rate of remuneration should be increased, not decreased.

Comparisons cannot be made equitably between diverse departments of the same institution. They should be made, if at all, between the same department in comparable institutions.

4. The Department of Zoology has only one laboratory that will accommodate as many as 30 students. The other laboratories should not have more than 16 students in each to avoid overcrowding. It became necessary, therefore, to establish sections in most courses on a basis of fewer than 30 students. This bears again on the question of assistants, as the sections
The University of Chicago

had to be, naturally, at different hours.

For these reasons, and others, it is impossible to make
regulations for all laboratory departments of a uniform-
character in detail. There can be, in my opinion, no
satisfactory substitute for departmental autonomy. Indi-
viduality and variety in departments are desirable things. And
I believe that the aims of the administration can be more
readily realized under the free arrangement.

As regards the specific recommendations for the Depart-
ment of Zoology, I have long regarded the arrangement of
our work in the summer quarter as undesirable. And we
have retained the number and variety of courses hitherto
offered only because we understood that it was the wish
of the administration. The research work of nearly every
member of this department who remains, excluding E.
Tulford, suffers in consequence. And our fellows and
laboratory assistants would do very much better for them-
selves by going to some biological station, such as
Woods's Hole, rather than by remaining here as assistants.

The marine laboratories have incomparably better
The University of Chicago

Please be more specific, or different, please.

the terms received, any action, in the preparation, the terms

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facilities for work in zoology during the summer than we have here. Hence summer students tend in those directions, when zoology is their specialty.

In my recommendations for the budget for 1914-1915, which I sent to Dean Angell before receiving the report under discussion, I advised a considerable reduction of the summer program and budget, and the recommendation appeared to have his entire concurrence.

Respectfully submitted
Frank R. Illin
President H. P. Judson,
Office of the President.

My dear President Judson:

This is rather a long reply, but I could not make it shorter and at the same time get you into my atmosphere. Of course you know me well enough to know that what I have said is not a criticism of the report, for no one can make any complaint in reference to that if what seems to be the premise is taken for granted. Really I think the main criticism to offer is that in the nature of things it takes a biologist to understand the conditions of biological work. I hope you will have the patience to read this thing through.

Yours sincerely

John M. Coulter
The University of Chicago

Office of the President

Mr. President:

I reach a point today that I cannot put on paper my reason why I am writing. My reasons are such that I cannot state them in words. Of course you know me well enough to know what I have decided to make a criticism of the report. For one can make any comparison in reference to that.

I think the main premise is taken for granted. Really I think the main criticism is that the report is not in the nature of anything to face a position where we have to make the criticism of the condition of philosophical work. I hope you will have the patience to read this fine document.

Yours sincerely,
My dear President Judson:

I have studied carefully the report of the Director of Laboratories which you sent to me on November 19th. Of course I approve heartily the motive of the report, and you know that I shall co-operate with the administration in applying all of its recommendations that seem to me to be in the interest of increasing the efficiency of the department. In the very nature of things, however, no one knows what is for the best interest of the department so well as the man in charge of it. Knowing that you realize this, I want to make just the kind of statement I believe you want.

The outstanding impression I get from the report is that it is an effort to determine the efficiency of a department in terms of mathematics. This is so far foreign from my way of looking at it that I find it impossible to appreciate the point of view. To me it is like estimating the usefulness of a church or a family on the basis of statistics. This is no criticism of the point of view used, which is just as natural to some administrators as it is unnatural to me. All I have cared for is to see to it that every individual is interested in working constantly for the good of the University. In my judgment that kind of esprit de corps is always in danger of being killed by too rigid an application of mathematics. Of course it is worth while to see whether we cannot maintain the efficiency of the department by some of the changes suggested, but to introduce all of them would be fatal.
My dear President Kennedy:

I have made careful study of the report of the President of the United States regarding the March on Washington. I note that you have stated in your report that you are in agreement with the recommendations of the President and that you have been in agreement with the President in all important matters.

I fully agree with the administration in applying its principles of domestic policy in the interests of the American people. I am convinced that the interests of the American people are best served by the administration's policies and that these policies are in the best interests of the country.

I feel that the American people are best served by the administration's policies and that these policies are in the best interests of the country.

Sincerely yours,

[Signature]
President Judson (2)

I believe thoroughly in the autonomy of departments, by which I mean that departments should be left free to use their own methods, provided results are satisfactory. No two departments can be conducted alike, for if they are effective they must depend upon personalities rather than upon regulations. On the basis of the report, Botany is about the greatest sinner; the only commendable thing is that it has secured results! In any statistical comparison it should be remembered that the department is placed at a disadvantage in not having a large body of required students; which, for example, has saved the situation for Anatomy. The question naturally arises whether the methods in the department of Botany, in spite of this handicap, have not been responsible for results which are stated as being second only to those of Chemistry. I am sure that our methods have held together a strong staff and have secured the largest body of graduate students in the country.

I am not at all impressed by what seems to be the desire to make the amount of teaching the basis of efficiency as contrasted with research. No one loves to teach better than I, or exalts it more to his staff. The result is that we have often been criticized for being slaves to our students. Perhaps we are, but they are our first care. But our research work has a conspicuous place in developing the science in this country, and it is this fact that is bringing us students and that is enabling us to fill more than three-fourths of the botanical positions of the country.

I do not believe that it is effective, even from a business standpoint, to compare departments of the same university. I must
President Judson, (3) keep in mind, not the other departments of this University, but the strong departments of Botany in other universities, and must at least furnish as good opportunities and a better staff.

I believe in changing methods enough to see to it that costly men are not compelled to do cheap work, but it will be a lucky chance that permits me to find the right men for the work of curator and preparator. Our material is peculiar in not being homogeneous, in having to be discovered (as contrasted with being ordered), in requiring good technical training to recognize in the bulk and to interpret from preparations. Whenever a man has been trained to this point, his ambition is to become a botanist rather than to remain a technician. In fact, he must be a fairly good botanist before he can serve us well. I believe in the great advantage of such a man, I am only explaining that he will be difficult to find.

It would be impossible to secure good teaching in the botanical laboratory with cheap assistants. Such assistants may be used in laboratories where much direction is necessary in the mechanical details of setting up apparatus and using it; but in the botanical laboratory the assistants needed must deal with interpretation and correlation. This is an illustration of the fact that no one familiar with one type of laboratory is in the position to advise in reference to the details of another type of laboratory.

In this same connection, I also want to maintain that a major of such laboratory work as we are doing in Botany, and this probably applies to most of the biological laboratories, means two hours continuous recitation at each laboratory period, what the
In closing, I again urge you to consider the implications of the argument presented. It is crucial to recognize the potential consequences of inaction.

In my opinion, the issue at hand is of utmost importance. We must act now to address the pressing needs of our community.

I thank you for your attention and encourage you to reflect on the points made in this document.

[Signature]
[Date]
President Judson, (4)

report means when it says class-room work. It is not walking about
and seeing that students work and giving them occasional mechanical
help, but sitting down with individual students and quizzing them.
This is straight recitation work, quite exhausting, and moreover it
cannot be done by cheap assistants.

The recommendation of an alternative between Dr. Land and
Mr. Fuller is another illustration of the fact that one laboratory
cannot always interpret another. The department of Botany happens
to be three distinct departments, and neither of these men could do
the work of the other. It would be just as possible to have a
common instructor in Morphology and Chemistry. That the department
is an organization comprising three distinct units does not seem
to have been taken into account in all of the estimates and com-
parisons made.

