

Harold H. Swift
Union Stock Yards
Chicago

September 15,
1923

PRIVATE

Dear President Burton:

Herewith I enclose a considerable file in reference to the Armour Institute project. You will note it begins with my first connection with the matter when President Judson referred it to me in January at a time when he was working with Mr. Marcy.

The new development of Mr. Philip Armour working with me seems to be abandoning the previous channel and I assume that Mr. Marcy is now out of the negotiations. The recent material, comprising reports, etc., was handed to me by Mr. Armour when he brought up the matter early in August.

He sent me on August 22 a blueprint and description of land owned. I had made exact copies of these without telling him of the fact and returned the originals.

Please note letter to me of September 6, signed by Corbishley and Burnet. These are Swift & Company employes from the Real Estate and Construction Departments respectively, and I should not want their report taken as authoritative because I instructed them to make only a superficial examination and such as could be done without exciting comment. Mr. Marcy stated the value of lands, buildings, and equipment at approximately \$700,000. Corbishley and Burnet in their hasty survey endorsed this figure as a going concern, but point out that a quick sale would shrink the amount to around \$500,000. Even this seems a large figure to me because it allows \$280,000. for sale of buildings while perhaps they are not salable at any price.

At the top of the file you will note a rough distribution of their expenditures as charged to departments, with the chief technical departments shown in order of establishment of work. There seem to me two questions arising out of this:

- (1) Whether any of these technical departments could be eliminated, and if doing so would effect a saving, and
- (2) Whether, without injustice to the work, Mathematics, Physics, English, History and Political Science could be done on our Quadrangles at a saving. Chemistry seems not to be mentioned separately but I presume the same query should apply to it. This logically might provide for the first year work to be done at the University or some such arrangement as we have in connection with our medical work.

*Total
budget 350,000
Judson
Endowment 200,000
Deficit 150,000*

You understand the situation now is that I have pointed out to Mr. Armour that I didn't see how we could divert funds from our present uses and have asked him to indicate ways and means for making up the deficit of their budget, which amounts to something over \$150,000. He replied that he didn't believe they would agree to make good this amount as their purpose in bringing the project to us was to get out from under this load.

I directed his attention also to the thought that perhaps some arrangement could be worked out with some member of the family whereby they assured us in the future proper endowment even though not available this moment.

I believe we should consider where we could economize in the whole project, although not indicating it to Mr. Armour at present. You will note Mr. Judson's notes indicated that he thought we might cut the whole budget by more than \$50,000. I fear that on account of the then seeming urgency of the matter, this was a hope rather than a conclusion deduced from thorough study.

Yours cordially,

Harold H. Swift

P.S. Am almost sure your files have a catalogue of Armour Institute, which as a frontispiece shows pictures of the three buildings -- the Chapel or Mission, the main building, and Machinery Hall.

HHS

You understand the situation now is that I have pointed out to Mr. Brown that I didn't see how we could divert funds from our present uses and have asked him to indicate ways and means for making up the deficit of their budget, which amounts to something over \$150,000. He replied that he didn't believe they would agree to make good this amount as their purpose in bringing the project to us was to get out from under this load.

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Yours cordially,

As almost sure your files have a catalogue of names of Institute, which as a transcription shows names of the three buildings -- the Chapel or Station, the main building, and Machinery Hall.

ARMOUR INSTITUTE OF TECHNOLOGY
STATEMENT OF DISBURSEMENTS -- Year 1922-23

1893	Mechanical Engineering	Salaries	\$51,315.00	
		Expenses	2,376.52	
		Equipmt.	<u>1,117.62</u>	\$54,809.14
1893	Electrical Engineering	Salaries	23,589.50	
		Expenses	1,455.54	
		Equipmt.	<u>98.18</u>	25,143.22
1899	Civil Engineering	Salaries	19,774.98	
		Expenses	1,536.46	
		Equipmt.	<u>148.71</u>	21,460.15
1901	Chemical Engineering	Salaries	27,455.53	
		Expenses	6,257.11	
		Equipmt.	<u>7,022.47</u>	40,735.11
1903	Fire Protection	Salaries	5,600.00	
		Expenses	51.69	
		Equipmt.	<u>66.06</u>	5,717.75
1911	Industrial Arts	Salaries	16,600.00	
		Expenses	4,405.31	
		Equipmt.	<u>25.00</u>	21,030.31
	Mathematics	Salaries	14,500.00	
		Expenses	<u>612.00</u>	15,112.00
	Physics	Salaries	10,190.00	
		Expenses	1,360.00	
		Equipment	<u>346.66</u>	11,896.66
	Mechanics	Salaries	11,000.00	
		Expenses	<u>120.76</u>	11,120.76
	English	Salaries	5,600.00	
		Expenses	<u>194.21</u>	5,794.21
	History & Pol. Science	Salaries	3,000.00	
		Expenses	<u>191.84</u>	3,191.84
TOTAL				\$216,011.15
Other Expenses - administrative, maintenance, etc. .				<u>126,880.16</u>
GRAND TOTAL				\$342,891.31

ARMOUR INSTITUTE OF TECHNOLOGY
STATEMENT OF DISBURSEMENTS - Year 1922-23

1892	Mechanical Engineering	Salaries	\$21,315.00		
		Expenses	2,376.52		
		Equipment	1,117.92		\$24,809.44
1893	Electrical Engineering	Salaries	23,322.80		
		Expenses	1,455.54		
		Equipment	98.18		25,143.22
1899	Civil Engineering	Salaries	19,774.93		
		Expenses	1,536.46		
		Equipment	148.71		21,460.10
1901	Chemical Engineering	Salaries	27,455.53		
		Expenses	6,237.11		
		Equipment	7,022.47		40,735.11
1903	Fire Protection	Salaries	5,600.00		
		Expenses	51.69		
		Equipment	66.06		5,717.75
1911	Industrial Arts	Salaries	16,600.00		
		Expenses	4,405.31		
		Equipment	25.00		21,030.31
	Mathematics	Salaries	14,500.00		
		Expenses	612.00		15,112.00
	Physics	Salaries	10,190.00		
		Expenses	1,360.00		
		Equipment	346.66		11,896.66
	Mechanics	Salaries	11,000.00		
		Expenses	120.76		11,120.76
	English	Salaries	5,600.00		
		Expenses	195.31		5,795.31
	History & Pol. Science	Salaries	5,000.00		
		Expenses	191.84		5,191.84
TOTAL					\$216,011.15
Other Expenses - administrative, maintenance, etc.					120,820.19
GRAND TOTAL					\$336,831.34

C O P Y

Chicago, Sept. 10, 1923

Mr. Philip D. Armour,
Union Stock Yards,
Chicago, Illinois.

Dear Mr. Armour:

Thank you for yours of August 22 enclosing
legan description and blue print of property owned by Armour
Institute. I have looked these over carefully and have taken
suzh notes as are necessary for a full understanding of them
and return them herewith in accordance with your request.

I understand that at your convenience you will
let me hear again from you. I believe you realize the Uni-
versity's situation in the matter and am very much in hopes
that we shall be able to work out a mutually satisfactory
solution.

Yours cordially,

(Sgd.) Harold H. Swift

HHS*GB

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I understand that at your convenience you will
let me hear again from you. I believe you realize the Uni-
versity's situation in the matter and am very much in hopes
that we shall be able to work out a mutually satisfactory
solution.

Yours cordially,

(Sgd.) Harold H. Swift

HHS:GB

Chicago, September 6, 1923

Mr. Harold H. Swift: (Because instructed make only meager investigation, this not to be considered authoritative.) HHS

ARMOUR INSTITUTE

We looked over the land and buildings controlled by Armour Institute yesterday and on the sheet attached you will find the value of the property as arrived at by us.

The property is entirely surrounded by the negro district and is undesirable for the purpose for which it is now being used.

In general the land has a value of from \$40 to \$50 a front foot. The property on the west side of Federal Street adjoins the right of way of the Chicago, Rock Island & Pacific Ry., and is available for industrial purposes. This would include three of the buildings - the Institute proper, Machinery Hall, and the Gas Engine Laboratory. The property on the west side of Federal Street is zoned for manufacturing purposes while the balance of the Institute holdings is zoned for commercial use, which would include light manufacturing. However, the property on the east side of Federal Street would not be available for trackage purposes.

The entire district is badly run down with practically no activity in real estate, and while the values we have placed are representative, it might be difficult to obtain them just now.

The property has a future for commercial and manufacturing uses; nevertheless, there is very little property in the immediate district as yet given up to that purpose, and probably for some time to come will yield its greatest return from negro tenements.

The Institute buildings are very well constructed for the purposes for which they were intended and have been on the whole very well kept up. Machinery Hall is of semi-fireproof construction; the other buildings of ordinary construction with brick and stone walls and wood floors.

no reason why
a number of
comparative

Chicago, September 6, 1935
(Because instructed make only meager investigation,
this not to be considered authoritative.) HHS

UNKNOWN INSTITUTE

We looked over the land and buildings controlled by
Unknown Institute yesterday and on the sheet attached you will find
the value of the property as arrived at by us.
The property is entirely surrounded by the negro district
and is undesirable for the purpose for which it is now being used.
In general the land has a value of from \$40 to \$50 a
front foot. The property on the west side of Federal Street adjoins
the right of way of the Chicago, Rock Island & Pacific Ry., and is
available for industrial purposes. This would include three of the
buildings - the Institute proper, Machinery Hall, and the Gas Engine
shop. The property on the east side of Federal Street is
needed for manufacturing purposes while the balance of the Institute
holdings is needed for commercial use, which would include light manu-
facturing. However, the property on the east side of Federal Street
would not be available for truckage purposes.
The entire district is badly run down with practically
no activity in real estate, and while the values we have placed are
representative, it might be difficult to obtain them just now.
The property has a future for commercial and manufacturing
uses; nevertheless, there is very little property in the immediate
district as yet given up to that purpose, and probably for some time
to come will yield its greatest return from negro tenements.
The Institute buildings are very well constructed for the
purposes for which they were intended and have been of the whole very
well kept up. Machinery Hall is of sand-lime brick construction; the
other buildings of ordinary construction with brick and stone walls
and wood floors.

As far as the physical condition is concerned there is no reason why they cannot continue to be operated in the future for a number of years the same as they have been in the past and with comparatively small expense for upkeep,- the only objection to such continued use being the surrounding district and the fact that the Institute has outgrown its facilities.

The attached statement shows the present replacement values, the depreciation and the depreciated values - the depreciation being figured on the basis of continued use of the Institute as at present. The total value of buildings is shown as \$562,900., but if the Institute should move to a new location it is probable that not over half of this amount could be realized from the sale of the buildings. If such a move should be made, the main building might be disposed of to the city for use as a negro high school or technical school or grade school, or possibly it might be turned over to some other educational agency for use as a trade school. It could also be used for light manufacturing purposes or light storage. The Chapel might be sold as a negro church or theater. Machinery Hall would be suitable for either a trade school or light manufacturing. The Gas Engine Laboratory and the Ice Plant might be converted into garages. The athletic field might be disposed of to the city for negro playgrounds as understand there has been some agitation for such.

We have shown laboratory and power plant machinery and equipment worth approximately \$125,000. A large part of this could be moved to a new location and should be worth about \$60,000. to \$75,000. when moved. Nothing is shown in this statement for furniture or the Library.

If the Institute should become affiliated with the University, it would be possible to give Freshman and Sophomore instruction

in the engine
Institute bul
until such time

As far as the physical condition is concerned there is no reason why they cannot continue to be operated in the future for a number of years the same as they have been in the past and with comparatively small expense for upkeep, - the only objection to such continued use being the surrounding district and the fact that the Institute has outgrown its facilities.

The attached statement shows the present replacement value, the depreciation and the depreciated value - the depreciation being figured on the basis of continued use of the Institute as at present. The total value of buildings is shown as \$582,900., but as the Institute should move to a new location it is probable that not over half of this amount could be realized from the sale of the buildings. If such a move should be made, the main building might be disposed of to the city for use as a negro high school or technical school or grade school, or possibly it might be turned over to some other educational agency for use as a trade school. It could also be used for light manufacturing purposes or light storage. The Chapel might be sold as a negro church or theater. Machinery Hall would be suitable for either a trade school or light manufacturing. The Gas Engine Laboratory and the Ice Plant might be converted into garages. The athletic field might be disposed of to the city for negro playgrounds or otherwise there has been some suggestion for sale. We have shown Laboratory and power plant machinery and equipment worth approximately \$125,000. A large part of this could be moved to a new location and should be worth about \$50,000. to \$75,000. The above is shown in this statement for information of the Board.

If the Institute should become affiliated with the University, it would be possible to give program and equipment

in the engineering courses at the University, using the present Institute buildings for the Junior and Senior work in engineering until such time as it would become possible to provide new engineering buildings at the University site. This would afford the Institute immediate relief and permit them to expand where such expansion is practically impossible in the present quarters.

Yours respectfully,

Signed A. Corbishley
W. A. Burnet

Buildings

Main Building.....
Machinery Hall.....
Gas Engine Laboratory.....

in the engineering course at the University, using the present
Institute buildings for the Junior and Senior work in engineering
until such time as it would become possible to provide new engi-
neering buildings at the University site. This would afford the
Institute immediate relief and permit them to expand where such
expansion is practically possible in the present quarters.

Yours respectfully,

W. A. Bennett
James A. Corbitt

ARMOUR INSTITUTE

Buildings	Land Value	Replacement Value	Built	% Depr.	Depreciat. Value
Main Building.....	\$15,000.	\$400,000.	1891	50%	\$200,000.
Machinery Hall.....	4,000.	90,000.	1902	40%	54,000.
Gas Engine Laboratory.....	2,000.	12,000.	1917	20%	9,600.
Chapel.....	9,000.	180,000.	1891	50%	90,000.
Ice Plant.....	2,000.	9,000.	1913	30%	6,300.
Chapin Hall Flats.....	12,000.	200,000.	1907	50%	100,000.
33rd Street Flats.....	9,000.	80,000.	--	50%	40,000.
34th Street Flats.....	7,000.	86,000.	--	50%	43,000.
Vacant Land Adjoining Institute:					
(1) Track site So. of Institute	22,500.				
(2) Land West Side Dearborn St.	24,000.				
(3) Land adjoining Ice Plant.	3,500.				
(4) Odgen Athletic Field	35,000.				
Tenements and Vacant Land in Tenement District:					
15 bldgs. & 40-3/5 lots	50,000.				20,000.
	<u>\$ 195,000.</u>				<u>\$562,900.</u>

RECAPITULATION

Land.....	\$195,000.
Buildings.....	562,900.
Laboratory and power plant (1) ..	125,000.
machinery and equipment)	<u>\$882,900.</u>

ANNUAL REPORT

Buildings	Land Value	Replacement Value	Build	%	Depreciated Value
Main Building.....	\$18,000.	\$400,000.	1921	50%	\$280,000.
Machinery Hall.....	4,000.	20,000.	1902	40%	\$12,000.
Gas Engine Laboratory.....	2,000.	12,000.	1917	20%	\$9,000.
Chapel.....	2,000.	100,000.	1921	50%	\$50,000.
Ice Plant.....	2,000.	2,000.	1913	30%	\$1,400.
Graphic Hall Plaza.....	12,000.	200,000.	1907	50%	\$100,000.
3rd Street Plaza.....	2,000.	20,000.	--	50%	\$10,000.
4th Street Plaza.....	7,000.	30,000.	--	50%	\$15,000.