I wish to make a statement which probably concerns what the
report puts under the head of "special arrangements," but it has
its bearing upon the general situation. The contribution of the
department to Morphology has been a complete reorganization of the
subject through special texts, which have become standards. This
work has progressed through one-third of the plant kingdom, and we
are in the midst of the work with the second third. This was the
meaning of Dr. Chamberlain's trip to Australia and South Africa,
and Dr. Land's long stay in the Samoan Islands. In this extensive
work each one of us (Dr. Chamberlain, Dr. Land, and myself) has a
definite assigned part, and it has advanced so far that to interfere
with it would be like sinking a ship in mid ocean. Of course, any
such general co-operative scheme was not thought of in connection
with the report, but you can imagine that any suggestion that
The reference section of an alternative proposal or loan application report forms a major part of the total report and should be dealt with in the proposal's introduction. The department of housing requires that the proposal's introduction contain a section on the project's background, history, and objectives. The introduction should also provide a detailed description of the project's goals and objectives.

I wish to make a statement with regard to the proposed project. The proposed project is a comprehensive program that will provide a comprehensive approach to the housing needs of the community. The project will focus on the development of new housing units that will provide affordable housing for low-income families. The project will also provide support services such as counseling, job training, and financial assistance.

The project will be implemented in phases, with the first phase focusing on the development of 100 new housing units. The remaining phases will focus on the development of additional housing units and the provision of support services.

I am confident that the project will be successful and will provide a significant improvement in the living conditions of the community. I urge you to consider supporting this project and to provide the necessary funding to make it a reality.

Thank you for your time and consideration.
President Judson, (5)

promises to interfere with this extensive and interlocking pro-
gramme, already carried out so far, almost makes one shudder to
think of.

There is another part of our general programme you ought
to know. My budget recommendations of the last few years would
indicate how important it seems to develop work in Plant Pathology.
The Department of Agriculture and the Agricultural Experiment
Stations of the various states have been urging me for some years
to undertake it, promising to send us their men for training.
During the last two years we have made a start, and the promised
men have begun to come. We must develop the subject, however,
beyond an elementary course, and for three or four years I have
been getting ready for this by selecting and training Miss Pfeiffer
to take charge of this laboratory. This is why I sent her for one
quarter to Washington to work in the Bureau of Plant Industry;
for another quarter to Cornell for a particular kind of training
available there; and for next quarter to Porto Rico to become
familiar with the diseases of tropical plants. We have gradually
assembled a splendid lot of cultures, and are now ready to offer
better opportunities for such work than can be found in this
country. In a year or two the results in graduate students will
be very apparent to the administration. If the recommendation of
the report as to staff be followed, all this plan must be dropped,
just as we are ready to reap the harvest.

The relation of all this to the report is that the members
of the morphological staff are not simply so many instructors, but
in addition to that they have been trained to become essential
at the separate part of the general program that you might

To know that your recommendation or the fact that you have

The Department of Agriculture and the Hydrology Department

interest is important. I sense to develop work in Plant Pathology.

in the affirmative states have been nothing we have no idea.

To my knowledge. I am not aware to my biggest step and the

Don't let the fact that we have no idea and the report

were some result to come. We must develop the subject. However,

to first author a recommendation or any sort of report or any other

Therefore I want you to come

duration to understand the work to the house of Plant Pathology.

for another duration of activity for a plant at an early kind of

satisfactory places and your next duration to Tojo Rigo to become

mention with the efficiency of the report. Therefore we have gradually

association by explaining for conclusions and are the very last to other

better opportunities. To know work that can be done in the

In a way to two the results in enhance agriculture with

by way of argument to the administration. In the recommendation of

the report as to state of July 6th. Will this plan must be followed.

Just as we are ready to keep the pasture

The relation of the data to the report as part of the report

in addition to that you have been training to become assistant
The University of Chicago, Chicago.

December 3, 1913.

My dear President Judson:

I have the following comment to make on the report of the Director of Laboratories sent me on November 17.

1. I think the name Director of Laboratories is for obvious reasons unsuitable and should be changed.

2. Concerning the general part of the report, namely, the enforcement of the two major rule, I believe the recommendations made will result, if adopted, in crippling both teaching and research. My opinion is that the two major rule should not be enforced except at the request of the Head of the Department and in the case of an instructor, if any such there be, who refuses to do a proper share of work. In any event the distribution of the teaching in the department and the division of time between teaching and research should be left to the department.

The autonomy of the Departments is vital to the University and the President should act on the recommendation of the Departments. No outsider can possibly know all the real difficulties and problems of a Department, as this report proves.

3. I believe the fundamental premise of the whole report that the proportion of major courses to the instructing staff is a measure of a Department's efficiency is quite wrong.
December 3, 1972

Mr. Earl Learning

I have the following comment to make on the report of the Director of Laboratories:

If I interpret the name Director of Laboratories to mean operational research mathematicians and support personnel...

Regarding the General Board of the College, I believe the recommendation made with respect to the appointment of a new head of the Department and the recommendation to create the new position of Professor Research ..., I should like to go on record to say that I am aware of the distribution of resources and the relationship and the responsibilities of the Department to the University and the University's relationship to the Department. I am aware of the existing resources and programs of the Department and of the difficulties and problems of the Department as such.

I believe the fundamental premise of the report was...

...and that the production of major concern to the Department is the work of the Department.
4. If the two major rules are enforced in this department since the duties of laboratory instruction are even harder and more exhausting than class room work, a class room hour and a laboratory hour should be equivalent and 8 hours a week of combined class room and laboratory should be the maximum required teaching. Having two hours of laboratory instruction equivalent to an only one hour of class room penalizes our instructors and is unjust. In all experiments on living animals, such as form the major part of the laboratory instruction in pharmacology and physiology, it is frequently necessary to prolong the laboratory periods an hour or more since such experiments require often two or three hours of operation before the actual experiment is begun. They cannot be stopped at the end of the period without sacrificing all that has been done. The men consequently stay on and often work two and three hours over time and it is necessary for the instructor to remain under those circumstances. It is necessary also, for the students in physiological chemistry often to work many hours over time and that again taxes the instructional force. Our assistants and instructors are thus required to be in the laboratory far longer than the catalogue indicates.

5. Concerning the special recommendations for the department of physiology, I agree most heartily with Professor Stieglitz that the amount of service in the Department is inadequate for keeping the laboratories
clean, for the proper care of apparatus, or for the most efficient work of the staff. I join with him in urging that the two additional service men, a curator and a store-keeper, or preparator, be added as soon as possible to the staff. In addition there should be a secretary for keeping accounts, card cataloging apparatus, doing stenographic work and so on. There should also be a lecture assistant, but perhaps the preparator might do that work for the present. At any rate the first two service men would help greatly. We have to pay our service out of the supplies and expense fund and this is one reason these funds are so early exhausted. In regard to reducing the staff, however, Dr. Stieglitz has, perhaps, not remembered that our big classes have to be divided into two or three sections which doubles the laboratory and trebles the recitation work of the instructors. It will be quite impossible to save money for the service from the instruction budget. He mentions Professor Koch as offering no course this quarter as an example of bad use of the staff. The facts are these: Dr. Koch taught 5 majors of work in the summer quarter alone, four majors being to classes of 50-60 students. This quarter he is assisting me in giving two majors of work without counting the five or six research students he aids. Our registration in the two majors is true is lighter than usual owing to the heavy summer registration, but it is about 52 men which
...for the proper care ofapparatus, or for the work...alleviation work of the office. I join with him in thinking that the few additional services may, a computer and a storekeeper or bookkeeper, be added as soon as...side to side. As additional areas spring to a new...retreat for keeping accounts, can accounting equipment...your own secretarial work and on our. These spring into a...sence at service and experience your own this...service out of the support and experience that one can...ize lessons these times are so vastly experienced. In...easy to reluctant the stake, however, of eligibility and...senior not remarkable that can give occasion, the idea of...giving into two or three sections with good use...importance may recapitulate the legislation work of...mentions. It will go out impossible to save money...not service from the instruction budget. He mean...from progress now as altering on course the charter...as an example of fair use of the start. The fact is...these. Dr. Keep careful minutes of work in the summer...determine from your motion pending to assume of 60-80

...strokes of work with part coming the line at all...ions of period for substance to and legislation in the two...heated if to time to impress them now. wante...r's summer registration and if to proud of new work...
is about the average of 30 men to an instructor suggested
by Dr. Stieglitz. Dr. Koch, of the end of this quarter has more than
fulfilled his total teaching requirements of the year.

The inadequacy of the present staff in the department
is shown by comparing our staff with that of any other
first class school with as large classes. Harvard, for
example, with smaller classes, has four full professors
in the three departments of physiology, physiological
chemistry and pharmacology. That is the minimum number
we should have. How can we draw undergraduates, or
graduate students, when they compare the catalogs of the
two institutions? The Harvard men teach but three or
four hours a day for four months of the year. In Colum-
bia the situation is about the same as at Harvard. The
Hopkins has at least three full professors, men of in-
ternational reputation, besides assistant professors
and instructors. In none of these institutions but
Columbia do the departments have to teach college stu-
dents in addition to the medical, and in none of them is
the teaching supposed to cover 12 months of the year.
To be at all comparable with them and to be organized
on a four quarter basis our staff should be a third
again as large as theirs, instead of being far smaller.
Even Northwestern, certainly not a school of the first
rank, has a more adequate teaching staff than we. In
pharmacology alone they have a professor, a former student
of mine, with a salary at least as large as my own, an
assistant professor, an instructor and two student as-
sistants. They have, besides, a special janitor for that
department alone and the services of an animal keeper.
In other words they have for pharmacology alone with smaller classes they have a larger staff than I have for pharmacology and physiological chemistry put together, more service than we have here in physiology, physiological chemistry and pharmacology put together, and they have to teach but nine months a year where we are supposed to make provision for twelve months. If we had a large number of graduate students of high grade, we might make some use of them as assistants, but we have not such students and I see no prospect of getting them as long as the University is content to occupy its present position in these sciences. It must be remembered that we have to compete with these schools both for our graduate students and for our assistants and instructors.

The statement that physiology has about $2500 too much for assistance and that pharmacology and physiological chemistry have $1800 too much is then based on a misunderstanding due to a false premise. If the funds were reduced to this amount it would mean that we should have no one at all in pharmacology, and that in physiological chemistry we should have but one assistant and he would be but for two quarters, for we cannot get an assistant who is good for anything for less than $450 for two quarters. It must be remembered that the training necessary for an assistant in any of these three branches is not only chemical but in addition there is required special training in these and allied branches of biology. The time required for the training is longer and the pay must be higher. The number of available men
In order to make progress on bacteriology, I have
enrolled as a student in a bacteriology course. I have
learned some basic principles of bacteriology and
biochemistry. However, I have not yet learned as much
as I would like to. I plan to continue my studies in
bacteriology and biochemistry in order to improve
my understanding of these subjects.

In addition, I have been working on a project to
develop a new bacteriological technique. This project
involves the use of specialized equipment and
software. I am currently working on the design and
development of the equipment, and I hope to have
a functional prototype ready by the end of the
semester. I plan to present my findings at a
conference in the spring.
is less and the demand is keener than in chemistry.
In fact when it is remembered that the number of first
class men in these three subjects in this university
is lower than elsewhere, that the recompense offered
is below that paid in many Eastern schools and that the
teaching duties demanded are far more excessive here,
so that the research time is reduced, it is not surprising
that we have difficulty in finding good assistants.
The proposition to reduce the pay still further and to
increase the teaching burden is one not calculated to
fill our department with promising and enthusiastic
young men. In fact if the suggestion made of reducing
the instructing staff is carried out, it would mean that
there would be but one man here in physiological chem-
istry and pharmacology in the spring quarter and one
in the summer quarter. We have a registration of at
least sixty men in each of these quarters, and in the
other two quarters we could give but a single major course
to classes of 90-100 men. I may mention, while I am on
this subject, that not only is the staff as it stands in-
adequate but it is also underpaid. In these three depart-
ments the university is spending far less than it should
in salaries compared to the universities about us. We are
dropping steadily behind because other schools are going
ahead.

I think the report shows most clearly in this part
of it how impossible it is for an outsider, not familiar
at first hand with the subject matter of a department and
of the special methods necessary in teaching and of the training demanded of any student qualified to teach the subjects, to advise intelligently what should be done in the department.

6. It will not be feasible to unite the store-rooms without a considerable outlay for a dumb waiter. The curator and preparator could, however, serve both store rooms, if they are not united. Professor Koch would not consent to burden himself with the extra duties of the business of the physiology sub-department unless he were relieved of other work, the budgets united and the department made into one. The report recommends that that the department budgets be not united.

7. Concerning the last recommendation on the present Siamese-twin arrangement of the sub-departments which make the present monster known officially as the Physiology Department, I have no comment to make except that the arrangement, so far as I know, is peculiar to this University and there seems no reason why it should ever have been made in the first place. The advantages are dubiously positive or distinctly negative, since to all intents we are two departments, and the disadvantages are strongly positive. Three separate, strongly manned and well equipped departments should be made of this one at the earliest possible moment, if we are not to fall relatively still farther to the rear among Universities of the first rank.

Very Truly Yours,

[Signature]
My dear Mr. Judson:

I have been reading with great interest the report of Professor Stieglitz on the cost of laboratory instruction which you transmitted to me a few days ago with a request for comments.

I appreciate fully the motives which have inspired you to ask for and to receive this report. It is the duty of the administration to see that the available funds of the institution are wisely distributed and wisely expended, and it is a good thing from time to time to take stock in order to discover whether the departments are fulfilling the aims and ideals of the University. Such investigation should be welcomed by the departments and assisted by them.

I perceive also that if progress is to be made it is necessary to take up the activities of the department and to consider them one at a time just as Mr. Stieglitz has taken up the question of economy in teaching laboratory subjects. I can see however that if this incomplete information is made the basis of specific recommendations for executive action it may result in grave injury to the work of the departments.

It is assumed in this report that the laboratory teaching in the different laboratories of the University is of so homogeneous a sort that general recommendations as to the kind and number of assistants may be made. I am sure that Mr. Stieglitz must have considered the possibilities that there are differences between subjects which are implicit in the material with which they deal, in the pedagogic method, and in the subjects themselves, which may account fully for the disparity in cost. In each department the cost of instruction depends more or less on the relations of supply and demand in that subject, and the departments must
compete whether consciously or not, with similar departments in other institutions, both to retain the men whom they have and to induce others to come. Moreover, the material used varies greatly in source and in methods of handling. Anatomy deals with a very homogeneous material which can be suitably handled by laboratory servants. Chemistry can buy a great deal of its material ready made. Other departments have to use the services of men who are scientifically trained to prepare their material. In the teaching also the conditions vary. Some departments are able to divide their subjects into courses of relatively narrow scope, or to give laboratory courses in which the time of the student is largely consumed in mechanical manipulations. Such courses require less supervision and a lower grade of assistance. The courses in gross anatomy require men trained well in the whole subject, and assistants of the type which Dr. Stieglitz has in mind are of little use except to distribute the material and act as monitors in the laboratory. Too often men of this class are intrusted with important teaching duties to the disadvantage of themselves and the students whom they teach. In this department we are glad if the University will help us to encourage such men to undertake teaching duties but only with the understanding that there will be no reduction in the number of men available as experienced teachers. I think, however, that it would be better to do this by increasing the number of fellowships.