Vacant land adjoining Institute:

- (1) Track site No. of Institute 22,800.
- (2) Land West Side Denbow St. 24,000.
- (3) Land adjoining Ice Plant. 2,500.
- (4) Opened Athletic Field 28,000.

Tenements and Vacant land in Tenement District:

is higher. \$40-50 loss

20,000.

20,000.

1,022,000.

1,125,000.

RECAPITULATION

Land.....	\$125,000.
Buildings.....	322,800.
Laboratory and power plant.....	122,000.
Machinery and equipment.....	332,200.

C O P Y

PHILIP D. ARMOUR
Union Stock Yards
C H I C A G O

August 22, 1923

My dear Mr. Swift:

I am sending you herewith a legal description and blue print of property owned by Armour Institute. After this has served your purpose, would you please return under personal cover?

Sincerely yours,

(Sgd.) Philip D. Armour

C O P Y

PHILIP D. ARMOUR
Union Stock Yards
C H I C A G O

August 22, 1923

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COMBINED DESCRIPTION OF LAND OWNED BY ARMOUR MISSION

Lots number thirteen (13), fourteen (14), sixteen, (16), seventeen (17), eighteen (18), twenty (20), twenty-two (22), twenty-three (23), twenty-four (24), twenty five (25), twenty-six (26), twenty-seven (27), twenty-eight (28), twenty-nine (29), thirty (30), thirty-one (31), thirty-two (32), thirty-three (33), thirty-four (34), thirty-five (35), thirty-six (36), forty (40), forty-one (41), forty-two (42), forty-three (43), forty-four (44), forty-five (45), forty-six (46), forty-seven (47), forty-eight (48), all in Beecher's Sub-division of the South half (1/2) of the South half (1/2) of Block One (1) in Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14) East of the Third Principal Meridian.

Also, Lots one (1), two (2), three (3) and four (4), in Kesler Brothers Sub-division of Lots thirty-seven (37), thirty-eight (38) and thirty-nine (39), in Beecher's Sub-division of the South half (1/2) of the South half (1/2) of Lot One (1) in the Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian, and the East twenty-five (25) feet of the North eight and one-half (8 1/2) feet of Lot Thirty-nine (39) in Beecher's Sub-division, above described.

Also, Lots seventy-four (74), seventy-five (75), seventy-six (76), seventy-seven (77), seventy-eight (78), seventy-nine (79), eighty (80), eighty-one (81), eighty-four (84), eighty-five (85), eighty-six (86), eighty-seven (87), ninety-one (91), ninety-two (92), ninety-three (93), ninety-nine (99), one hundred and one (101), one hundred and three (103), one hundred and four (104), and the North two-thirds of lot one hundred and five (105), one hundred and twelve (112), one hundred and fifteen (115), one hundred and twenty-three (123), one hundred and twenty-four (124), one hundred and twenty-five (125), one hundred and twenty-six (126), one hundred and thirty (130), one hundred and seventy-one (171), (172) (173) one hundred and seventy-five (175), one hundred and seventy-six (176), one hundred and seventy-seven (177), one hundred and eighty-one (181), and one hundred and eighty-two (182), and the South three (3) feet of Lot one hundred and eight (108), all in Boone, Jones and Kiefers Sub-division of the North three-quarters of Block One (1) and the East seventy-five (75) feet of Block Two (2) and Lot Forty-nine (49) in Beechers Sub-division of the South half (1/2) of the South half (1/2) of Block One (1) in the Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian.

Also, Lots twenty (20), twenty-one (21), thirty-three (33), thirty-eight (38), and forty-three (43) in Hannah Busby's Sub-division of part of the Southeast Quarter of Block Sixteen (16), in the Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian.

Also, the North half of that part of Block Fifteen (15), of the Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14), of the Third Principal Meridian, lying East of the right of the Lake Shore and Michigan Southern Railway Company, except the East five (5) feet thereof.

Also, all that part of the Northeast Quarter of Block Sixteen (16), of the Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian, described as follows, to-wit:-

Commencing at a point on the West line of State Street, Five hundred thirty and twenty-three hundredths feet (530.23) North of a line drawn East and West through the center of said Block Sixteen (16); then North on the West line of State Street, One hundred and six (106) feet, four and one fourths ($4\frac{1}{4}$) inches, more or less, to the South line of Thirty-third Street, said Street running East and West on the North line of said Block Sixteen (16); thence west along the South line of Thirty-Third Street, Two hundred and sixty-six (266) feet, two and three-eighths inches ($2\frac{3}{8}$), more or less, to the East line of Dearborn Street; thence South along the East line of said Dearborn Street, One hundred and four (104) feet, four and one-half ($4\frac{1}{2}$) inches, more or less, to a point which is Five hundred and thirty and twenty-three hundredths (530.23) feet North of a line drawn East and West through the center of said Block Sixteen (16); thence East along said last mentioned line to the place of beginning, excepting from the premises above described, that part thereof lying East of a line parallel to and One Hundred fourteen and thirty-five hundredths (114.35) feet West of the West line of State Street.

Also, all of that part of Block Sixteen (16), in Canal Trustee Sub-division of Section Thirty-three (33), Township Thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian, bounded as follows, to wit:-

Beginning at a point where the South line of Thirty-third Street intersects the East line of Federal Street and running thence South along the East Line of Federal Street, to the North Line of Thirty-fourth Street; thence East along the North line of Thirty-fourth Street to the West line of Dearborn Street; thence North along the West line of Dearborn Street, to the South line of Thirty-third Street; thence West along the South line of Thirty-third Street to the point of beginning.

Together with all right, title and interest in and to any and all alleys (vacated) lying adjacent to or upon which any of the above described land may abut.

Also, all that part of the Northeast Quarter of Block sixteen (16), of the Canal Trustees Sub-division of Section thirty-three (33), Township thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian, described as follows:

Commencing at a point on the West line of State Street, five hundred thirty and twenty-three hundredths feet (530.23) North of a line drawn East and West through the center of said Block sixteen (16); then North on the West line of State Street, one hundred and six (106) feet, four and one fourth (4 1/4) inches, more or less, to the South line of Thirty-third Street, said Street running East and West on the North line of said Block sixteen (16); thence west along the South line of Thirty-third Street, two hundred and sixty-six (266) feet, two and three-eighths inches (2 3/8), more or less, to the East line of Dearborn Street; thence South along the East line of said Dearborn Street, one hundred and four (104) feet, four and one-half (4 1/2) inches, more or less, to a point which is five hundred and thirty and twenty-three hundredths (530.23) feet North of a line drawn East and West through the center of said Block sixteen (16); thence East along said last mentioned line to the place of beginning, excepting from the premises above described, that part thereof lying East of a line parallel to and one hundred fourteen and thirty-five hundredths (114.35) feet West of the West line of State Street.

Also, all of that part of Block sixteen (16), in Canal Trustees Sub-division of Section thirty-three (33), Township thirty-nine (39), North Range Fourteen (14), East of the Third Principal Meridian, bounded as follows, to wit:-

Beginning at a point where the South line of Thirty-third Street intersects the East line of Federal Street and running thence South along the East line of Federal Street, to the North line of Thirty-fourth Street; thence East along the North line of Thirty-fourth Street to the West line of Dearborn Street; thence North along the West line of Dearborn Street, to the South line of Thirty-third Street; thence West along the South line of Thirty-third Street to the point of beginning.

Together with all rights, title and interest in and to the same and all other things which may be or may become a part of the above described premises.

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
C H I C A G O

Office of the
Comptroller.

July 16, 1923

Mr. Philip D. Armour,
Union Stock Yards,
Chicago.

My dear Mr. Armour:

I am enclosing herewith the pay roll list, as requested.

At the end of each semester the salaries of the electrician, carpenters and mechanics are distributed according to the work done by them for the various departments.

I show the amount of money paid the manager of the lunch room and for the caretaker of Ogden Field. These amounts are charged direct to the lunch room and to athletics.

The salaries of the engineers, firemen and ash handler are distributed at the end of the year between the Armour Institute, Armour Mission and Flats.

The painters and paper hangers are employed for the Armour Flats, and they do the general cleaning in the Institute and Mission, for which bills are rendered.

Respectfully yours,

Geo. S. Allison

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
CHICAGO

Office of the
Comptroller.

July 16, 1923

Mr. Philip D. Armour,
Union Stock Yards,
Chicago.

My dear Mr. Armour:

I am enclosing herewith the pay roll list, as requested.
At the end of each semester the salaries of the electric-
ian, carpenters and mechanics are distributed according to the
work done by them for the various departments.
I show the amount of money paid the manager of the lunch
room and for the caretaker of Ogden Field. These amounts are charged
direct to the lunch room and to athletics.
The salaries of the engineers, firemen and ash handler
are distributed at the end of the year between the Armour Institute,
Armour Mission and Plaza.
The painters and paper hangers are employed for the
Armour Plaza, and they do the general cleaning in the Institute and
Mission, for which bills are rendered.

Respectfully yours,

Geo. S. Allison

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY

Salaries and Wages, School Year 1923-24

Howard M. Raymond	President	\$7,500.00
Geo. S. Allison	Comptroller	5,000.00
L. C. Monin	Dean, Director of the Library and Prof. of Economics & Philosophy	5,000.00
John C. Penn	Examiner & Assistant to the Dean, Assoc. Prof. of Civil Engr.	3,666.66
G. F. Gebhardt	Prof. of Mechanical Engineering and Supt. of Power Plant	5,500.00
R. V. Perry	Assoc. Prof. of Machine Design	4,000.00
H. L. Nachman	Assoc. Prof. of Thermodynamics	3,500.00
Daniel Roesch	Assoc. Prof. of Gas Engineering	4,000.00
E. S. Libby	Assoc. Prof. Experimental Engr.	3,500.00
J. C. Peebles	Assoc. Prof. Experimental Engr.	3,500.00
P. C. Huntly	Assoc. Prof. Experimental Engr.	3,500.00
Chas. R. Swineford	Asst. Prof. Kinematics & Mach. Design	3,100.00
Stanton E. Winston	Asst. Prof. of Kinematics	2,600.00
Nathan Lesser	Asst. Prof. Descriptive Geometry	2,600.00
Lynn E. Davies	Inst. in Experimental Engr.	2,100.00
Harold S. White	Inst. in Gas Engr.	2,500.00
E. D. Agle	Supt. of Shops & Inst. Mach. Tool Work	3,000.00
Chas. H. Fornhof	Inst. in Machine Tool Work	3,000.00
Nels P. Peterson	Inst. in Woodworking	3,000.00
Chas. L. Larsen	Inst. in Founding	3,000.00
J. P. Kennedy	Inst. in Forging	2,500.00
R. J. Foster	Inst. in Descriptive Geometry	2,100.00
Arthur W. Anderson	Inst. in Elem. Machine Drawing and Descriptive Geometry	1,800.00
E. H. Freeman	Prof. of Electrical Engineering	4,500.00
John E. Snow	Assoc. Prof. Electrical Engr.	3,500.00
D. P. Moreton	Assoc. Prof. Electrical Engr.	4,000.00
O. C. Clifford	Assoc. Prof. Electrical Engr.	3,600.00
C. A. Nash	Asst. Prof. Electrical Engr.	3,000.00
C. E. Stryker	Asst. Prof. Electrical Engr.	2,600.00
A. E. Phillips	Prof of Civil Engineering	4,000.00
M. B. Wells	Assoc. Prof. Bridge & Struct. Engr.	4,000.00
H. J. Armstrong	Assoc. Prof. Railway Engr.	3,500.00
W. A. Reinert	Asst. Prof. Hydraulic Engr.	2,500.00
R. L. Stevens	Asst. Prof. Bridge & Struc. Engr.	2,700.00
H. J. Kesner	Assoc. Prof. of Civil Engr.	2,700.00
		120,566.66

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ARMOUR INSTITUTE OF TECHNOLOGY

Salaries and Wages, School Year 1923-24

\$7,500.00	President	Howard M. Raymond
5,000.00	Comptroller	Geo. S. Allison
	Dean, Director of the Library and	L. C. Monin
5,000.00	Prof. of Economics & Philosophy	
3,666.66	Examiner & Assistant to the Dean,	John G. Penn
	Assoc. Prof. of Civil Engr.	
	Prof. of Mechanical Engineering and	G. F. Gebhardt
5,500.00	Sup't. of Power Plant	
4,000.00	Assoc. Prof. of Machine Design	R. V. Perry
5,500.00	Assoc. Prof. of Thermodynamics	H. L. Nachman
4,000.00	Assoc. Prof. of Gas Engineering	Daniel Roesch
3,500.00	Assoc. Prof. Experimental Engr.	H. S. Libby
3,500.00	Assoc. Prof. Experimental Engr.	J. C. Peebles
3,500.00	Assoc. Prof. Experimental Engr.	P. C. Huntly
3,100.00	Asst. Prof. Kinematics & Mach. Design	Chas. R. Swinford
2,600.00	Asst. Prof. of Kinematics	Stanley E. Winston
2,600.00	Asst. Prof. Descriptive Geometry	Nathan Lesser
2,100.00	Inst. in Experimental Engr.	Lynn E. Davies
2,500.00	Inst. in Gas Engr.	Harold S. White
3,000.00	Sup't. of Shop & Inst. Mach. Tool Work	E. D. Agle
3,000.00	Inst. in Machine Tool Work	Chas. H. Farnhof
3,000.00	Inst. in Woodworking	Nels P. Peterson
3,000.00	Inst. in Founding	Chas. L. Larsen
2,500.00	Inst. in Forging	J. P. Kennedy
2,100.00	Inst. in Descriptive Geometry	R. J. Foster
	Inst. in Elem. Machine Drawing	Arthur W. Anderson
1,600.00	and Descriptive Geometry	
4,500.00	Prof. of Electrical Engineering	E. H. Freeman
3,500.00	Assoc. Prof. Electrical Engr.	John E. Snow
4,000.00	Assoc. Prof. Electrical Engr.	D. P. Morston
3,600.00	Assoc. Prof. Electrical Engr.	O. C. Clifford
3,000.00	Asst. Prof. Electrical Engr.	C. A. Nash
2,600.00	Asst. Prof. Electrical Engr.	C. E. Stuyker
4,000.00	Prof. of Civil Engineering	A. E. Phillips
4,000.00	Assoc. Prof. Bridge & Struct. Engr.	M. B. Wells
3,500.00	Assoc. Prof. Railway Engr.	H. J. Armstrong
2,500.00	Assoc. Prof. Hydraulic Engr.	W. A. Reinert
2,700.00	Asst. Prof. Bridge & Struct. Engr.	R. L. Stevens
2,700.00	Assoc. Prof. of Civil Engr.	H. J. Keener
120,566.66		