The general relations of the department in the University also influence the cost of teaching. Anatomy has a large body of undergraduate medical students who are forced to take its courses by state laws and by a more or less rigid medical curriculum. Because its classes are full the department receives a gratifying endorsement from Mr. Stieglitz from the standpoint of instructional economy. Another department in which the work is taken almost wholly as voluntary work might be expected
of the material. In the lecture room the conditions are}

satisfaction to give their students into courses of reference}

and in some cases by accident. A student to partly overcome in preparing manuscript. Such courses}
be expected to cost more, if the divisions of the departmental work are adequately represented in staff and courses. In short I am of the opinion that the differences which Dr. Stieglitz has discovered are pre-determined by the subjects themselves.

The problem of a department is much more than caring for so much teaching each quarter. It must plan for the future and work towards it. It must care for the symmetrical development of the subject, and encourage and support productive scholarship. It does not seem to me that these functions should be collateral and accidental functions, but that they should be the primary subject of consideration by the University. Hence such a report as Mr. Stieglitz' which focuses attention on the cost of elementary teaching and embodies recommendations to apply to all scientific subjects regardless of their nature may, if acted upon, do serious injury to some of the departments. To construct a wise programme of departmental development requires experience in the work, and to carry it out requires the sympathy and support of the University. It is not often that outsiders can give wise advice in matters which determine success or failure on the part of a department in its larger endeavors, and when they do give such advice it should be regarded as the opinion of a lay observer in fields in which they lack objective experience, not as a basis for executive action. The department can only work out its programme when it is permitted to carry on its plans according to the experience of the experts who compose it, and to dispose of the energies of its members as seems best.

Mr. Stieglitz rightly insists on the necessity of adequate technical assistance in the departments engaged in laboratory work. Even in Anatomy where according to his report the service is well organized the amount of assistance of this sort which is provided is grossly inadequate. We can neither keep our laboratories clean, nor
The progress of the department is much more than merely organized on a sound scientific basis. It must grow to the stature and work to show more than the symmetrical development of the endowment of the University. 

The organization of the department is not merely an academic exercise for the sake of academic exercises. It is an exercise to show the potentialities of research and development. To conduct a wise program of research and development, as in the past, and to carry it out, it is necessary to secure the co-operation of all parties interested. It is not only that co-operation can grow with the department but the department is also interested in the success of the laboratory at which the work is carried on. To ensure the success of the laboratory, the department can only work out the program with the approval of the parties interested. 

It is therefore necessary to make the program of research and development known to those who may be interested in it. It is to be noted that the program of research and development is not only a matter of interest to the parties interested but to all who are interested in the progress of science and education. 

The department, therefore, regards the progress of the past as a matter of importance, and to ensure the success of the program, it is necessary to organize the department in such a manner as to make it possible for all parties to contribute to the progress of science and education.
orderly, nor can we give sufficient care to the physical equipment of the department. The investigations of senior members of the department are hampered by the necessity of sharing the services of a technician who also prepares the class material. I am convinced that the policy of the University in respect to service must be more liberal in the future, if the best results are to be obtained from the expenditure of its funds for research.

I am of course much gratified that, even from the standpoint from which Dr. Stieglitz has viewed it, the department has seemed worthy of commendation, and I appreciate his courtesy and consideration in dealing with this department, but I fear that under other conditions, and perhaps under other direction conditions might so change that the department while equally worthy might be severly criticised.

I remain,

yours respectfully,

R.R. Bensley
President Ernest D. Burton
Faculty Exchange

My dear Mr. President:

Pursuant to your directions I submit the enclosed memoranda on the question of pro rata tuition fees:

2. Copy of the report of the Committee as submitted to the Faculty of the Colleges of Arts, Literature, and Science, dated January 11, 1917.
3. Copy of a letter just received from the Secretary of the Board of Trustees, dated March 27, 1923.

From this it will be observed that action of the Board of Trustees did not follow any specific action by the Faculties or the General Administrative Board of the University. Since the action of the Committee on Instruction and Equipment of the Board of Trustees, June 4, 1920, there have been no announcements in the official documents of the University that fees are charged pro rata. (See the Annual Register, 1921-22, page 90.)

Yours very truly,

Walter A. Payne
Recorder-Examiner
President of Faculty, I. U. of B. 

At present I believe I can give you the following information on the discussion of the letter to the Senate of the University:

I received from the Senate of the University:

1. A letter dated January 3, 1919, from the Committee on the Senate of the University, stating that the Senate has received and read the letter from the Board of Trustees, dated January 3, 1919, and that the Senate will consider the letter at its next meeting.

2. A letter dated January 3, 1919, from the Board of Trustees, stating that the Board has received and read the letter from the Senate of the University, dated January 3, 1919, and that the Board will consider the letter at its next meeting.

3. A letter dated January 3, 1919, from the Governor of the University, stating that the Governor has received and read the letter from the Senate of the University, dated January 3, 1919, and that the Governor will consider the letter at its next meeting.

I will forward these letters to you as soon as possible.

I am aware that the Senate of the University is also considering the letter from the Board of Trustees, dated January 3, 1919, and that the Senate will consider the letter at its next meeting.

I will be available for further discussion on this matter.

Sincerely,

[Signature]
Extract from minutes of the Board of the Colleges of Arts, Literature, and Science, 1-6-17:

"Moved that a Committee of these Boards be appointed to make a recommendation on this subject (pro rata fees) to the Faculty of the Colleges, which may then make a recommendation to the Business Department of the University." Committee: Angell, Chairman; Marshall, Lovett.

From minutes of the Faculty of the Colleges of Arts, Literature, and Science, 1-13-17:

"The accompanying report of the Committee appointed at the request of the Boards of the Junior and Senior Colleges to consider the question of pro rata fees for students taking less than full work, was presented. It was explained that the Committee, and the deans of other divisions of the University who were called into conference, felt that the conception of three majors as normal college work should be guarded by every means possible, and that the case of the student who is constantly obliged, as a matter of self-support, to limit his registration to two majors per quarter is taken care of by the present practice of allowing such a student remission of tuition in the fourth quarter, after three consecutive quarters of two-major registration at full fees. General discussion followed, after which it was moved that the report be referred back to the Committee. The motion was not seconded. It was then moved that the matter be referred to another committee for further consideration. The motion was not seconded, and no action was taken."
Extract from minutes of the Board of the College

At 4:30 P.M., Tuesday, May 15, 1973

Moved: That a committee of three be appointed to study and make a recommendation to the Board of the College upon the subject (as far as the question of the presence of the University Committee on the Business Department at the College of the University of the Province of Alberta, Edmonton, Edmonton, Alberta, T6G 2E9.

Motion carried.

In the absence of the President, the President pro tempore, Mr. J.A. Green, read and accepted the report of the Committee.

Mr. Green then read the report of the Committee.