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Harry McCormack	Prof. of Chemical Engr.	4,500.00
B. B. Freud	Assoc. Prof. Organic Chem.	3,500.00
C. A. Tibbals	Assoc. Prof. Analytical Chem.	4,000.00
E. E. Gill	Assoc. Prof. Gen. Chem.	3,200.00
A. H. Carpenter	Asst. Prof. of Metallurgy	3,000.00
J. J. Schommer	Asst. Prof. Industrial Chem.	2,500.00
W. J. Bentley	Inst. in General Chem.	2,000.00
J. B. Finnegan	Prof. Fire Protection Engr.	3,900.00
O. L. Robinson	Assoc. Prof. Fire Prot. Engr.	2,000.00
R. T. Nelson	Inst. in Fire Insurance	1,500.00
R. O. Matson	Inst. Fire Prot. Engr.	1,200.00
E. S. Campbell	Prof. of Architectural Design	4,000.00
Earl H. Reed, Jr.	Assoc. Prof. Arch. Design	2,250.00
Wm. H. Lautz	Asst. Prof. of Architecture	2,500.00
A. H. Krehbiel	Asst. Prof. Freehand Drawing	2,000.00
Aug. C. Wilmanns	Asst. Prof. Arch. Construction	1,200.00
Emil Zettler	Inst. in Arch. Modeling	1,200.00
W. F. McCaughey, Jr.	Asst. Prof. Arch. Design	2,000.00
Thos. E. Tallmadge	Lecturer in History of Arch.	500.00
	Our portion of Librarian's salary Burnham Library, Art Institute	700.00
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Wm. C. Krathwohl	Assoc. Prof. of Mathematics	2,600.00
H. R. Phalen	Assoc. Prof. of Mathematics	2,500.00
W. L. Miser	Assoc. Prof. of Mathematics	2,500.00
G. M. Wilcox	Prof. of Physics	4,000.00
Thos. E. Doubt	Assoc. Prof. of Physics	3,500.00
xxxKxxMangold	Assoc. Prof.	
W. W. Colvert	Asst. Prof. of Physics	2,100.00
Wm. F. Rice	Instructor of Physics	900.00
Chas. E. Paul	Prof. of Mechanics	4,500.00
Chas. W. Leigh	Assoc. Prof. of Mechanics	3,500.00
J. F. Mangold	Assoc. Prof. of Mechanics	3,000.00
C. B. Cooper	Prof. of English	2,600.00
W. B. Amsbary	Professorial Lecturer in Gen. Lit	2,000.00
Walter Hendricks	Instructor in English	1,900.00
Geo. L. Scherger	Prof. of History & Political Science	3,500.00
E. E. Tupes	Lecturer in Business Law	200.00
J. E. Kelley	Medical Advisor & Examining Physician	1,500.00
Wm. C. Krafft	Inst. in Business Physical Training	2,000.00
Nell Steele	Librarian	2,000.00
Helen R. Curtis	Asst. in the Library	1,080.00

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3,500.00	Assoc. Prof. Organic Chem.	B. B. Freund
4,000.00	Assoc. Prof. Analytical Chem.	C. A. Tibbels
3,200.00	Assoc. Prof. Gen. Chem.	R. E. Gill
3,000.00	Asst. Prof. of Metallurgy	A. H. Carpenter
3,500.00	Asst. Prof. Industrial Chem.	J. J. Schommer
3,000.00	Inst. in General Chem.	W. J. Bentley
3,900.00	Prof. Fire Protection Eng.	J. B. Finnegan
3,000.00	Assoc. Prof. Fire Prot. Eng.	O. L. Robinson
1,500.00	Inst. in Fire Insurance	R. T. Nelson
1,200.00	Inst. Fire Prot. Eng.	R. O. Watson
4,000.00	Prof. of Architectural Design	E. S. Campbell
3,250.00	Assoc. Prof. Arch. Design	Earl H. Reed, Jr.
3,500.00	Asst. Prof. of Architecture	Wm. H. Lantz
3,000.00	Asst. Prof. Freehand Drawing	A. H. Knechtel
1,200.00	Asst. Prof. Arch. Construction	Aug. G. Wilmanns
1,200.00	Inst. in Arch. Modeling	Emil Zettler
3,000.00	Asst. Prof. Arch. Design	W. F. McGaughey, Jr.
300.00	Lecturer in History of Arch.	Thos. E. Tallmadge
700.00	Our portion of Librarian's salary Birmingham Library, Art Institute	
4,000.00	Prof. of Mathematics	D. F. Campbell
3,200.00	Assoc. Prof. of Mathematics	C. I. Palmer
3,000.00	Assoc. Prof. of Mathematics	Wm. G. Kratwohl
3,500.00	Assoc. Prof. of Mathematics	H. R. Phalen
3,500.00	Assoc. Prof. of Mathematics	W. L. Maser
4,000.00	Prof. of Physics	G. M. Wilcox
3,500.00	Assoc. Prof. of Physics	Thos. E. Doubt
3,100.00	Asst. Prof. of Physics	W. W. Colvert
300.00	Instructor of Physics	Wm. F. Rice
4,500.00	Prof. of Mechanics	Chas. E. Paul
3,500.00	Assoc. Prof. of Mechanics	Chas. W. Leigh
3,000.00	Assoc. Prof. of Mechanics	J. F. Mangold
3,600.00	Prof. of English	C. E. Cooper
3,000.00	Professorial Lecturer in Gen. Lit.	W. B. Ansberry
1,800.00	Instructor in English	Walter Hendricks
3,500.00	Prof. of History & Political Science	Geo. L. Scherger
200.00	Lecturer in Business Law	E. E. Tuges
1,500.00	Medical Advisor & Examining Physician	J. E. Kelley
2,000.00	Inst. in Business Physical Training	Wm. C. Kraft
3,000.00	Librarian	Neil Steele
1,030.00	Asst. in the Library	Helen R. Curtis
221,136.66		

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S. Ruthstein	Clerk	900.00
C. E. Stridiron	Manager, Supply Store	2,000.00
S. Livingstone	Clerk	840.00
Ernest Kelly	Clerk, Dean's Office	1,800.00
Jane L. Forrest	Secy. President's Office	1,560.00
Eugenie M. Williams	" Comptroller's Office	1,500.00
Ruth O'Brien	Stenographer, Dean's Office	1,020.00
E. Gatley	Asst. Mechanic in Gas Laboratory	1,860.00
J. W. Elliott	Mechanic in Gas Lab.	1,200.00
C. M. Davis	Asst. in Foundry	2,000.00
J. F. Reimann	Asst. in Forge Shop	1,800.00
D. T. Deal	Asst. in Mech. Laboratory	1,650.00
Walter Bayer	Asst. in Mech. Laboratory	1,200.00
Douglas Ewing	Elevator & Tool Room Boy	780.00
Madeline Middleton	Steno. Mech. Laboratory	1,200.00
A. H. Falk	Asst. Electrical Lab.	1,800.00
Pricilla Middleton	Steno. Elec. Lab. ($\frac{1}{2}$ time)	540.00
A. E. Dean	Curator in Chem. Lab.	2,400.00
Michael Bock	Asst. in Chemical Store Room	900.00
Spencer Smith	Asst. in Chemical Store Room	900.00
Priscilla Middleton	Steno. Chem. Lab. ($\frac{1}{2}$ time)	540.00
Frances Epstein	Steno. Arch. Dept. ($\frac{1}{2}$ time)	360.00
Helen Carlisle	Telephone Operator	960.00
Wm. Koster	Mechanic	1,900.00
H. E. Thorpe	Asst. Mechanician	1,500.00
J. E. Rucker	Electrician	1,800.00
Paul Tamiazzo	Carpenter	1,680.00
J. F. Johnson	Asst. Carpenter	1,380.00
Frank Oster	Custodian	1,800.00
P. Christensen	Janitor	1,300.00
A. Froeberg	Night Janitor, Main Bldg.	1,080.00
S. Zetterholm	Janitor (Mission xxxx 648.00) Main Bldg.	1,080.00
J. Nelander	Night Janitor, Machinery Hall Janitor (Mission - 648.00)	432.00
S. Bell	Night Janitor, Mach. Hall	1,080.00
A. Curzon	Cloak Room	960.00
Dan Drawford	Night Janitor	1,080.00
	Elevator Boy, Main Bldg.	780.00
John Allen	Engineer	2,500.00
J. Radulovich	Asst. Engineer	2,040.00
A. Moller	Asst. Engineer	2,040.00

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2,040.00	Asst. Engineer	J. Radulovich
2,040.00	Asst. Engineer	A. Moller

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2,040.00	Asst. Engineer	J. Radulovich
2,040.00	Asst. Engineer	A. Moller

Forward..... 279,438.66

Wm. Older	Night Watchman		
	(Flats 480.00; Missbn 240.00)		420.00
	Manager, Lunch Room		1,350.00
	Caretaker of Grounds		240.00
Henry Johnson	Watchman		780.00
	2 scrub women, 52 wks. \$15.00 per wk.		1,560.00
	4 " " 42 " 15.00 " "		2,520.00
	1 fireman 44 " .50 per hr.		1,232.00
	1 " 30. " .50 " "		840.00
	1 ash handler 30 " .50 " "		840.00
			289,220.66

ARMOUR FLATS

Stanley Livingstone	Collector		660.00
	(Institute, 840.00)		
W. E. Patterson	Plumber		1,500.00
S. Militello	Carpenter		1,380.00
W. W. Rankin	Janitor		1,080.00
Wm. Older	Night Watchman		480.00
	(Institute, 420.00; Mission 240.00)		
	Scrubwoman, 52 weeks at \$15.00		780.00
	5 painters and paper hangers, 30 wks.		
	(Apr. Nov.) at .62½ per hr.		4,125.00
			10,005.00

ARMOUR MISSION

Geo. L. Scherger	Superintendent		900.00
Mrs. K. L. Harris	Church & S. S. Visitor		840.00
Herman Walker	Chorister		260.00
C. J. Frischkorn	Organist		144.00
Frank Lennstrum	Secretary		120.00
J. Nelander	Janitor (Institute 432.00)		648.00
Wm. Older	Night Watchman		240.00
	(Institute 420.00; Flats 480.00)		
			3,152.00
Mary E. Ely	Retired Kindergarten Supt.		840.00

Forward..... 279,438.66

Night Watchman (Plata 480.00; Mission 240.00)
 Manager, Lunch Room
 Caretaker of Grounds
 Watchman
 2 scrub women, 52 wks. \$15.00 per wk.
 4 " " 15.00 " "
 1 fireman 44 " 50 per hr.
 1 " 30 " 50 " "
 1 ash handler 30 " 50 " "

289,280.66

Wm. Older

Henry Johnson

ARMOUR PLATS

Collector (Institute, 840.00)
 Plumber
 Carpenter
 Janitor
 Night Watchman
 (Institute, 420.00; Mission 240.00)
 Scrubwoman, 52 weeks at \$15.00
 5 painters and paper hangers, 30 wks.
 (Apr. Nov.) at .62½ per hr.
 4,125.00

10,005.00

Stanley Livingston

W. E. Patterson

S. Miffello

W. W. Rankin

Wm. Older

ARMOUR MISSION

Superintendent
 Church & S. Visitor
 Chorister
 Organist
 Secretary
 Janitor (Institute 420.00)
 Night Watchman
 (Institute 420.00; Plata 480.00)
 2,125.00

840.00

Retired Kindergarten Supt.

Mary E. Ely

Geo. L. Scherger

Mrs. K. L. Harris

Herman Walker

G. J. Frischhorn

Frank Lemmstrum

J. Welfinger

Wm. Older

(Copy)

ARMOUR MISSION
Cor. 33rd and Federal Streets,
CHICAGO, ILLINOIS.

July 10, 1923.

Mr. Philip D. Armour,
Union Stock Yards,
Chicago.

My dear Mr. Armour:

I am enclosing herewith Comparative Statement
of Receipts and Expenses for the fiscal years ending May
31, 1921-22 and 1922-23.

I have made up the statement in detail, but if
there is any other information that you may desire, it will
be furnished upon request.

Respectfully submitted,

GEORGE S. ALLISON

(Copy)

ARMOUR MISSION
Cor. 33rd and Federal Streets,
CHICAGO, ILLINOIS.

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I have made up the statement in detail, but if
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be furnished upon request.

Respectfully submitted,

GEORGE S. ALLISON

(Copy)

ARMOUR MISSION, FLATS, ETC.

COMPARATIVE STATEMENT OF NET EXPENSES AND RECEIPTS

June to June

EXPENSES

	<u>1921-22</u>	<u>1922-23</u>
Mission Disbursements	4,753.42	4,588.57
Mission Funds to Armour Institute of Technology	23,000.00	30,000.00
Sunday School Disbursements	1,010.30	898.83
Kindergarten Disbursements	840.00	840.00
Flats Disbursements	25,707.94	24,132.30
Old Property Disbursements	3,206.57	3,266.02
Cash Balance, May 31st	6,236.85	5,180.61
	<u>64,755.08</u>	<u>68,906.33</u>

RECEIPTS

	<u>1921-22</u>	<u>1922-23</u>
Cash Balance, June 1st	3,537.37	6,236.85
Mission Investments	25,793.46	27,001.73
Flats Receipts	31,358.75	31,198.75
Old Property Receipts	4,065.50	4,469.00
	<u>64,755.08</u>	<u>68,906.35</u>

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ARMOUR MISSION, PLATS, ETC.