The motion was carried.
President E. D. Burton,
Faculty Exchange.
Dear President Burton:

The regulations governing free tuition vouchers provide that non-self-supporting children of University employees may receive vouchers for one-half tuition, providing that the Cashier of the University recommends such an arrangement and the President approves it. Mr. Moulds has sent a recommendation that Mrs. Crandall's son have the benefit of this reduction. If you approve, will you be good enough to note your approval on the accompanying letter of Mr. Moulds and I will see that the voucher is issued.

Yours very truly,

[Signature]

Secretary.
The accompanying budgetary forms are included in this packet for your reference. Please review these forms carefully and make any necessary adjustments. If you have any questions or require further assistance, please feel free to contact me. I will be happy to provide any additional information you may need.

Your name

[Signature]
January 11, 1917

To the University Recorder
Faculty Exchange

My dear Mr. Payne:

The Committee appointed by the President to consider a possible change in the fees paid by students taking only two courses a quarter, report as follows:

Although the old arrangements were undoubtedly inequitable and resulted in hardship to individual students, the Committee is of the opinion that the present practice, whereby a student who pays full fees for two courses for three quarters and is then exempted from all fees in the fourth quarter, meets sufficiently the present needs of the case, and is free from certain dangers on the academic side which the Committee believes to be involved in many of the suggested emendations. The Committee would, therefore, recommend no change at the present time.

Yours very truly,

(Signed) James R. Angell
For the Committee.

Marshall
Lovett
January 11, 1917:

To the University Registrar

My dear Mr. Penfield:

The committee appointed by the president to consider the possible change in the fees paid by students following only two courses and tuition, report as follows:

Although the original arrangements were necessarily
unavoidable and necessitated in part the temporary
expenditure of the committee, the full cooperation of the faculty was
solicited and a suggestion was made that the same needs of the
same students who have full fees for two courses for three
courses. The current fees of the case, and it is clear from certain
conclusions of the committee as to the higher second
committee meeting, therefore, recommends an increase of
present.

Very truly yours,

(Signed) James H. Andrews
For the Committee

[Signature]
COPY

March 27, 1923

Mr. W. A. Payne
Recorder's Office
Faculty Exchange

My dear Mr. Payne:

Thanks to the eager inquiring mind and eagle eye of Mr. Moulds we have managed at length to discover the ruling on majors pro rata. At the meeting of the Committee on Instruction and Equipment held June 4, 1920, the following action was taken, approving the ruling of the President with reference to this matter:

"The Secretary presented a minute from the Committee on Expenditures recommending that, beginning with the Summer Quarter, 1920, those students who through some necessity are obliged to take less than three majors per quarter with the consent of their Dean be charged on a pro rata basis for the actual number of majors for which they are permitted to register. It appearing that the previous regulation by which a student taking two majors was obliged to pay the full amount of tuition chargeable for three majors was not based on the actions of the Board and that the President of the University had ruled as recommended by the Committee on Expenditures.

"It was moved and seconded to approve the ruling of the President of the University, and beginning with the Summer Quarter, 1920, to permit students taking fewer than three majors to pay pro rata for the actual number of majors for which they are permitted to register, and, a vote having been taken, the motion was declared adopted."

Very truly yours,

(Signed) J. S. Dickerson
Secretary.
Indianola Iowa Sept. 11 1923.

Dear President Burton:—I am informed that you welcome to your university your doctors of philosophy and allow them the opportunity of studying without charge. I write to ask if you will kindly receive me during the coming autumn and winter quarters under such conditions.

I received the degree of Ph.D. Sept. 3, 1909 from the University of Chicago in the department of Chemistry. My work was under the direction of Prof. Julius Stieglitz. Since that time I have been engaged in foreign mission work in Assiut College, Assiut, Egypt. During my furlough 1915-16 I had the privilege of being a guest of the University.

I hope to register in the Divinity School and perhaps take a course in the School of Education and visit a lecture class in Chemistry.

Sincerely yours,

W. W. Hickman
1. I am in hearty accord with the aim of the directors' recommendations, namely, the greatest possible efficiency in research and instruction, and a greater degree of fairness in the distribution of the University funds. I also appreciate the spirit of fairness but question the value of the comparisons made between the different departments. Whether or not the funds of the department of Physiology are judiciously expended can hardly be settled by a comparison, for example, between Physiology and Chemistry. It would be more to the point to compare the department of Physiology in our University with that of the leading universities in United States. I would respectfully suggest that the directors of the laboratories be authorized to secure and submit such data for all the laboratory departments.

2. The low ratio of 1.3 majors per instructor in Physiology is due to the fact that much of the instruction work of Drs. Woelfel and Luckhardt does not appear as such. I refer to animal operations for demonstrations. This is an important part of instruction in Physiology. And this work cannot be done by a preparator, such as the one employed in Zoology. I take it that the all important question is whether an instructor is giving all that is in him to the work of the University (research and teaching). This depends on the man, not on any system of service regulations, as the time served cannot be brought up to the University ideal by the time-clock.

3. The character of the laboratory work in most of our Physiology courses is such (work on animals under anaesthetics, etc.) as to require well trained and competent laboratory assistants.
is my experience that such men cannot as a rule be secured for 50-
100 per quarter. In the past other departments in the University
have bid against us for our best assistants, and even if this is
eliminated the competition from other universities is increasing.
Other universities offer to pay $1000-$1500 to the very men we are
paying $500-$800. We could not as a rule retain or secure the men
needed on the recommended basis of staff assistants at $100 per
quarter. But when a competent assistant can be secured at the lower
figure, he is, of course, engaged for that.

4. - A common store-room keeper for the department of Phy-
siology and of Physiological Chemistry offers serious difficulties,
and that matter cannot be settled until the research work on Mr.
Fred Vleck (present store-room keeper for Physiology) is completed,
that is, not within two or three years.

5. - A preparator, as an addition to our present inadequate
service, would be valuable. But much of the preparation work would
still have to be done by the instructors themselves. And one prepar-
ator would not be adequate for the two departments.

6. - For several years I have felt the heavy burden of the
increasing numbers of research students. I hope that this can be
met in accordance with the directors' recommendation.

A.Cahn
is an expertise that should never be given for a fee or per day.

To the best of our knowledge in the literature,

and even if this in

some way you can't understand the language.

If you can't understand the language, please clarify.

The best interpretation or test is 2,000-2,5000 to the very end of the

member, but a complete explained can be read at the lower

literally, to be, as a matter of course, anywhere for me.

A common error to make for the department of XYZ

doctor and of the foreigner's foreign, need to be explained more in

they (where) under the room, called for (unification) to complete.

Here is your filling to the other voice.

6. A request to the applicant on behalf of the department of

section, may be important, but many of the presentations are

still have to be done by the presentations themselves. You are happy.

yet many not be adequate for the presentations.

6. Nor because that I may tell the present position of the

important viewpoints at resources, I hope that you can be

sent in accordance with the office of reference, recommendation.
"Voted, unanimously, that commencing with the academic year 1916-1917, the tuition fee charged to new students in the following departments be $200:

Harvard College, the Graduate School of Arts and Sciences, the Graduate School of Business Administration, the Schools of Architecture and Landscape Architecture, and the Bussey Institution with the School of Forestry; and that no Stillman Infirmary, laboratory or graduation fee be charged to any student paying a tuition fee of $200 or more."

"Voted that, commencing with the academic year 1916-1917, all fellowships and scholarships in Harvard College, the Graduate School of Arts and Sciences, the Graduate School of Business Administration, the Schools of Architecture and Landscape Architecture, and the Bussey Institution with the School of Forestry, awarded by the University on the ground of scholarship and on account of need, shall be increased by $50 over the amount as awarded in the year 1914-1915, provided the recipient is paying a tuition fee of $200."
"Vacant, unoccupied, their commerce with the academy.