COMPARATIVE STATEMENT OF NET EXPENSES AND RECEIPTS

June to June

EXPENSES

1921-22	1922-23	
64,755.08	68,906.33	Cash Balance, May 31st
6,236.85	5,180.61	Old Property Disbursements
3,206.54	3,266.08	Plats Disbursements
25,707.94	24,132.30	Kindergarten Disbursements
840.00	840.00	Sunday School Disbursements
1,010.30	898.83	Mission Funds to Armour Institute of Technology
23,000.00	30,000.00	Mission Disbursements
4,753.43	4,588.54	

RECEIPTS

1921-22	1922-23	
64,755.08	68,906.33	Old Property Receipts
4,065.50	4,469.00	Plats Receipts
21,358.75	21,198.75	Mission Investments
25,793.46	27,001.75	Cash Balance, June 1st
3,537.37	6,236.85	

(COPY)

ARMOUR MISSION, FLATS AND OLD PROPERTY

COMPARATIVE STATEMENT OF RECEIPTS AND EXPENSES

E X P E N S E S

	<u>June 1, 1921 to</u> <u>June 1, 1922</u>		<u>June 1, 1922 to</u> <u>June 1, 1923</u>	
Mission Expense	417.07		211.09	
Mission Light and Fuel	1,442.71		1,336.25	
Mission Pay Roll	2,469.50		2,636.65	
Mission Repairs	<u>424.14</u>	4,753.42	<u>404.58</u>	4,588.57
Kindergarten Pay Roll		840.00		840.00
Sunday School Expense	427.21		229.59	
Sunday School Pay Roll	<u>524.00</u>	951.21	<u>554.00</u>	783.59
Flats Special	433.34		-	
Flats Expense	943.41		448.52	
Flats Light and Fuel	6,357.98		7,442.60	
Flats Repairs	7,125.52		6,146.80	
Flats Pay Roll	7,950.85		6,346.69	
Flats Stationery & Printing	30.46		17.05	
Flats Insurance	-		552.31	
Flats County & Water Tax	2,687.73		3,178.33	
Flats Federal St. Special	<u>178.65</u>	25,707.94	<u>-</u>	24,132.30
Old Property Insurance	60.76		47.03	
Old Property Repairs	1,009.55		931.99	
Old Property Water Tax	2,186.26		2,287.00	
	<u>3,256.57</u>			
Building sold to Wrecker	<u>50.00</u>	3,206.57	<u>-</u>	3,266.02
		<u>35,459.14</u>		<u>33,610.48</u>
Mission Funds to Institute		23,000.00		30,000.00
		<u>58,459.14</u>		<u>63,610.48</u>

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COMPARATIVE STATEMENT OF RECEIPTS AND EXPENSES
ARMOUR MISSION, FLATS AND OLD PROPERTY

EXPENSES

	June 1, 1932 to June 1, 1933	June 1, 1931 to June 1, 1932	
Mission Funds to Institute	58,452.14	53,000.00	
Building sold to Wrecker	50.00	3,206.57	
Old Property Water Tax	3,252.57	3,186.26	
Old Property Repairs	1,009.55	60.76	
Old Property Insurance	60.76	178.65	Plata Federal St. Special
		2,687.73	Plata County & Water Tax
		-	Plata Insurance
		30.46	Plata Stationery & Printing
		7,950.85	Plata Pay Roll
		7,125.52	Plata Repairs
		6,357.98	Plata Light and Fuel
		943.41	Plata Expense
		433.34	Plata Special
		524.00	Sunday School Pay Roll
		427.21	Sunday School Expense
		840.00	Kindergarten Pay Roll
		424.14	Mission Repairs
		2,469.50	Mission Pay Roll
		1,442.71	Mission Light and Fuel
		417.07	Mission Expense
	4,588.57	4,753.42	
	840.00	840.00	
	783.52	951.21	
	554.00	229.52	
	24,132.30	3,178.33	
	47.03	552.21	
	2,287.00	17.05	
	3,246.69	6,346.69	
	6,146.80	6,146.80	
	7,442.60	7,442.60	
	448.52	448.52	
	-	-	
	33,610.48	32,452.14	
	3,206.57	3,206.57	
	30,000.00	30,000.00	
	63,610.48	58,452.14	

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ARMOUR MISSION, FLATS AND OLD PROPERTY
COMPARATIVE STATEMENT OF RECEIPTS & EXPENSES

RECEIPTS

	<u>June 1 1921 to June 1 1922</u>		<u>June 1 1922 to June 1 1923</u>	
Flats Rentals, 1 year	31406.00		31560.00	
Outstanding, 6-1-21				
collected in 1922	985.75			
Outstanding, 6-1-22				
collected in 1923			520.00	
Paid in advance	85.00	32476.75	101.25	32181.25
Less Flats vacant	371.00		165.00	
Less Flats loss & Gain	37.50		240.50	
Less Flats in arrears	709.50	1118.00	577.00	982.50
		31358.75		31198.75
Rent, Old Property, 1 yr.	4444.00		4444.00	
Paid in advance	5.00		5.00	
Outstanding, 6-1-21				
collected in 1922	172.00			
Outstanding, 6-1-22				
collected in 1923	-	4,621.00	239.00	4688.00
Less Old Property vacant	58.50		20.00	
Less Old Property, loss				
and gain	253.00		20.00	
Less Old Property, rent				
in arrears	244.00	555.50	179.00	219.00
		4065.50		4469.00
Sunday School Collections	633.13		626.14	
Mission Ladies Aid Society	585.66		477.41	
		1218.79		1103.55
		36643.04		36771.30
Less Ladies Aid, 1920-21				
used in 1921-22	575.62			
Less Ladies Aid, 1921-22				
used in 1922-23			585.66	
S.S. Collections, 1920-21				
used in 1921-22	702.26			
S.S. Collections, 1921-22				
used in 1922-23	-			
		1277.88	633.13	1218.79
		35365.16		35552.51
Income from Investments		25793.46		27001.73
		61158.62		62554.24

(Copy)

COMPARATIVE STATEMENT OF RECEIPTS & EXPENSES
ARMOUR MISSION, FLATS AND OLD PROPERTY

RECEIPTS

June 1 1921 to June 1 1922 June 1 1922 to June 1 1923

Plata Rentals, 1 year	31408.00	31380.00
Outstanding, 6-1-21		
collected in 1922	985.75	
Outstanding, 6-1-22		
collected in 1923		520.00
Paid in advance	85.00	101.25
	32476.75	32181.25
Less Plata vacant	371.00	185.00
Less Plata loss & gain	37.50	240.50
Less Plata in arrears	709.50	577.00
	1118.00	31358.75
Rent, Old Property, 1 yr.	4444.00	4444.00
Paid in advance	5.00	5.00
Outstanding, 6-1-21		
collected in 1922	175.00	
Outstanding, 6-1-22		
collected in 1923	-	232.00
	4,621.00	4688.00
Less Old Property vacant	58.50	30.00
Less Old Property, loss		
and gain	252.00	30.00
Less Old Property, rent		
in arrears	244.00	173.00
	555.50	213.00
	4065.50	4463.00
Sunday School Collections	633.13	626.14
Mission Ladies Aid Society	585.66	477.41
	38848.04	36771.30
Less Ladies Aid, 1920-21		
used in 1921-22	575.62	
Less Ladies Aid, 1921-22		
used in 1922-23		585.66
S.S. Collections, 1920-21		
used in 1921-22	702.26	
S.S. Collections, 1921-22		
used in 1922-23	-	633.13
	1277.88	1219.79
	32365.16	36552.51
Income from Investments	25793.46	27001.73
	61158.62	63554.24

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
C H I C A G O

Office of the Comptroller.

July 3, 1923

Dr. H. M. Raymond, President,
Armour Institute of Technology.
Chicago, Ill.

Dear Dr. Raymond:

I submit herewith a Statement of Estimated Receipts
and Expenses for the College Year 1923-24:

<u>Expenses</u>		<u>Receipts</u>	
Salaries and Wages	\$277,665.00	Cash Balance	7,270.00
Supplies & Expense	68,000.00	Tuition & Fees, College	140,000.00
Equipment	8,655.00	" & Fees Evng. Classes	7,500.00
		" " Summer School	1,000.00
		Students Supply Store	5,500.00
		Diploma Fees	650.00
		Tests	1,000.00
		U.S. Veterans Bureau	2,400.00
		*Mission Investments	25,000.00
		Allowance	164,000.00
	\$354,320.00		\$354,320.00

Respectfully,

Geo. S. Allison - Comptroller.

*The Mission Investments, under the heading of "Receipts" is the amount I estimate can be transferred to the Institute during the year 1923-24, after paying Mission expenses.

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
CHICAGO

Office of the Comptroller.

July 3, 1923

Dr. H. M. Raymond, President,
Armour Institute of Technology,
Chicago, Ill.

Dear Dr. Raymond:

I submit herewith a Statement of Estimated Receipts
and Expenses for the College Year 1923-24:

Expenses

Receipts

Salaries and Wages	\$277,665.00	Cash Balance	7,270.00
Supplies Expense	68,000.00	Tuition & Fees, College	140,000.00
Equipment	8,655.00	" & Fees Hvy. Classes	7,500.00
		" " Summer School	1,000.00
		Students Supply Store	5,500.00
		Diploma Fees	650.00
		Fests	1,000.00
		U.S. Veterans Bureau	2,400.00
		Mission Investments	25,000.00
		Allowance	164,000.00
	\$384,320.00		\$354,320.00

Respectfully,

Geo. S. Allison - Comptroller.

*The Mission Investments, under the heading of "Receipts" is the
amount I estimate can be transferred to the Institute during the
year 1923-24, after paying Mission expenses.

(Copy)

ARMOUR INSTITUTE OF TECHNOLOGY
Chicago

Office of the President

July 5, 1923.

Dear Mr. Armour:

I am handing you herewith my annual report for the college year 1922-1923, and am appending a statement of estimated receipts and expenses for the college year 1923-1924.

Yours very truly,

H. M. RAYMOND

Mr. Philip D. Armour,
Union Stock Yards,
Chicago, Illinois.

(Copy)

Office of the President

ARMOUR INSTITUTE OF TECHNOLOGY
Chicago

July 5, 1923.

Dear Mr. Armour:

I am handing you herewith my annual report for
the college year 1922-1923, and am appending a statement of
estimated receipts and expenses for the college year 1923-1924.

Yours very truly,

H. M. RAYMOND

Mr. Philip D. Armour,
Union Stock Yards,
Chicago, Illinois.

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
C H I C A G O

OFFICE OF THE COMPTROLLER

July 10, 1923

Mr. Philip D. Armour,
Union Stock Yards,
Chicago, Illinois.

My dear Mr. Armour:

I am enclosing herewith Comparative Statement of
Receipts and Expenses for the college years ending May 31, 1921-22
and 1922-23.

I have made up the statement in detail, but if there is
any other information that you may desire, it will be furnished upon
request.

Respectfully submitted,

Geo. S. Allison

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
CHICAGO

OFFICE OF THE COMPTROLLER

July 10, 1923

Mr. Philip D. Armour,
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Chicago, Illinois.

My dear Mr. Armour:

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Receipts and Expenses for the college years ending May 31, 1921-22
and 1922-23.
I have made up the statement in detail, but if there is
any other information that you may desire, it will be furnished upon
request.

Respectfully submitted,

Geo. S. Allison

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY

COMPARATIVE STATEMENT OF NET EXPENSES AND RECEIPTS

June to June

EXPENSES

	<u>1921-22</u>	<u>1922-23</u>
Expenses	370,746.71	358,413.23
Cash Balance, May 31	<u>6,245.08</u>	<u>7,270.44</u>
	<u>376,991.79</u>	<u>365,683.67</u>

RECEIPTS

Cash Balance, June 1st	10,564.72	6,245.08
Receipts	<u>366,427.07</u>	<u>359,438.59</u>
	<u>376,991.79</u>	<u>365,683.67</u>

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY

COMPARATIVE STATEMENT OF NET EXPENSES AND RECEIPTS

June to June

EXPENSES

Expenses

Cash Balance, May 31

1921-22	1922-23
370,746.71	358,413.23
6,245.08	7,270.44
376,991.79	365,683.67

RECEIPTS

Cash Balance, June 1st

Receipts

10,664.72	6,245.08
366,427.07	359,438.59
376,991.79	365,683.67

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
COMPARATIVE STATEMENT OF EXPENSES AND RECEIPTS
(June to June)

EXPENSE SUMMARY

	<u>1921-22</u>	<u>1922-23</u>
Salaries & Wages, as per statement	272,290.17	272,500.66
Supplies & Expenses, as per statement	68,137.15	61,081.67
Equipment, as per statement	12,921.00	9,308.98
Scholarships	6,695.00	5,930.00
Elcock Scholarship	--	22.00
Previous Years Adjustment	2,326.27	803.34
Lunch Room	4,432.49	4,233.09
Athletics, Basketball & Baseball	3,798.98	4,215.89
Student Service	145.65	317.60
	<u>370,746.71</u>	<u>358,413.23</u>

RECEIPTS SUMMARY

J. Ogden Armour Allowance	155,000.00	152,000.00
Funds from Armour Mission	23,000.00	30,000.00
Tuition	146,765.94	150,113.48
Evening Classes	6,814.48	9,169.40
Summer Classes	3,771.05	3,119.20
Diploma Fees	385.01	501.26
Thesis	6.00	--
Laboratory & Shop Deposits	546.88	753.05
Key & Drawing Board Deposits	237.00	186.25
Tests	1,461.90	1,335.25
Text Book Sales	1,876.14	2,331.99
Stationery & Drawing Supplies Sales	2,780.33	2,829.42
Supply Store Sales	867.68	1,344.80
Gymnasium Sales	67.97	58.80
Over and Short	8.30	29.01
Exchange	1.75	1.14
Lunch Room Meals	4,330.08	4,090.75
Community Golf Club	10,000.00	--
U.S. Veterans Bureau	6,247.03	1,115.67
Elcock Scholarship	116.83	--
Catherine M. White Scholarship	--	86.50
Sunny Scholarship	--	100.00
Sundries - Cashier's Office	2,142.70	271.62
	<u>366,427.07</u>	<u>359,438.59</u>

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
COMPARATIVE STATEMENT OF EXPENSES AND RECEIPTS
(June to June)

EXPENSE SUMMARY

1932-33	1931-32	
275,500.66	275,230.17	Salaries & Wages, as per statement
61,081.67	68,137.15	Supplies & Expenses, as per statement
9,308.98	12,921.00	Equipment, as per statement
5,930.00	6,635.00	Scholarships
25.00	--	Block Scholarship
803.34	2,328.27	Previous Years Adjustment
4,235.09	4,432.49	Lunch Room
4,215.83	2,798.98	Athletics, Basketball & Baseball
317.60	145.65	Student Service
358,413.23	370,746.71	

RECEIPTS SUMMARY

1932-33	1931-32	
152,000.00	155,000.00	J. Ogden Armour Allowance
30,000.00	23,000.00	Funds from Armour Mission
150,113.48	146,765.94	Tuition
9,169.40	6,814.48	Evening Classes
3,119.20	3,771.05	Summer Classes
501.26	385.01	Diploma Fees
--	6.00	Thesis
753.05	546.88	Laboratory & Shop Deposits
186.25	237.00	Key & Drawing Board Deposits
1,335.25	1,461.90	Tests
2,321.99	1,876.14	Text Book Sales
2,929.42	2,780.33	Stationery & Drawing Supplies Sales
1,344.80	897.68	Supply Store Sales
58.80	67.97	Gymnasium Sales
29.01	8.30	Over and Short
1.14	1.75	Exchange
4,097.75	4,330.08	Lunch Room Meals
--	10,000.00	Community Golf Club
1,115.67	6,247.03	U.S. Veterans Bureau
--	116.83	Block Scholarship
86.50	--	Catherine M. White Scholarship
100.00	--	Sunny Scholarship
271.62	2,142.70	Sundries - Carter's Office
359,438.59	366,427.07	

(COPY)
ARMOUR INSTITUTE OF TECHNOLOGY
Comparative Statement of Receipts
(June to June)

	<u>1921-22</u>		<u>1922-23</u>	
J. Ogden Armour Allowance		155,000.00		152,000.00
Funds from Armour Mission		23,000.00		30,000.00
Tuition, College				
Fees	147,972.00		152,118.75	
Refunds	<u>1,206.06</u>	146,765.94	<u>12,005.27</u>	150,113.48
Tuition, Evening Classes				
Fees	27,035.15		29,591.50	
Salaries & Expenses	<u>20,220.67</u>	6,814.43	<u>20,422.10</u>	9,169.40
Tuition, Summer Classes				
Fees	7,157.00		6,720.00	
Salaries & Expenses	<u>3,385.95</u>	3,771.05	<u>3,600.80</u>	3,119.20
Laboratory Deposits				
Receipts	5,266.00		5,496.00	
Refunds	<u>4,719.12</u>	546.88	<u>4,742.95</u>	753.05
Key & Drawing Board Deposits				
Receipts	1,887.25		1,740.44	
Refunds	<u>1,650.25</u>	237.00	<u>1,554.19</u>	186.25
Tests		1,461.90		1,335.25
Diplomas				
Receipts	461.00		580.00	
Expenses	<u>75.99</u>	385.01	<u>78.74</u>	501.26
Text Books				
Receipts	14,468.76		16,958.68	
Expenses	<u>12,592.62</u>	1,876.14	<u>14,626.69</u>	2,331.99
Stationery & Draw. Supplies				
Receipts	7,284.75		6,854.32	
Expenses	<u>4,504.42</u>	2,780.33	<u>4,024.90</u>	2,829.42
Over and Short		8.30		29.01
Gymnasium sales				
Receipts	243.50		202.65	
Expenses	<u>175/53</u>	67.97	<u>143.85</u>	58.80
Supply Stores Sundries				
Receipts	2,693.04		3,891.44	
Expenses	<u>1,825.36</u>	867.68	<u>2,546.64</u>	1,344.80
Exchange		1.75		1.14
U.S. Veterans Bureau		6,247.03		1,115.67
Lunch Room Sales		4,330.08		4,091.75
Outstanding in Cashier's Ofc.				
in 1921; collected 1922		2,142.70		
Outstanding in Cashier's Ofc.				
in 1922; collected in 1923				271.62
Community Golf Club		10,000.00		-
Thesis		6.00		-
Sunny Scholarship		-		100.00
White Scholarship		-		86.50
Elcock Scholarship		116.83		--
		<u>\$366,427.07</u>		<u>\$359,438.59</u>

ARMOUR INSTITUTE OF TECHNOLOGY
Comparative Statement of Receipts
(June to June)
 (COPY)

	1931-32	1932-33	
Elcock Scholarship	116.83		
White Scholarship	-		
Sunny Scholarship	-		
Theatre	-		
Community Golf Club	10,000.00		
in 1932; collected in 1933	6.00		
Outstanding in Cashier's Ofc.			271.62
in 1931; collected 1932			-
Outstanding in Cashier's Ofc.	3,142.70		
Lunch Room Sales			
U.S. Veterans Bureau	4,330.08		4,091.75
Exchange	6,247.03		1,115.67
Expenses	1.75		1.14
Receipts	867.68		1,344.80
Supply Stores Sundries	1,826.36		2,546.64
Expenses	2,693.04		3,891.44
Receipts	175.53	67.97	143.85
Gymnasium Sales	243.50		205.65
Over and Short			
Expenses	4,504.42	2,780.32	4,024.30
Receipts	7,284.75		6,854.32
Stationery & Draw. Supplies	12,592.62	1,876.14	14,628.69
Expenses	14,468.76		16,958.68
Text Books	75.99	385.01	78.44
Receipts	461.00		580.00
Diplomas			
Tests	1,650.25	1,461.90	1,554.19
Receipts	1,867.25		1,740.44
Key & Drawing Board Deposits	4,719.12	546.88	4,742.95
Receipts	5,266.00		5,496.00
Laboratory Deposits	3,385.95	2,774.05	3,600.80
Expenses	7,157.00		6,720.00
Tuition, Summer Classes	20,320.67	6,814.43	20,422.10
Salaries & Expenses	27,035.15		29,551.50
Tuition, Evening Classes	1,206.06	146,765.94	12,005.27
Refunds	147,972.00		152,118.75
Tuition, College			
Funds from Armour Mission	23,000.00		30,000.00
J. Ogden Armour Allowance	152,000.00		152,000.00
	<u>\$368,427.07</u>		<u>\$359,438.59</u>

(COPY)

ARMOUR INSTITUTE OF TECHNOLOGY
COMPARATIVE STATEMENT OF DISBURSEMENTS

June to June

	1921-22	1922-23	1921-22	1922-23	1921-22	1922-23
	<u>Equipment</u>	<u>Equipmnt.</u>	<u>Expense</u>	<u>Expense</u>	<u>Pay Roll</u>	<u>Pay Roll</u>
Advertising	-	-	2,657.64	2,592.75	-	-
Architecture	949.96	25.00	2,635.54	4,405.31	15,754.01	16,600.00
Boiler Room		24.18	233.25	390.05	4,627.23	4,341.45
Business Law					250.00	50.00
Carpenter			534.29	247.68	477.23	245.96
Cashier's Office			236.36	172.10	5,999.92	5,795.69
Chem. Engrng.	2,978.05	7,022.47	9,419.12	6,257.11	27,137.67	27,455.53
Civil Engr.&Camp	551.97	148.71	1,769.04	1,536.46	20,800.00	19,774.98
Comptroller's Ofc.			101.96	86.61	6,000.00	6,374.94
Dean's Office			712.58	462.59	14,859.90	9,158.29
Development			.95			
Drafting Room	328.30		426.52	291.26		
Econ.& Philos.					2,013.90	2,499.97
Elec. Engrg.	4,119.34	98.18	2,357.17	1,455.54	23,793.76	23,589.50
" Wire & Mtncd.			800.10	389.46	142.10	64.60
Engine Room	11.48		388.53	450.61	3,500.00	3,500.00
English			215.47	194.21	5,900.00	5,600.00
Entertainment			461.56	620.17		
Fire Prot. Engr.		66.06	15.41	51.69	5,200.00	5,600.00
Forge Shop	5.55	2.94	792.84	1,102.08	3,957.50	4,144.39
Foundry			82.52	224.02	4,741.31	4,819.80
Frt. & Cartage			40.00			
Fuel			12,737.11	11,193.68		
Furn. & Fixtures			1,501.01	518.13		
General Exp.			2,539.88	1,537.09		
Gymnasium			343.83	169.09	2,499.98	2,000.00
History			165.87	191.84	3,000.00	3,000.00
Ice & Water			253.25	303.85		
Inst. Rentals(flats)			4,848.75	5,300.00		
Insurance			433.46	2,311.33		
Institute Repairs			3,621.15	3,337.54		
Janitor			1,450.66	1,373.52	13,867.36	13,664.56
Laundry			189.43	205.73		
Library			4,197.43	3,682.56	2,600.00	3,000.02
Lights			1,339.42	1,116.40		
Machine Shop		342.95	1,065.21	603.66	6,519.10	6,605.22
Mathematics			795.57	612.32	14,500.00	14,500.00
Mech. Engrg.	2,635.28	1,117.62	3,204.83	2,376.52	51,239.15	51,315.80
Mechan. Dept.			178.10	120.76	11,000.00	11,000.00
Mechanician Shop			298.55	365.01	343.96	286.40
Medical			183.42	187.40	1,500.00	1,500.00
Pattern Shop		114.21	688.45	710.05	4,695.12	3,000.00
Photo			180.42	287.63	150.00	
Physics	1,341.07	346.66	1,356.31	1,360.09	9,500.00	10,190.00
Postage			616.49	540.00		
Pres. Office			371.29	30.23	1,781.03	9,060.00
Stat. & Printg.			344.68	264.54		
Supply Store			35.84	32.61	2,880.02	2,780.00
Tel. & Tel.			1,325.49	1,420.34	1,059.92	983.56
	12,921.00	9,308.98	68,137.15	61,081.67	272,290.17	272,500.66

	1921-22	1922-23
Equipment	12,921.00	9,308.98
Expenses	68,137.15	61,081.67
Pay Roll	272,290.17	272,500.66
	353,348.32	342,891.31

COMPARATIVE STATEMENT OF DISBURSEMENTS
ARMOUR INSTITUTE OF TECHNOLOGY
June to June

	1921-22	1922-23	1921-22	1922-23	1921-22	1922-23
	Equipment	Equipment	Expense	Expense	Pay Roll	Pay Roll
Advertising	-	-	2,657.64	2,562.75	-	-
Architecture	249.96	25.00	2,632.54	4,402.31	15,754.01	16,600.00
Baller Room	24.18	233.25	233.25	390.05	4,627.23	4,341.45
Business Law	-	-	534.29	247.68	250.00	50.00
Carpenter	-	-	236.36	172.10	477.23	245.96
Cashier's Office	2,978.05	7,022.47	2,419.12	6,257.11	5,999.92	5,735.63
Chem. Engrng.	521.27	148.71	1,769.04	1,536.46	27,137.67	27,455.23
Civil Engr. & Camp	-	-	101.96	86.61	20,800.00	19,774.98
Comptroller's Ofc.	-	-	712.58	462.59	6,000.00	6,374.94
Dean's Office	-	-	95	-	14,859.90	9,158.29
Development	-	-	426.52	291.26	-	-
Drafting Room	328.30	-	-	-	-	-
Econ. & Philos.	-	-	2,327.17	1,455.54	2,013.90	2,499.37
Elec. Engrg.	4,119.34	98.18	800.10	389.46	23,793.76	23,589.50
" Wire & Mined.	-	-	388.53	450.61	142.10	64.60
Engine Room	11.48	-	215.47	194.21	3,500.00	3,500.00
English	-	-	461.56	620.17	5,900.00	5,600.00
Entertainment	-	-	15.41	51.69	5,200.00	5,600.00
Fire Prot. Engr.	66.06	-	792.84	1,102.08	3,957.50	4,144.39
Forge Shop	5.55	2.94	82.52	224.02	4,741.31	4,819.80
Foundry	-	-	40.00	-	-	-
Frt. & Garage	-	-	12,737.11	11,193.68	-	-
Fuel	-	-	1,501.01	518.13	-	-
Furn. & Fixtures	-	-	2,539.88	1,537.09	-	-
General Exp.	-	-	243.83	169.09	2,499.98	2,000.00
Gymnasium	-	-	165.87	191.84	3,000.00	3,000.00
History	-	-	253.25	303.85	-	-
Ice & Water	-	-	4,848.75	5,300.00	-	-
Inst. Rentals (flats)	-	-	432.46	2,211.32	-	-
Insurance	-	-	3,621.15	2,237.54	-	-
Institute Repairs	-	-	1,450.66	1,373.52	13,867.36	13,664.56
Janitor	-	-	189.43	205.73	-	-
Laundry	-	-	4,197.43	3,682.56	2,600.00	3,000.00
Library	-	-	1,339.42	1,116.40	-	-
Lights	-	-	1,065.21	603.66	6,519.10	6,605.23
Machine Shop	342.95	-	785.57	612.32	14,500.00	14,500.00
Mathematics	-	-	2,304.63	2,376.52	51,239.15	51,315.80
Mech. Engrg.	1,114.62	-	178.10	120.76	11,000.00	11,000.00
Mechan. Dept.	-	-	298.55	265.01	343.96	286.40
Mechanical Shop	-	-	183.42	187.40	1,500.00	1,500.00
Medical	-	-	638.45	710.05	4,685.12	3,000.00
Pattern Shop	114.21	-	180.42	287.63	150.00	-
Photo	-	-	1,356.21	1,360.09	9,500.00	10,190.00
Physics	1,341.07	346.66	616.49	540.00	-	-
Postage	-	-	371.39	30.23	1,781.03	9,060.00
Pres. Office	-	-	244.68	264.54	-	-
Stat. & Printg.	-	-	25.84	32.61	2,880.02	2,780.00
Supply Store	-	-	1,325.49	1,420.34	1,059.92	982.56
Tel. & Tel.	-	-	-	-	-	-
	12,921.00	9,308.98	68,127.15	61,081.67	272,290.17	272,500.66

Pay Roll	Expense	Equipment
272,290.17	68,127.15	12,921.00
272,500.66	61,081.67	9,308.98
272,348.22	272,348.22	1921-22
		1922-23

(COPY)

SECURITIES HELD FOR ACCOUNT OF ARMOUR MISSION

<u>SECURITY</u>	<u>RATE</u>	<u>PRINCIPAL AMOUNT</u>	<u>PAYABLE</u>	<u>INCOME</u>
<u>BONDS</u>				
Kansas City Rys.Co. 1st Mtg. 5% Gold Bonds	5	\$6,300.00	-	-
<u>STOCKS</u>				
		<u>No. Shares</u>		
Chicago City & Conn. Ry. Co. Pfd.		876		
" " " " " " Com.		525		
Kansas City Power Secur. Corp. Pfd.	5	799	Jan. 1 - $\frac{1}{4}$	\$998.75
			Apr. 1 - $\frac{1}{4}$	998.75
			July 1 - $\frac{1}{4}$	998.75
			Oct. 1 - $\frac{1}{4}$	998.75
Kansas City Power Secur. Corp. Com.	8	480	Mar. 2	960.00
			June 2	960.00
			Sep. 2	960.00
			Dec. 2	960.00
Kansas City Rys. Co. Pfd.		1333		
" " " " " " Com.		800		
U.S. Yards, Omaha Ltd.	8	2125	Jan. 2	4,250.00
			Apr. 2	4,250.00
			Jul. 2	4,250.00
			Oct. 2	4,250.00
				24,835.00