Year 1918-1919, the prison fees of the academy to 1920.
The following departments to 1920: Catholic College, Catholic School of Arts and Sciences.
The Catholic School of Arts and Sciences, Administration, and the Church.
Administration and Fee: 2500 co. S.
Also with the Board of Trustees:
and their influence in the presentation of the case to 1600 co. more.

Reference to the amount being a fraction of 2500 co. more.

"Also, that commerce with the academy from 1918-1919.

With Catholic College, Catholic Schools, and Catholic Church. Catholic School of Arts and Sciences.
The Church and the Church of Administration.
Administration and Fee: 2500 co. S.
And the influence in the presentation of the case to 1600 co. more.

For want of space we cannot in the year 1918-1919, point to the
(From the Annual Report of President Butler of Columbia University, November 1, 1915, - pages 7-8).

In the Annual Report for 1914, three recommendations were made that have already been favorably acted upon and have gone into operation.

The statute relating to academic fees has been revised and simplified and each student in the University will hereafter be called upon to pay three, and but three, necessary fees. He will pay each year a university fee of $10, or if a student in the Summer Session or Extension Teaching a fee of $5. Payment of this fee marks his membership in the University as a whole, and is evidence of the fact that he is entitled to its general facilities, opportunities and privileges. He will also pay a tuition fee which, in all parts of the University except the School of Law and Barnard College, is calculated upon the point system; that is to say, the student will pay a tuition fee of $6 per point, a point being defined as academic work involving one hour of attendance a week for a half-year. In the School of Law and in Barnard College the flat fee is still retained and is fixed at $150 and at $200, respectively. All special fees for registra-
In the annual report for 1974, there was a recommendation that raises many questions into operation. The aspects of the recommendation also mean much to the institution. It is important to note that the recommendation has a significant impact on the institution. The recommendation is reflected in the provision of adequate and fair compensation to faculty members. It is essential to recognize the importance of teachers and administrators and to support their efforts. The recommendation is well thought out and will guide the institutional and educational policies and procedures.

In my view, the recommendation is well-supported by the evidence. The policy of providing additional compensation to faculty and administrators is a significant step towards recognizing their contributions. It is essential to ensure that the compensation is fair and adequate. The recommendation will guide the development of institutional policies and procedures. It is important to support the efforts of teachers and administrators to achieve this goal.
tion, matriculation, gymnasium privileges, laboratory privileges and other similar purposes have been abolished. The third necessary fee is the graduation fee, fixed by long custom in this country and abroad, to be paid by each student who presents himself for examination for graduation. In addition to these three stated and normal fees, the university fee, the tuition fee and the graduation fee, no payments of any kind are required of students save for room rent, in the case of those who live in one of the Residence Halls; for deposits in the case of students who, in a few laboratory courses, are given temporary possession of valuable and destructible material, which deposits are returned to them if the material is returned in good order; and for the privilege of delayed registration or a special examination if these are applied for.

It is calculated that, assuming a registration of the present size, the university fee will produce sufficient revenue to offset the loss from the fees that have been abolished. In effecting this readjustment of fees, the tuition fee has been slightly raised, the unit having been advanced from $5 to $6 per point. This is equivalent to saying that the fee, if estimated on the old basis, has been increased from $150 to $180. This has been done for the
purpose of distributing more equitably over those who enjoy the privileges of the University the annual cost of maintenance. This cost has increased very greatly during the past generation, while the tuition fees have remained substantially stationary. As a result the students have been offered an extraordinary and greatly increased educational opportunity at the expense of the income of the teaching staff.

Fortunately, Columbia University has been able to make very important additions to the salaries of the teaching staff during the past decade, but the cost of living continues to rise and these additions must be continued and increased. It is only fair that some portion of this cost should be borne by those for whose benefit the University is maintained. The student who is called upon to meet an extra cost of $30 a year, or $120 for four years, is asked to make a very slight sacrifice in comparison with the professor who is called upon to serve through a great portion of his active life for $1,000, $2,000, or $3,000 a year less than he ought to receive. The new fee system is simple and logical, and there is every reason to believe that it will work well.
...
Dean James H. Tufts
Faculty Exchange

Dear Mr. Tufts:

Re: Tuition fees of graduate students.

Here is a table that shows how graduate students in Arts, Science, and Medicine have registered for the present quarter (Winter Quarter, 1925):

<table>
<thead>
<tr>
<th></th>
<th>1/2 Mj.</th>
<th>1 Mj.</th>
<th>1 1/2 Mj.</th>
<th>2 Mj.</th>
<th>2 1/2 Mj.</th>
<th>3 Mj.</th>
<th>3 Mj.</th>
<th>Total</th>
</tr>
</thead>
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<td>115</td>
<td>4</td>
<td>118</td>
<td>4</td>
<td>255</td>
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<td>608</td>
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<tr>
<td>Sci.</td>
<td>2</td>
<td>42</td>
<td>2</td>
<td>55</td>
<td>18</td>
<td>158</td>
<td>73</td>
<td>350</td>
</tr>
<tr>
<td>Med.</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>26</td>
<td>12</td>
<td>102</td>
<td>11</td>
<td>159</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>162</td>
<td>8</td>
<td>199</td>
<td>34</td>
<td>515</td>
<td>121</td>
<td>1117</td>
</tr>
</tbody>
</table>

\[ \text{Total} = 8 \times \text{Mj.} \times \text{Fees} = 1117 \]

Under each column you will find the amount of money lost through the present system of collecting fees as compared with the system formerly in operation. You will observe that even for a single quarter it amounts to a considerable sum. It is, of course, quite true that when we had the other system of fees (by which no one ever paid less than half the total) the scale of our fees was lower. The estimates in dollars included in this letter are based on the plan...
How to Fence Your Property

<table>
<thead>
<tr>
<th>Fence</th>
<th>Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wood</td>
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<td>6' x 50'</td>
</tr>
<tr>
<td>PVC</td>
<td>$300</td>
<td>8' x 50'</td>
</tr>
<tr>
<td>Chain Link</td>
<td>$400</td>
<td>10' x 50'</td>
</tr>
</tbody>
</table>

Total: $900

Note: Costs may vary depending on the specific materials and labor costs in your area.
The University of Chicago
The Graduate School of Arts and Literature
January 29, 1925

Dean James H. Tufts #2

of the old system of fees and the scale of the present one.

Notice that of those who paid full tuition, twenty-seven per cent took an extra course.

Sincerely yours,

GJL

Dean.
PROPOSED REGULATIONS

COVERING THE ISSUANCE OF OFFICERS' AND EMPLOYEES' VOUCHERS

1. Remission of tuition shall be confined to the persons in the following groups:

a) Appointees of the Board of Trustees and their wives. Persons in this group shall be entitled to full remission of the regular tuition rates. Such remissions shall be charged to an account in the budget entitled Tuition Remissions.

b) Full time office and laboratory employees. The persons in this group shall be limited to one course per quarter and the amount of the remission shall cover the full tuition charge. Vouchers issued for tuition of such employees shall be charged to the Tuition Remission account mentioned above.

c) Children of faculty members. The remissions of tuition in the case of children of faculty members shall be limited to one-half of the tuition charge. Instead of reducing the original charge of tuition, the full rate shall be charged and vouchers issued for the portion remitted. In the case of such students in the University the vouchers shall be charged to the Tuition Remission account; for children in the High School and Elementary School the vouchers shall be charged to Laboratory School Tuition Remissions.
PROPOSED REGULATIONS

CONCERNING THE ISSUANCE OF OPTIONS, AND EMPLOYMENT, VOUCHERS, ETC.

1. Reinstatement of tenant shall be continued to the person in the following categories:

(a) Appointee of the Board of Trustees and their wives.

(b) Person in the group shall be entitled to fill the position of the tenant at the tenant's request. Such reinstatement shall be subject to an accounting in the budget annual report.

Tuition Reinstatement

(p) Full time office and laboratory employees. The pay

since in this group shall be limited to one course per semester and the amount of the reinstatement shall cover the full tuition charges. Vocational Tuition Reinstatement

For tuition of each employee, shall be credited to the Tuition Reinstatement account mentioned above.

2. Criteria for faculty members. The reinstatement of

(a) Full time office or laboratory of faculty members.

(b) Part time office or laboratory of faculty members.

(c) Part time office or laboratory of faculty members.

3. Reinstatement of the University. The reinstatement of the University's

4. Reinstatement of the Tuition Reinstatement account: for all

5. Reinstatement of the High School and Elementary School Tuition Reinstatement account.
2. Assistants and Associates appointed for three quarters, or the successors of such appointees in case of resignation before the completion of the period of appointment, shall be entitled to receive vouchers for the full amount of their tuition, and for laboratory fees for courses taken in the departments with which such appointees may be connected. Such vouchers shall be charged to the instruction budgets of the several departments, and shall not be considered as remission of tuition, but as compensation for service. Assistants appointed for the Summer Quarter receiving at least One Hundred Dollars cash salary may be given vouchers for tuition and laboratory fees on the same basis as is indicated in this section for Assistants and Associates appointed for three quarters.

3. Since laboratory fees are fixed with reference to the actual expense of the University in connection with the laboratory courses, and since officers of instruction appointed by the Board of Trustees are permitted to use laboratory equipment, supplies, and service in connection with their research without charge, there shall be no remission of tuition for laboratory fees except for courses taken in the department with which such appointees are connected. The amount of such laboratory remissions shall be considered as a remission of fees and charged to the Tuition Remission account.

4. Hereafter all officers' and employees' vouchers shall be issued from the office of the Secretary of the Board of Trustees since all records of appointments are kept in his office.
5. Assistants and Associates appointed for three-quarters of the sessions of the Senate in cases of vacancies.
   The succession of such appointees is subject to the condition that they must be in the Senate for the full session.
   The Senate must be notified in writing of such appointments.

6. Assistants and Associates who have served in the Senate for a full session may be considered for reappointment.
   Assistants and Associates appointed for the Senate for more than three-quarters of the session may be considered for reappointment.
   Assistants and Associates appointed for the Senate for less than three-quarters of the session may be considered for reappointment.

7. Since Assistants and Associates are tied with reference to the sessions of the Senate, and since they serve in connection with the Legislature, and since they are officers of the Senate appointed by the Senate, they are not permitted to reappoint themselves.

8. Assistants and Associates are not permitted to reappoint themselves.

9. Any assistant or associate who is not an assistant or associate shall be considered as a reappointment of the assistant or associate.

A. Notification of such assistants and associate's appointment shall be issued from the office of the Secretary of the Senate.

The Senate shall receive the action of appointees at their next meeting.
President E. D. Burton
Harper Memorial Library

Dear Mr. President:

Re: Fees paid by graduate students.

I notice that a good many graduate students take only one
course or two courses, and so instead of paying the usual $60 per quarter
for tuition, pay only $20 or $40. It seems to me that this system must be
proving rather expensive for the University. It must involve a much smaller
revenue from graduate students than the number of students might be expected
to yield. Moreover, the theory on which this system of fees is based does
not seem to me to be a sound one. It is based on the assumption that all a
student gets here is what he gets out of some course in which he is definitely
registered. No account is taken of the privileges he has in the library
and laboratories and in the opportunity of consulting the professors in the
department in which he is working. I understand that the former plan was to
make half the total amount of the regular fee the minimum. This would be
exactixed from students who take only one course. Students taking more than
one course would be expected to pay full fees. I doubt very much whether
other graduate schools are as generous in scaling down the fees for graduate
students as we are. This is a matter that you and Mr. Arnett will possibly
be interested in investigating.

Since rely yours,

GJL: M

Dean.
January 23, 1925.

My dear Dean Laings:

President Burton referred to me your letter of January 12th in which you discuss the matter of fees paid by Graduate students.

Since the situation to which you draw attention exists in our professional schools as well as in the Graduate Departments of Arts and Literature it would probably be in order to bring together the officers who are most interested just as soon as Mr. Arnett returns to the City.

Should we in the meantime prepare material for consideration by those who are to attend the conference? I have in mind Deans Hall, Abbott and Spencer, Dr. Judd of the School of Education, Mr. Arnett, Mr. Flimpton, and probably others.

Very truly yours,
My dear Professor

I am writing to ask you to forward my application for the position of Assistant Professor in the Department of Psychology at the University of California. I have attached the necessary documents and references, as well as a letter of recommendation from my current supervisor, Dr. James Miller.

I am interested in the opportunity to work on research projects in the area of cognitive psychology and have a strong background in both theoretical and applied aspects of the field. I believe that my skills and experiences make me a strong candidate for this position.

Please let me know if there is any additional information you require or if there is anything else I can provide to support my application.

Thank you for your consideration.

Yours sincerely,

[Your Name]
President Ernest D. Burton
Faculty Exchange

My dear Mr. Burton:

After conferring with Mr. Moulds, I recommend that by executive action you allow us to change graduate student's tuition fees in the School of Commerce and Administration to the old rate of $70.00; undergraduate tuition would go to the new rate of $85.00.

The essential point is that the difference between $60.00 for graduate students in Political Economy in Arts, Literature and Science, and $85.00 for graduate students in Commerce and Administration, is too great a difference. It will mean, as best we can judge, two things:

a. Too great a stimulus to register in Political Economy rather than in Commerce and Administration (on the basis of the foregoing recommendation there will still be a stimulus to do this, but not too great a one).

b. After they have registered in Political Economy they will be wishing to take courses in Commerce and Administration for which, at present, a $10.00 fee is charged. This will cause continual discussions and bickerings with them. If the recommendation given at the beginning of this letter meets your approval we should cut this fee down to $5.00 and the reasonableness of that can be defended because of the frequent occasions upon which mimeographed and other materials are made available in the Commerce and Administration classes.

Another reason which has some weight is this: formerly Assistantship appointments in the School of Commerce and Administration were nearly always made at a certain stipend plus tuition fees. Even last year the majority of such appointments added tuition fees. Both because a change in this situation would represent good practice and because the demand upon our Assistantship funds was so enormous, I am anxious that nearly all of these appointments for the coming year should be for a certain stipend out of which tuition fees must be paid. As indicated earlier, a tuition fee of $85.00 for Commerce and Administration will probably cause registrations to be made in Political Economy. The recommendation made above would accordingly probably yield as much income to the University and would enable the student to reach a decision concerning his appropriate field of activity without too serious a handicap in case he desires to take work in Commerce and Administration.

Yours very sincerely,

L. C. Marshall
The University of Chicago
The School of Commerce and Administration

May 12, 1925

My dear Mr. Marshall:—

I am very sorry that it was impossible for me to give sufficient attention to your letter of May 4th before leaving for the East to be able to present a recommendation respecting it to the Board of Trustees at its meeting of May 8th. This is the more regrettable because there will be no other meeting of the Board till after the opening of the Summer Quarter. I saw the force of your arguments, and the reasons which you give for that can be defended because of the frequent but also some difficulties which are met and other materials are made available in Commerce and Administration classes.