RECAPITULATION OF INCOME

January	\$5,248.75
March	960.00
April	5,248.75
June	960.00
July	5,248.75
September	960.00
October	5,248.75
December	960.00
T O T A L - - - - -	\$24,835.00

RECAPITULATION OF INCOME

(COPY)

SECURITIES HELD FOR ACCOUNT OF ARMOUR INSTITUTE OF TECHNOLOGY

<u>Security</u>	<u>Rate</u>	<u>Principal Amount</u>	<u>Payable</u>	<u>Income</u>
Armour & Co. of Delaware 1st Mtg. 20 year Guar. Gold Bond	5½%	\$400.00	Jan. 1 Jul. 1	\$12.00 12.00
Kansas City Power & Light Co. 1st Mtg. 30 year Ser. A. Gold Bond	5%	3,000.00	Mar. 1 Sept. 1	75.00 75.00
Ogden Gas Co. 1st Mtg. 5% Gold Bonds	5%	6,000.00	May 1 Nov. 1	150.00 150.00
Standard Gas & Electric Co. 20 year 6% Gold Notes	6%	5,000.00	Apr. 1 Oct. 1	150.00 150.00
				\$774.00

RECAPITULATION OF INCOME

January	\$12.00
March	75.00
April	150.00
May	150.00
July	12.00
September	75.00
October	150.00
November	150.00
	\$774.00

(COPY)

SECURITIES HELD FOR ACCOUNT OF ARMOUR INSTITUTE OF TECHNOLOGY

<u>Security</u>	<u>Rate</u>	<u>Principal Amount</u>	<u>Payable</u>	<u>Income</u>
Armour & Co. of Delaware 1st Mtg. 20 Year Guar. Gold Bond	5 1/2%	\$400.00	Jan. 1 Jul. 1	\$12.00 12.00
Kansas City Power & Light Co. 1st Mtg. 30 Year Ser. A. Gold Bond	5%	3,000.00	Mar. 1 Sept. 1	75.00 75.00
Ogden Gas Co. 1st Mtg. 2 1/2% Gold Bonds	2 1/2%	6,000.00	May 1 Nov. 1	150.00 150.00
Standard Gas & Electric Co. 20 Year 6 1/2% Gold Notes	6 1/2%	2,000.00	Apr. 1 Oct. 1	150.00 150.00
				\$774.00

RECAPITULATION OF INCOME

January	\$12.00
March	75.00
April	150.00
May	150.00
July	12.00
September	75.00
October	150.00
November	150.00
	\$774.00

C O P Y

MEMO.

On Friday, Jan. 5, 1923, President Judson spoke to H.H.S. of negotiations that he was carrying on in reference to the absorption of "a" School of Technology. He said that he was having negotiations with a gentleman who was close to the chief person concerned; that supposedly the chief person was not being consulted until the negotiations got to a definite basis. Said that the School owned --

In good collateral, approximately	\$500,000.
Also land, approx. (looks liberal)	700,000.
(including bldgs. & equipment)	

Went on to say that it looked as though the person chiefly concerned was anxious to be relieved of some responsibilities and that this had been a heavy drain.

Said he understood Northwestern had requested that the School be given over to them, together with an additional \$1,500,000. in collateral or cash for endowment.

Said running expenses were.....	\$377,000.	per yr.
that endowment plus fees furnished.....	200,000	" "
Leaving to be made up by person		
chiefly concerned.....	\$177,000	" "

President Judson said would be glad to have this School but didn't feel we could take it and divert funds from our present activities for the sake of it, and therefore would require an endowment along with it. Said, however, he believed it was extravagantly run and that we could run it better and more cheaply. Believed could be taken for 2 purposes:

- (1) To do undergraduate work as at present;
- (2) Largely to eliminate undergraduate and to go into advanced work

in either case could perpetuate the name, same as Ogden Scientific School of the University of Chicago.

Said in any event, if agreed on the general scope, must be no strings on it.

President Judson said he would keep H.H.S. informed as to negotiations.

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to negotiations.

C O P Y

A R M O U R
INSTITUTE OF TECHNOLOGY
C H I C A G O

Office of the Comptroller

December 19, 1922

Mr. F. W. Croll,
208 So. LaSalle Street,
Chicago, Illinois.

Dear Mr. Croll:

I am enclosing herewith copy of the budget for
1922-23 as requested over the telephone this morning.

The original was forwarded to Mr. Philip D. Armour
by Dr. Raymond during the month of June.

Yours very truly,

GEO. S. ALLISON

C O P Y

Office of the Comptroller

ARMOUR
INSTITUTE OF TECHNOLOGY
CHICAGO

December 19, 1923

Mr. F. W. Groll,
308 So. LaSalle Street,
Chicago, Illinois.

Dear Mr. Groll:

I am enclosing herewith copy of the budget for
1923-24 as requested over the telephone this morning.
The original was forwarded to Mr. Philip D. Armour
by Dr. Raymond during the month of June.

Yours very truly,

GEO. S. ALLISON

C O P Y

June 15, 1922

Dr. H. M. Raymond, President,
Armour Institute of Technology,
Chicago.

Dear Dr. Raymond:

I submit herewith a statement of estimated receipts and
expenses for the College Year 1922-23:

<u>EXPENSES</u>		<u>RECEIPTS</u>	
Salaries and Wages	\$279,325.00	Cash Balance	\$6,000.00
Supplies and Expense	75,000.00	Tuition, College	130,000.00
Equipment	5,000.00	" Evening Classes	7,500.00
Boiler (tube replacemnt.)	2,500.00	" Summer classes	3,500.00
Chemical Laboratory	8,000.00	Shop & Labr.fees	8,000.00
(changing class rooms into		Proposed Increase of	
Chem.Lab. incl. tables,		Chem.Labr.fees	3,000.00
plumbing & carpenter work)		Students Supply Store	5,000.00
Taxes, New Inst. location	8,000.00	Diploma Fees	450.00
		Tests	1,000.00
		Federal Board (rent	3,375.00
		Community Golf Club)	10,000.00
		* Mission Investments	23,000.00
		Allowance	177,000.00
	\$377,825.00		\$377,825.00

Respectfully,

Comptroller

*Mission investments, under the heading of "Receipts" is the amount
I estimate can be transferred to the Institute during the year 1922-23
after paying Mission expenses.

June 15, 1922

Dr. H. M. Raymond, President,
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Supplies and Expense	75,000.00	Tuition, College	130,000.00
Equipment	5,000.00	" Evening Classes	7,500.00
Boiler (tube replacement.)	2,500.00	" Summer classes	3,500.00
Chemical Laboratory	8,000.00	Shop & Labr. fees	8,000.00
(changing class rooms into Chem. Lab. incl. tables, plumbing & carpenter work)		Proposed Increase of Chem. Labr. fees	3,000.00
Taxes, New Inst. location	8,000.00	Students Supply Store	5,000.00
		Diploma Fees	450.00
		Tests	1,000.00
		Federal Board (rent Community Golf Club)	3,375.00
		* Mission Investments	10,000.00
		Allowance	23,000.00
			177,000.00
	\$377,825.00		\$377,825.00

Respectfully,

Comptroller

*Mission investments, under the heading of "Receipts" is the amount
I estimate can be transferred to the Institute during the year 1922-23
after paying Mission expenses.

C O P Y

1922-23

R. P. I.

Salaries for Instruction

\$208.00

Mechanical Engineering	\$27,000/
Electrical "	35,000.
Chemical "	25,000.
Gen. Designing(?)	12,000.
Drawing	8,000.
Shop	2,000.
	\$99,000.

Deduct from \$208.00

Carnegie Pensions	\$1,200.	
Summer School	10,000	11,000.
		\$197,000.

Engineering 99,000.

General Education \$98,000.00

Equipment	\$7,000.
Supplies.	6,500.
	13,500.
	7,500.
	\$21,000.

C O P Y

1922-23

R. P. I.

\$208.00

Salaries for Instruction

\$27,000.	Mechanical Engineering
35,000.	" Electrical
25,000.	" Chemical
12,000.	Gen. Designing (?)
8,000.	Drawing
2,000.	Shop
\$99,000.	

Deduct from \$208.00

\$1,200.	Garnegie Penations
10,000	Summer School
\$197,000.	
99,000.	Engineering
\$98,000.00	General Education

\$7,000.	Equipment
6,500.	Supplies
13,500.	
7,500.	
\$21,000.	

C O P Y

1922-23ArmourR.P.I.Mechanical Engineering

Instruction (from catalogue)	59,700.	
Instruction (arbitrary division		22,450.
Service (of budget provision		4,950.
Service (	10,000	
Supplies (Arbitrary Assumption)	7,000	3,000
TOTAL	76,700.	30,400.

Electrical Engineering

Instruction (from catalogue)	21,500	
Instruction (arbitrary division		26,400.
Service (of budget provision		8,700.
Service (	7,500	
Supplies (arbitrary assumption	3,000	4,000.
	32,000.	39,100

Civil Engineering

Instruction (from catalogue)	23,067	
Instruction (budget provision)		12,317.
	23,067.	12,317.

Chemical Engineering

Instruction (from catalogue)	22,200	
Instruction (arbitrary division		20,775
Service (of budget provision		4,350
Service	4,500	
Supplies	5,000	5,000
	31,700	30,125

GRAND TOTAL \$163,467 \$111,942.

1932-33

R. P. I.

Amount

Mechanical Engineering

Instruction (from catalogue)	59,700.
Instruction (arbitrary division of budget provision)	22,450.
Service	4,950.
Supplies	10,000
(Arbitrary assumption)	7,000
Service	3,000
TOTAL	76,700.
	80,400.

Electrical Engineering

Instruction (from catalogue)	21,500
Instruction (arbitrary division of budget provision)	26,400.
Service	8,700.
Supplies	7,500
(Arbitrary assumption)	3,000
Service	4,000.
	32,000.
	39,100

Civil Engineering

Instruction (from catalogue)	23,067
Instruction (budget provision)	12,317.
	23,067.
	12,317.

Chemical Engineering

Instruction (from catalogue)	22,200
Instruction (arbitrary division of budget provision)	20,775
Service	4,350
Supplies	4,500
	5,000
	5,000
	31,700
	30,125

GRAND TOTAL \$163,467 \$171,945.

C O P Y

LEWIS INSTITUTE - November 1922

STATEMENT OF INCOME AND EXPENSE OF GENERAL FUNDS
(For years ended June 30, 1920, 1921, 1922)

<u>INCOME</u>	<u>1920</u>	<u>1921</u>	<u>1922</u>
From Invested Funds	73,216.19	72,497.14	75,020.74
" tuition	124,325.70	208,620.14	289,871.84
" other sources	3,183.32	6,910.84	6,008.82
	200,725.21	288,028.12	370,901.40
 <u>EXPENDITURES</u>			
For Instruction and Admin	140,252.80	189,350.11	228,265.36
" Library, Shops, and Labr.	22,677.74	30,305.44	35,227.08
" Buildings & Grounds	50,295.70	61,482.75	68,457.51
" New Bldgs. & Equipment	15,970.03	9,071.75	2,929.56
" other sundry items	1,562.01	89.83	--
	230,758.28	291,217.88	334,879.51

BUDGET FOR YEAR ENDING JUNE 30, 1923

<u>INCOME</u>	
From Invested Funds	\$90,000.00
" Tuition	255,000.00
" Other Sources	5,000.00
	\$350,000.00
 <u>EXPENDITURES</u>	
For Instruction & Administration	225,000.00
" Library, Shops & Labr.	30,000.00
" Buildings and Grounds	60,000.00
" Contingent Expenses	10,000.00
	\$325,000.00

(From Director's Report to Board of Managers)

LEWIS INSTITUTE - November 1933

STATEMENT OF INCOME AND EXPENSE OF GENERAL FUNDS
(For years ended June 30, 1930, 1931, 1932)

<u>INCOME</u>		<u>1930</u>	<u>1931</u>	<u>1932</u>
From Invested Funds	Tuition	124,325.70	208,620.14	289,871.84
	other sources	2,183.32	6,910.84	6,008.82
		200,728.21	288,028.12	370,901.40
<u>EXPENDITURES</u>		<u>1930</u>	<u>1931</u>	<u>1932</u>
For Instruction and Admin	Library, Shops, and Labr.	22,677.74	30,305.44	32,327.08
	Buildings & Grounds	50,295.70	61,482.75	68,457.51
	New Bldgs. & Equipment	15,970.03	9,071.75	2,929.56
	other sundry items	1,562.01	89.83	--
		140,252.80	189,350.11	228,325.36
		230,758.28	291,217.88	334,879.51

BUDGET FOR YEAR ENDING JUNE 30, 1933

<u>INCOME</u>		
From Invested Funds	Tuition	\$25,000.00
	Other Sources	\$30,000.00
		\$55,000.00
<u>EXPENDITURES</u>		
For Instruction & Administration	Library, Shops & Labr.	\$25,000.00
	Buildings and Grounds	\$30,000.00
	Contingent Expenses	\$10,000.00
		\$65,000.00
		\$325,000.00

(From Director's Report to Board of Managers)

(Copy)

ARMOUR INSTITUTE OF TECHNOLOGY
Chicago

Office of the President.

June 28, 1923.

To the Board of Trustees,

Armour Institute of Technology,
V
Chicago, Illinois.
V

Gentlemen:

I have the honor to present in the following pages a brief report of the work, operations, and activities of the Armour Institute of Technology, covering the academic year from June 1, 1922 to June 1, 1923.

It is a satisfaction to record continued and undisturbed progress for the Institute as a whole, and smoothness and efficiency in the operation of its different departments. In writing a characterization of the year under review, I may state that the problems of education in general are becoming more and more difficult each year, and that the members of the faculty of the Institute are keenly alive to all of the important phases of engineering education pertinent to the better training of our students in preparation for the practice of their profession.

A majority of the members of the faculty belong to the leading societies and organizations pertaining to the different branches of their profession, and with their close contact with the latest methods of engineering practice bring not only ideas of the greatest importance to the students, but of general beneficial interest to the Institute.

The level of effectiveness reached by any institution is set, in the last analysis, by the quality of its faculty and I cannot dismiss these remarks without a word of appreciation here for the fine spirit and devotion which so characterizes the work of what

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Gentlemen:

Armour Institute of Technology,
Chicago, Illinois.

To the Board of Trustees,

June 28, 1923.

Office of the President.

ARMOUR INSTITUTE OF TECHNOLOGY
Chicago

(Copy)

I consider an unusual group of men.

The year 1923 marks the thirtieth anniversary of the opening of the doors of the Institute to the young men and women of the middle west. The history of these years indicates a sure and steady growth toward the realization of the conception which the Institute has set for itself: That of a really great college of engineering in all the full and rich sense which this term is coming to mean in the life of modern industrial America. The Institute's face is to the future; steadily, year by year, she adds to her force and effectiveness in her different domains of service.

We have tried to keep always and uppermost in our minds that modern engineering education must be responsive to changed conditions of life and industry, and that the old ways are not always the best that could be devised. To this end we have been steadily at work on questions of fundamental importance for the educational future and standing of the Institute.

ALUMNI:

While the Institute has graduated about 1500 young men from its College of Engineering, this number represents only approximately 20 per cent of those who have enrolled since 1893. With the students of the so-called Associated Departments, included in the organization at the time of the establishment of the Institute, the following tabular statement gives an idea of total attendance:

College of Engineering -----	7405
Evening Classes -----	13775
Summer Session -----	2755
Armour Scientific Academy (discontinued in 1910) -----	2000
Department of Domestic Science (discontinued in 1901) -----	1500
Kindergarten Normal Department (discontinued in 1896) -----	319
Department of Music (discontinued in 1900) -----	300
Department of Shorthand and Typewriting -----	400
(discontinued in 1899)	
Department of Library Science (discontinued in 1896) -	300
United States Merchant Marine -----	1050
S.A.T.C. (Auto) -----	250
Total -----	30054

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United States Merchant Marine	1050
S.A.T.C. (Auto)	250
Total	30054

That the abandonment of the associated and preparatory departments and the concentration of the forces of the Institute on the College of Engineering alone was a wise educational policy has been shown by the remarkable advancement made in our standards, in the improved facilities for the teaching of engineering, and in the ever increasing demands for an engineering education.

Our graduates and many who, for one reason or another, did not complete the course and, therefore, did not receive diplomas, have reflected great credit on the Institute. Among them today are found men of reputation and high standing in the engineering, industrial, and business world.

I have never come in contact with a more loyal body of men than those who compose the Armour Alumni Association. They have recently raised a fund of \$10,000.00 to be used to further the interests of its members in maintaining a placement bureau and in other co-operative ways of mutual benefit. The progress of the Institute is always uppermost in their minds, and their interest in everything which appertains to its welfare is most gratifying.

STUDENT ENROLLMENT:

The official enrollment of students for the college year of 1922-1923 was 1,898, which represents the maximum number we can accommodate with our present plant and facilities. This figure shows little variation from the previous year, namely; 1,869.

The problems of adequately caring for this large number of young men continues to be one of the most difficult of those with which the Institute is confronted. The great number of applicants for admission has resulted in an inevitable raising of the requirements for entrance, and this higher standard has resulted in noticeably stronger Freshman classes.

There is also a higher percentage of students continuing

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STUDENT ENROLLMENT:

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There is also a higher percentage of students continuing

through the Sophomore and Junior years than before the war. Each year the number of students applying for advanced standing from other colleges increases and it is with regret that we are obliged to deny admission to a great majority of them. Last year we had an unusually large number of requests for admission to our Junior Class from the Junior Colleges of the Technical High Schools of Chicago, and found it necessary to disappoint about 98% of them on account of the capacity size of our third year classes. The high standard of scholarship required in all departments has a stimulating effect and an increased earnestness is evidenced throughout the entire student body.

A tabular statement of student enrollment for the year 1922-1923 follows:

SUMMARY OF ATTENDANCE.

Seniors -----	131	Electrical Engineering -----	176
Juniors -----	184	Mechanical Engineering -----	186
Sophomores -----	187	Civil Engineering -----	126
Freshmen -----	235	Chemical Engineering -----	88
Special Students ---	3	Fire Protection Engineering -----	75
		Architects -----	86
		Industrial Arts -----	3
College Students --	<u>740</u>	College Students -----	<u>740</u>

Students in the College of Engineering -----	740
Students in the Evening Classes -----	1,130
Students in the Summer Courses -----	<u>195</u>
Students in the Armour Institute of Technology, total -----	2,065
Deduct names counted twice -----	<u>167</u>
Total -----	<u>1,898</u>

ATTENDANCE SHOWING STATES AND FOREIGN COUNTRIES REPRESENTED:

California -----	2
Colorado -----	3
Connecticut -----	1
Florida -----	3
Georgia -----	1
Illinois (511 are from the city of Chicago) -----	611
Indiana -----	14
Iowa -----	17
Kansas -----	3
Kentucky -----	1
Michigan -----	14
Minnesota -----	8
Missouri -----	8
Montana -----	1
Nebraska -----	14

through the Sophomore and Junior years than before the war. Each year the number of students applying for advanced standing from other colleges increases and it is with regret that we are obliged to deny admission to a great majority of them. Last year we had an unusually large number of requests for admission to our Junior Class from the Junior Colleges of the Technical High Schools of Chicago, and found it necessary to disaspoint about 98% of them on account of the capacity size of our third year classes. The high standard of scholarship required in all departments has a stimulating effect and an increased earnestness is evidenced throughout the entire student body.

A tabular statement of student enrollment for the year

1922-1923 follows:

SUMMARY OF ATTENDANCE.

College Students --	740	Seniors -----	131
College Students -----	740	Juniors -----	184
Industrial Arts -----	3	Sophomores -----	187
Architects -----	88	Freshmen -----	235
Fire Protection Engineering -----	75	Special Students --	3
Chemical Engineering -----	88		
Civil Engineering -----	126		
Mechanical Engineering -----	186		
Electrical Engineering -----	176		

Students in the College of Engineering -----	740
Students in the Evening Classes -----	1,130
Students in the Summer Courses -----	192
Students in the Armour Institute of Technology, total -----	2,062
Deduct names counted twice -----	187
Total -----	1,898

ATTENDANCE SHOWING STATES AND FOREIGN COUNTRIES REPRESENTED:

Nebraska -----	14
Montana -----	1
Missouri -----	9
Minnesota -----	8
Michigan -----	14
Kentucky -----	1
Kansas -----	3
Iowa -----	14
Indiana -----	14
Illinois (511 are from the city of Chicago) -----	511
Georgia -----	1
Florida -----	3
Connecticut -----	1
Colorado -----	3
California -----	8

Ohio -----	2
Oklahoma -----	1
Oregon -----	1
Pennsylvania -----	1
South Dakota -----	2
Tennessee -----	2
Virginia -----	1
Washington -----	2
Wisconsin -----	19

Twenty-four states represented by 729 students

Canada -----	4
China -----	3
Hawaii -----	1
Philippine Islands -----	2
Syria -----	1

Five foreign countries represented by 11 students

Total ----- 740

STUDENT ACTIVITIES:

If the Alumni and former students of the Institute were asked what in their opinion was lacking in their college life, I am sure it would be their unanimous reply that the social side had been somewhat neglected. There has been manifest for some time an increasing desire for greater social opportunity on the part of the students. The complaint on their part in former years was to the effect that the Institute furnished no social affairs and they were compelled to seek their recreation and pleasure elsewhere. It has seemed the part of wisdom to encourage a moderate social life intermingled with other activities at the Institute, and our experience of the past two years has convinced us that a reasonable and limited program of dances, receptions, etc. has added greatly to the morale of the student body. For the first time in the history of the Institute a band and orchestra were organized this past year and add greatly to the enthusiasm of our meetings at assemblies and outdoor events.

Each student pays an activity fee of \$7.50 per semester, making a total amount collected this year of \$10,380. This fee covers subscriptions to the college publications, tickets to all athletic con-

2	Ohio
1	Oklahoma
1	Oregon
1	Pennsylvania
2	South Dakota
2	Tennessee
1	Virginia
2	Washington
10	Wisconsin

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tests and membership in the Athletic Association for each student. The remainder of the fee goes into a general maintenance fund to support athletics, musical clubs, and other student activities. I am calling attention to these matters because in the past the Institute has been considered an institution where the students program was "all work and no play", but the experience of the past two years has shown us convincingly that our scholarship records are higher than ever before, and the general morale of the student body is excellent, due, we think, to an occasional variation of the daily grind and the tempering of a spirit which would otherwise tend toward the lackadaisical. All student activities are well supervised and conservatively handled by a Board of Athletic Control, consisting of the Executive Council, - three members of the faculty, and five students.

STUDENT SELF-HELP:

Last year it was thought that the peak of the self-help demand had been reached. However, conditions this year would seem to indicate that the number of students seeking employment will not diminish with the return of prosperity, but will be maintained in proportion to our enrollment. Approximately 80% of our students are earning their expenses either wholly or in part. A committee of the faculty is formed to assist students in finding outside employment.

EVENING CLASSES:

The number of students attending the evening classes for the three terms of 1922-1923 was 1,130. The majority of these students have continued their studies through more than one term, which is a significant indication of their earnestness and also of their appreciation of the opportunities which we are offering them. These young men are very sincere and ambitious, and the Institute is performing a splendid duty in opening its classrooms and laboratories for their use. Without braggadocio, we may say that the grade and character of work

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of our evening classes is generally considered to be the most thorough in Chicago.

DEPARTMENT OF MECHANICAL ENGINEERING:

The work in all branches of this department has been very satisfactory considering the congestion in the laboratories, the obsolescence of a considerable portion of the mechanical equipment and total absence of a number of appliances essential to efficient instruction. Attention is called to the fact that much of the equipment in the shops was acquired over 28 years ago and that, in addition to being obsolete, it has reached a state of depreciation which permits of no further repair. Most of the machinery in the steam and hydraulic laboratories was purchased 20 years ago, and while still in a good state of preservation, it no longer represents current engineering practice. Considerable new apparatus is desired and must be acquired if the present high standard is to be maintained.

DEPARTMENT OF ELECTRICAL ENGINEERING:

The chief improvement in this department has been in arranging the schedule to provide laboratory periods in the morning hours, which has relieved the laboratories of an almost intolerable congestion. The quality of students is exceptionally good and the work of the year is efficient and successful.

DEPARTMENT OF CIVIL ENGINEERING:

The year just ended is one of the most successful in the history of the department. The Junior Class particularly has made a record that man for man excels any in previous years. The Institute branch of the Western Society of Engineers has held bi-weekly meetings, well attended, and with an exceptional program of speakers who have gladly given their time and services to the Institute in the interest of our students.

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Epsilon, has been established and admits the honor men from the Senior and Junior Classes.

A number of important and successful inspection trips have been made, including the Bates Experimental Road at Springfield, Ill.

The Summer Camp in connection with this department is in satisfactory condition. Necessary repairs have to be made occasionally, but a considerable amount of this is done by students under the direction of Professor Wells who is in charge of the camp.

DEPARTMENT OF CHEMICAL ENGINEERING:

The number of students enrolled in Chemical Engineering is the highest since the establishment of the course in 1901. The new chemical laboratory on the fourth floor of the main building has enabled us to care for the extra number of students in a satisfactory manner.

All of the chemical laboratories are crowded to capacity limit, but we shall be able to handle the work satisfactorily with a rearrangement of program. Some changes have been made in the different courses which will add greatly to their value. A few new pieces of apparatus and some replacements will be necessary in the different laboratories of the department.

DEPARTMENT OF FIRE PROTECTION ENGINEERING:

The students in Fire Protection Engineering will reach their maximum number in 1923-1924, when the scholarship plan established by the fire insurance companies begins its fourth year. The quality of the work done by the students of this department is shown by the latest reports of scholastic standing that no other department has a higher average grade.

The recent establishment of "Salamander," a Senior honorary fraternity, is a development that should have results of importance in stimulating and rewarding ambition. Our friendly relations with the Underwriters Laboratories continue unchanged and our free access to the

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The rather unusual relations involved in the elaborate scholarship plan of the Western Actuarial Bureau have been most amicable and entirely without friction. It is a matter of interest that the Bureau is contributing toward the traveling expenses of scholarship students who live outside of Chicago, and that it has prepared without expense to the Institute an elaborate system of charts and drawings that are used in class-work.

This department has advanced rapidly in the last few years, and is now on an equal footing with the others. Its enrollment is liable to less fluctuation on account of the scholarship guarantee of 25 new students each year, making a total of 100 maintained at all times.

I do not think there is any other organization in existence today that has a scholarship arrangement with any college or university on so large and liberal a plan.

DEPARTMENT OF ARCHITECTURE:

The cordial relations between the authorities of the Art Institute and the Armour Institute of Technology continue and our working plan seems to be satisfactory, which is most fortunate for the Institute. Our course in Architecture is now rated as one of the foremost in the country. The members of the faculty of this department are most ardent in their work with the students, and in all ways which may add to the prestige of our standing and reputation.

The matter of Senior students taking part in the competition of the Beaux Arts Institute of Design has borne fruit this year when two of our students were admitted to the second preliminary competition to the Paris Prize of the Society of Beaux Arts Architects on

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LIBRARY:

The study room of the Library is now inadequate for the use of the students. During the past year it has been necessary to send students to empty classrooms in nearly every morning period to study, and without supervision. This situation is, of course, very unsatisfactory. At the same time, we have been compelled to store a large number of books in one of the Armour flats, which makes it very awkward to carry books backward and forward.

The work of the Library is more than two persons can perform satisfactorily, even with student assistants, and we have many complaints from members of the faculty and students. This condition will not improve until we do away with student help and employ a woman assistant on a full-time schedule.

The use of the Library has increased tremendously in the last two years, as is shown by the following table of circulation and reference:

<u>Year</u>	<u>Circulation</u>	<u>Reference</u>
1920-21	4572	6815
1921-22	9226	17657
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Day Students 20131
Evening Class Students . 196

Number of volumes issued for
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Day Students 9461
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The Library now contains 31400 bound volumes and
3500 pamphlets.

OUR NEEDS AND PROBLEMS:

An annual report is of value when it sets forth the leading facts regarding the year under review and records whatever evidences there may be of progress and accomplishment. One inevitable accompaniment of that process, however, is to bring into clearer outline the problems for which solutions have not been found and to reveal facts and tendencies which carry within them certain warnings of difficulties which should be met in due time.