Very truly yours,

L. C. Marshall

The University of Chicago
May 15, 1932

Mr. F. F. Hapgood

I am very sorry that I am unable to
give an authoritative statement to your letter of May 4th.

I apologize for the lack of a definite program of the Boston constituent assembly.

I was unable to attend the meeting at the Boston Chamber of Commerce.

I will call on the director of the Chamber of Commerce.

I will send you a copy of the minutes of the meeting.

Very truly yours,

[Signature]

Note: The document contains a handwritten note at the top right corner.
March 9, 1922.

President Harry Pratt Judson,  
Faculty Exchange.  

My dear Chief:

It seems to me that our machinery regarding the payment of tuition fees is getting clogged. When the student registers in the Deans' Office a charge for tuition and laboratory is made on his card, and he is sent to the Cashier to pay the fee. Sometimes he is given by the Cashier a deferment of time; sometimes a small laboratory or materials fee may be left unpaid. If the Cashier tries to clear up these accounts and fails he then asks this office to take a hand. We accordingly write to the student, and send word to the instructor to exclude the delinquent student from class. When the fee has been paid, a second note is written to the instructor reinstating the student. Sometimes all this is done for a $3.50 materials fee. A particular case of this kind occurred last week, while a student was absent on account of illness.

It seems to me that the collection of fees is properly the function of the Cashier. May I have your judgment in the matter?

Sincerely,

Dean.
March 9, 1922

March 15, 1922.

My dear Mr. Small:

Your note of the 9th instant in regard to tuition fees is received. I do not quite see what else we can do. It is the duty of the Cashier to receive fees and to receipt for them. On the other hand he has no means of enforcing payments. The only means thus far that our experience shows to be effective is through the Dean's office in requiring a student to withdraw from his class if he has not cleared up his accounts. It is true that such minor matters as that to which you call my attention may occur from time to time, but I infer that they are not numerous. Illness.

It seems to me that the Vice-President of the Board of Trustees is properly the Function of the Cashier. May I have your judgment in the matter?

Mr. Albion W. Small,
The University of Chicago.

Sincerely,

[Signature]

Dean.
TUITION FEES
AND
COLLEGE FINANCING

THE
JOHN PRICE JONES CORPORATION
150 NASSAU STREET
NEW YORK CITY
TELEPHONE: BEEKMAN 1981
Mr. John D. Rockefeller, Jr., speaking recently at Brown University, focussed public attention upon a phase of college financing which has troubled educators and boards of trustees ever since the World War; namely, the problem of adjusting tuition fees to a fairer relation to the cost of instruction.

Mr. Rockefeller, like others, rightly differentiates between society's obligation to the present type of undergraduate instruction and to the training of professional men and investigators in graduate schools. For the financial problems of the colleges, insofar as they involve current budgets, he urges a steadily rising scale of tuition fees, with more adequate loan funds.
How far have the privately endowed colleges and universities gone in raising their tuition fees for undergraduates? How have the increases compared with the general trend of economic conditions?

To answer these two questions, which seem fundamental to any serious consideration of future fee increases, The John Price Jones Corporation has made a study of the tuition records of thirty representative institutions for the past twenty years. The results, in a chart and a table of figures, are reproduced in this booklet, which is published as one of a series of studies on financing higher education, initiated in 1925 by "A Nation-Wide Survey of Fund-Raising."

Fees On Upward Swing

Letting the figures speak for themselves, both for the absolute increases in fees and for the relation between these increases and certain economic trends, it may be said that charges for tuition are undoubtedly on an upward swing. Moreover, the rates may yet be increased materially before they assume a position relatively equivalent to that of 1907-08.

Just what may this upward swing accomplish?

That tuition fee increases offer the solution for the problem of the perennial deficit has already been demonstrated, in several recent instances. In at least two cases it has gone
CHART A - Study of Undergraduate Tuition Fees.

INDEX FIGURES

Showing comparative increases over a period of 20 years in tuition fees, in income per capita in the United States, in deposits in National and Savings Banks, in cost of living, and in retail food prices.

BASIS - 1913 AS 100

TUITION FEES - 30 Leading Colleges
INCOME per Capita in United States
DEPOSITS in National and Savings Banks
COST of LIVING in United States
RETAIL food prices in United States

The John Price Jones Corporation
## CHART B

**PRIVATELY ENDOWED COLLEGES**

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<th>College Year</th>
<th>1907-08</th>
<th>1908-09</th>
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<th>1911-12</th>
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(a) Based on charge per point; (b) Average, 1914 to 1922; (c) Average undergraduate courses; (d) College of Arts and Pure Science; (e) College of Fine Arts; (f) Will be $400 in 1928-29; (g) On point system since 1923-24; (h) Figures are average; (i) Increase of 153%; (j) Increase of 154%.
a step further, in providing a slightly higher salary scale. And it may well be expected that many well managed institutions will find that higher tuition fees will yield a small surplus.

But no college or university has ever achieved greatness merely by meeting its budget. The Eliots, Harpers and Gilmans have been men who have planned and executed new enterprises with a bold hand. To raise educational standards, both in teaching and research, and to improve and enlarge the curriculum and the educational plant, should continue for some years to require capital far beyond any reasonable expectation from the source of student fees.

**The Price of Progress**

Student fees may and should keep the collegiate house in order; even to the extent, perhaps, of enabling certain strong colleges to set up reserves for such items as depreciation. But for all the steady improvements which alone make for progress, in getting and keeping outstanding men, in founding new chairs and schools, and in opening up new fields for fruitful investigation, it is our belief that higher education in America must still turn to a generous and enlightened alumni, and to a public which is even today still learning the opportunities which colleges afford for permanent, useful, and inspiring gifts.
The Service of
The John Price Jones Corporation

Among its other activities, The John Price Jones Corporation, founded in 1919, immediately after the successful conclusion of the Harvard Endowment Fund, offers to colleges and universities a fund-raising service which includes the following:

1. A survey of an institution's fund-raising potentialities—the case it presents, its leadership, its active friends, and its field for solicitation.

2. A plan for fund-raising, with an outline of the required organization, a program of publicity, a method of solicitation, and a budget.

3. Active assistance to an institution in a fund-raising campaign, in counsel and trained personnel.

4. Counsel and aid in the establishment and direction of alumni funds.

5. Counsel and aid in quiet efforts to secure special gifts.

6. Permanent promotion through publicity and fund-raising.
College and University Clients

Colleges and universities which the Corporation has served include the following:

Armour Institute of Technology
Barnard College
Boston University
Bryn Mawr College
Cornell University
Goucher College
Harvard Law School
Illinois Women’s College
Johns Hopkins University
Lehigh University
Northwestern University
Ohio State University
Pennsylvania Military College
Pennsylvania State College
Smith College
Temple University
Trinity College
Tufts College
University of Chicago
University of Pennsylvania
University of Pittsburgh
Wellesley College
THE
JOHN PRICE JONES CORPORATION
150 NASSAU STREET, NEW YORK CITY
TELEPHONE: BEEKMAN 1981

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Robert F. Duncan, Vice-President
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Bayard F. Pope, President, Stone & Webster and Blodget, Incorporated
Harold J. Seymour, Vice-President
Chester E. Tucker, Vice-President
## COMPARATIVE FEE SCHEDULE

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Graduate School, Summer Quarter, Matriculation, Special and Deposit fees are not included.