One of the problems confronting the Institute is the oft-repeated one of better housing facilities for its classrooms, drafting rooms, laboratories, shops, and offices. We are working as best we can in the extra space provided in the Armour Flats, but to carry on classes in these rooms, poorly adapted to school purposes, is a handicap which prevents the operation of our departments in their fullest efficiency.

But all of the statements which have been made about bricks and mortar, all of our descriptions and suggested plans for new buildings and the development of shops and laboratories are of value just in proportion as they bear, not upon the means, but upon the ends of a true institution of high learning. My sole concern, and in this I am supported by the Executive Council and members of the faculty, is that the Institute shall meet the real tests of a high grade college of engineering. These tests deal with teaching and a certain amount of research. We can never overlook with wisdom the truth that these two functions must be exercised with vigor and persistence. Where members of

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faculties have no time or resources for stimulating investigation, the spirit of scholarship is weak and faltering: Likewise, where teachers are lacking in experience and firm grasp upon the subject matter, instruction is mechanical and formal. It requires constructive skill of the highest order to be a stimulating teacher. I am happy to state that the members of our faculty realize this, and with their experience and knowledge of young men, their practical ability in utilizing every facility in the possession of the Institute, are forcing the students into a fine realization of their possibilities and impress upon them that the world into which they go will require all of the vitality and genius which they possess. If we are to remain in the buildings we now occupy for a number of years, it will require a herculean effort on the part of our instructors to teach, inspire, and retain the interest of the students to a degree which will insure the continuance of a steady enrollment from year to year.

The Armour Institute of Technology has a reputation among professional engineers, colleges of engineering, universities, high schools, and the public at large that is an enviable one. With a new set of buildings, I have no hesitancy in saying that its standing throughout the nation would be superior to Carnegie Institute of Technology, Stevens Institute of Technology, Sheffield Scientific School, or Rose Polytechnic Institute, and the equal of Massachusetts Institute of Technology or Sibley College of Cornell University. The quality of work done at the Institute at present is of a high order, but to continue this standard in keeping with the reputation which we have acquired will mean the outlay of a considerable sum of money in the replacement of worn out and obsolete pieces of apparatus and machinery, and the purchase of a number of new ones in the very near future. There is no college of engineering in the whole country which has the opportunity for future greatness as the Armour Institute of Technology. Its

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RECOMMENDATIONS:

The statement which follows shows the amount of funds requested by the different departments for their operation for 1923-1924, and directly opposite the appropriations, recommended by the Executive Council:

<u>Amounts requested by Departments.</u>	<u>Appropriations recommended by Executive Council.</u>
Mechanical Engineering Equipment ... \$ 6550.00	\$ 3750.00
Electrical Engineering Equipment 1127.00	600.00
Chemical Engineering Equipment 5457.00	2780.00
Civil Engineering Equipment 175.00	175.00
Physics Equipment 1250.00	1250.00
Fire Protection Engineering Epmt. --- 100.00-	100.00
Architecture Equipment none	none
Library Equipment <u>none</u>	<u>none</u>
Total \$14659.00	\$ 8655.00

The amounts requested by the Executive Council for equipment have been decided upon after a searching and careful investigation of our actual needs and represent a minimum budget allowance for the coming college year on a most economical basis.

In conclusion, I wish to record the sincerest appreciation of our faculty, students, and employees for the generous consideration of Mr. J. Ogden Armour in his support of the Institute for the past

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We are every mindful of our indebtedness to Mr. Philip D. Armour, our Founder, on this thirtieth anniversary year, and to the Board of Trustees who have made possible the achievements of the Institute which we hope may grow in proportion as the years pass on.

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Sept. 17, 1923 4
X

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

MEMORANDUM

RESPECTING ARMOUR INSTITUTE OF TECHNOLOGY

1) Salaries do not seem to be high as compared with those paid by University of Chicago. If the University took over the Institute it would hardly save money by reducing salaries.

2) Whether too many men are employed in proportion to number of students is difficult to say without an extended examination by an expert.

3) Whether tuition rates can be raised so as materially to increase the current resources does not appear. Tuition rates are not stated. With 750 college students, an increase of \$50 a year, would yield \$37,500, which is only one fourth of the deficit.

A marked increase in tuition would probably produce a marked reduction in number of students. This would relieve the pressure for space, but would probably not materially help out the financial situation.

4) There is evident urgent need for replacement of apparatus especially in Mechanical Engineering.

5) There is apparently equal demand for space in some other departments, notably in the Library.

6) The Fire Protection Department presents a peculiar situation. Apparently the Insurance Companies are paying the cost of this department and are about to put up a building. Is this to

It seems available that it might be financed by a combination

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2) Whether too many men are employed in proportion to number of students is difficult to say without an extended examination by an expert.

3) Whether tuition rates can be raised so as materially to increase the current resources does not appear. Tuition rates are not stated. With 750 college students, an increase of \$50 a year, would yield \$37,500, which is only one fourth of the deficit. A marked increase in tuition would probably produce a marked reduction in number of students. This would relieve the pressure for space, but would probably not materially help out the financial situation.

4) There is evident urgent need for replacement of apparatus especially in Mechanical Engineering.

5) There is apparently equal demand for space in some

other departments, notably in the Library.
6) The Fire Protection Department presents a peculiar situation. Apparently the Insurance Companies are paying the cost of this department and are about to put up a building. Is this to

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

be built at the old site? Is this wise under the circumstances?
 of the work? Does the care of this Department suggest relief in
 financing the other departments? Are there other enterprises that
 would be interested in supporting other departments--the Electric-
 cal corporation, e.g. in Electrical Engineering?
 the possi-8) It does not look on the face of it as if the situa-
 tion could be saved by cutting down departments. The "frills"
 have been pretty well cut off. What is left is a pretty solid
 group. can be got in this way.

c) 9) Industrial Arts might be merged in our own Home
 Economics, which in any case calls for reorganization. But this
 would not solve the financial situation. possibly doing it at the
 University. 10) The above pertains mainly to current expense on the
 assumption that the school is to continue where it is. But it
 obviously ought to be made of the cubic space necessary to conduct
 the school on a basis of 750 students in college classes, and what
 would be the cost of erecting buildings of this capacity at the
 University, at say, 60 cents a cubic foot.

11) Mention is made in the President's Report of the
 fact that the Institute is refusing applicants for admission to
 its upper classes from the Junior College of the Technical High
 Schools. Would it be possible to cut off the first two years
 throwing these students back into the Junior Colleges associated
 with our High Schools? I presume not, but the matter perhaps calls

c) It seems possible that it might be financed by a combination

Investigative
for

Office of the President
CHICAGO, ILLINOIS
The University of Chicago

MEMORANDUM
be built at the old site? Is this wise under the circumstances?
7) Does the care of this department suggest relief in

financing the other departments? Are there other enterprises that
would be interested in supporting other departments--the Electrical
and corporation, e.g. in Electrical Engineering salaries.

8) It does not look on the face of it as if the situa-
tion could be saved by cutting down departments. The Illinois
have been pretty well cut off. What is left is a pretty solid
Group.

9) Industrial Arts might be merged in our own Home
Economics, which in any case is a for-profit organization. But this
would not solve the financial situation, one fourth of the deficit.

10) The above expenditures mainly to prevent expense on the
assumption that the school is to continue as a school. But it is
obviously ought to be made of the school as a necessary to conduct
the school on a basis of 750 students in college classes, and what
would be the cost of erecting buildings for this capacity at the Uni-
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for investigation, and in connection with the question what parts of the work are conducted at heaviest loss. See 2) above.

12) The only practical suggestions that occur to me are

a) The study of the school by an expert to determine whether the school is over staffed. Comparison with Rensselaer suggests the possibility that it is.

Can any money be saved here?

b) Study of the tuition situation to see whether additional income can be got in this way.

c) Study of their non-Engineering work, English, Mathematics, Chemistry, etc. to see whether any economy could be effected by segregating this portion of the work and possibly doing it at the University. With our congestion this seems doubtful.

d) Consideration of the possibility of support from related industries.

e) Inquiry whether the Armours would take care of the balance, if any reductions are achieved in the above ways, first annually and finally by endowment.

13) In conclusion

a) Chicago ought to have a College of Engineering--a full four years course, leading on in some cases to Graduate work, or if the City High Schools can do the first two years, then a Senior College.

b) It is desirable that this work be associated with the University.

c) It seems possible that it might be financed by a combination

CHICAGO, ILLINOIS
The University of Chicago
Office of the President

for investigation, and in connection with the question what parts of the work are conducted at heaviest loss.

(2) The only practical suggestions that occur to me are

(a) The study of the school by an expert to determine whether the school is over staffed. Comparison with Henssler suggests the possibility that it is.

Can any money be saved here?

(b) Study of the tuition situation to see whether additional

income can be got in this way.

(c) Study of their non-Engineering work, English, Mathematics,

Chemistry, etc., to see whether any economy could be effected by

segregating this portion of the work and possibly doing it at the

University. With our suggestion this seems doubtful.

(4) Consideration of the possibility of support from related

industries.

(5) Inquiry whether the Armory would take care of the balance,

if any reductions are achieved in the above ways, first annually

and finally by endowment.

(13) In conclusion

(a) Chicago ought to have a College of Engineering--a full four

years course, leading on in some cases to Graduate work, or if the

City High Schools cannot do the first two years, then a Senior College.

It is desirable that this work be associated with the

University. High School? I presume not, but the matter perhaps calls

(c) It seems possible that it might be financed by a combination

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

of some of the following plans:

- (1) Reduction of Faculty. See 2) above.
- (2) Doing non-engineering work somewhere else, or requiring it for admission, and so reducing the course to 3 years. (Could this possibly be offered at Michigan Av. and 23rd St.?)
- (3) Doing away with the Junior College.
- (4) Increasing Tuition rate.
- (5) Interesting related industries in its support.
- (6) Securing pledge of support to a certain figure and eventual capitalization of the amount from the Armour faculty.
- (7) Temporary continuance of the School where it is; eventual sale of the present property and erection of new buildings with the proceeds on University ground.

The University of Chicago
CHICAGO, ILLINOIS
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4

of some of the following plans:

- (1) Reduction of Faculty. See 2) above.
- (2) Doing non-engineering work somewhere else, or republishing it for admission, and so reducing the course to 3 years. (Could this possibly be offered at Michigan Av. and 33rd St.?)
- (3) Doing away with the Junior College.
- (4) Increasing Tuition rates.
- (5) Interesting related industries in its support.
- (6) Securing pledge of support to a certain figure and eventual capitalization of the amount from the Army Faculty.
- (7) Temporary continuance of the School where it is; eventual sale of the present property and erection of new buildings with the proceeds on University Ground.

of study of these non-engineering work, English, Mathematics, Chemistry, etc. to see whether any economy could be effected by reorganizing this portion of the work and possibly doing it at the University. With our cooperation this seems doubtful.

and the capitalization of the possibility of support from related industries.

University should the income would take care of the balance.

it may be estimated as follows in the above ways. First annually and finally by endowment.

151. In conclusion

a) Chicago seems to have a College of Engineering - a full four years course leading on in some cases to graduate work, or if the high school is not so the first two years, then a Junior College.

It is desirable that this work be associated with the University.

c) It seems probable that it might be financed by a commission

(COPY)

PHILIP D. ARMOUR
 Union Stock Yards
 CHICAGO
 September 24,
 1923

PRIVATE

September 21, 1923

Mr. Philip D. Armour,
 Union Stock Yards,
 Chicago, Illinois.

Dear Mr. Armour:

Thank you for your letter of the tenth with
 herewith the papers that you handed me, having taken such notes
 for President Burton and myself as seem necessary, which I under-
 stand is in accordance with your pleasure. I too hope very much
 that something satisfactory may work out of the situation and
 appreciate your intention of keeping the matter alive.

Along the same line, I wonder if we might have
 your permission to bring a technical man from out of town to
 advise with us on the matter? This would be helpful even though
 we confined him to the notes that we have, and of course it would
 be additionally helpful in proportion to the amount of investiga-
 tion he might make at Armour Institute.

The questions we would want to put to him are
 along the lines of what economies we might effect by merging the
 institutions, and especially what part of their work, such as
 elementary sciences, etc., we might do at the University without
 materially increasing our overhead and at the same time lessening
 the Armour expense and remedying the over-crowded situation of
 which President Raymond speaks.

Also, would you advise whether President Raymond
 is apprized of our present consideration of the matter? Consider-
 able light might be shed on the problem if President Burton and
 I were to talk to him, but of course we have scrupulously re-
 frained from outside discussion.

Would you be good enough to let me hear from you
 on these two matters?

Yours cordially,

Harold H. Swift, Esq.
 Swift & Company,
 Union Stock Yards,
 Chicago, Illinois.
 HHS*GB

HAROLD H. SWIFT

cc EDBurton ✓

(COPY)

PHILIP D. ARMOUR
Union Stock Yards
CHICAGO

September 21, 1923

My dear Mr. Swift:

Thank you for your letter of the tenth with
enclosures. I have given the matter in question considerable
thought and at the present time do not see how it would be
possible for me to offer any encouragement in definite form
as to helping the University. I regret that it is not possible
for me to make any definite statement and I will realize the
University's situation in the matter. Your attitude in the
matter is appreciated and I assure you that I have not given
up hope yet of being able to arrive at some mutually satisfac-
tory solution.

If the papers I gave you have served their
purpose, could I trouble to return them to me under personal
cover. Thanking you in advance, believe me

Sincerely yours,

Philip D. Armour.

Harold H. Swift, Esquire,
Swift & Company,
Union Stock Yards,
Chicago, Illinois.

Copy for E.D.B. ✓

(From H.H.S.)

PHILIP D. ARMOUR
Union Stock Yards,
C H I C A G O

September 28, 1923

My dear Mr. Swift:

Thank you for your letter of September 24th, which was awaiting me upon my return a day or so ago from the East.

I have no objections whatsoever to your bringing a technical man from out of town to consult with you on the matter in question. As yet I have not discussed with Mr. Raymond regarding this matter, but expect to do so Monday or Tuesday of next week. After I have had this talk I should be very glad to have the man you have in mind bringing from out of town visit the Institute, as well as having Mr. Raymond consult with you and President Burton at your convenience.

May I ask that until I advise you, which I am sure will be before the middle of next week, that I have had a talk with Mr. Raymond, that you continue to pursue your thoughtful policy of not approaching him.

Sincerely yours,

(Sgd.) PHILIP D. ARMOUR

Harold H. Swift, Esquire,
Swift & Company,
Union Stock Yards,
Chicago, Illinois.

(From H.H.S.)

Copy for E.D.B.

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