

(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 & Struct. Engr.	2,700.00 ✓
H. J. Kesner <i>Penn Henry</i>	Assoc. Prof. of Civil Engr. <i>2,500.00</i>	2,700.00 ✓

120,566.66

(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. Morin	Dean, Director of the Library and	5,000.00
John G. Porm	Prof. of Economics & Philosophy	5,000.00
	Examiner & Assistant to the Dean,	2,500.00
	Assoc. Prof. of Civil Engr.	
G. F. Gebhardt	Prof. of Mechanical Engineering and	5,500.00
	Supt. of Power Plant	4,000.00
R. V. Perry	Assoc. Prof. of Machine Design	3,500.00
H. L. Macnaman	Assoc. Prof. of Thermodynamics	4,000.00
Daniel Roesch	Assoc. Prof. of Gas Engineering	3,500.00
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.	3,100.00
Chas. R. Swinford	Asst. Prof. Kinematics & Mach. Design	2,600.00
Stanton E. Winston	Asst. Prof. of Kinematics	2,600.00
Nathan Lesser	Asst. Prof. Descriptive Geometry	2,100.00
Lynn E. Davies	Inst. in Experimental Engr.	2,500.00
Harold S. White	Inst. in Gas Engr.	3,000.00
E. D. Agie	Supt. of Shops & Inst. Mach. Tool Work	3,000.00
Chas. H. Formhof	Inst. in Machine Tool Work	3,000.00
Nels P. Peterson	Inst. in Woodworking	3,000.00
Chas. L. Larsen	Inst. in Founding	2,500.00
J. P. Kennedy	Inst. in Forging	2,100.00
R. J. Foster	Inst. in Descriptive Geometry	
Arthur W. Anderson	Inst. in Riem. Machine Drawing	1,800.00
	and Descriptive Geometry	
E. H. Freeman	Prof. of Electrical Engineering	4,500.00
John E. Snow	Assoc. Prof. Electrical Engr.	3,500.00
D. P. Morston	Assoc. Prof. Electrical Engr.	4,000.00
O. C. Gifford	Assoc. Prof. Electrical Engr.	3,800.00
G. A. Nash	Asst. Prof. Electrical Engr.	3,000.00
G. E. Stricker	Asst. Prof. Electrical Engr.	2,600.00
A. E. Phillips	Prof. of Civil Engineering	4,000.00
M. B. Wells	Assoc. Prof. Bridge & Street Engr.	4,000.00
H. J. Armstrong	Assoc. Prof. Railway Engr.	3,500.00
W. A. Reinert	Assoc. Prof. Hydraulic Engr.	2,500.00
R. L. Stevens	Asst. Prof. Bridge & Street Engr.	2,700.00
H. J. Keener	Assoc. Prof. of Civil Engr.	2,700.00

120,500.00

(Forward)

120,566.66

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 ✓
D. F. Campbell	Prof. of Mathematics	4,000.00 ✓
C. I. Palmer	Assoc. Prof. of Mathematics	3,200.00 ✓
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 ✓
J. J. Mangold	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	1,800.00 ✓
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 ✓
		221,196.66

SS1, 196. 66

W. D. Hanna	Cashier	2,200.00 ✓
C. J. Nisbet	Asst. Cashier & Bookkeeper	2,000.00 ✓
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 <i>Janitor</i>	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 ✓
<i>Miss Rotor</i> Priscilla Middleton	Steno. Elec. Lab. ($\frac{1}{2}$ time)	540.00 ✓
A. E. Dean	Curator in Chem. Lab.	2,400.00 ✓
<i>Hansen</i> Michael Bock	Asst. in Chemical Store Room	900.00 ✓
Spencer Smith	Asst. in Chemical Store Room	900.00 ✓
<i>Miss Rotor</i> 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	Mechanician	1,800.00 ✓
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 - 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 ✓

 279,438.66

Forward. 279,438.66

Wm. Older	Night Watchman		
	(Flats 480.00; Mission 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

279,438.66

Forward.....

420.00	Night Watchman				
1,350.00	(Plata 480.00; Mission 240.00)				
240.00	Manager, Lunch Room				
760.00	Garretaker of Grounds				
1,560.00	Watchman				
2,320.00	2 scrub women, 52 wks. \$15.00 per wk.				
1,320.00	" " " 42 " 15.00				
1,320.00	1 fireman				
840.00	" " " 44 " 50 per hr.				
840.00	" " " 30 " 50				
840.00	1 ash handler 30 " 50				
289,320.66					

Wm. Older

Henry Johnson

ARMOUR PLATS

660.00	Collector				
1,500.00	(Institute, 840.00)				
1,380.00	Plumber				
1,080.00	Carpenter				
480.00	Janitor				
780.00	Night Watchman				
4,125.00	(Institute, 420.00; Mission 240.00)				
	Scrubwomen, 52 weeks at \$15.00				
	5 painters and paper hangers, 30 wks.				
	(Apr. Nov.) at .625 per hr.				
10,005.00					

Stanley Livingstone

W. E. Patterson
S. Milleto
W. W. Rankin
Wm. Older

ARMOUR MISSION

900.00	Superintendent				
840.00	Church & S.S. Visitor				
260.00	Chorister				
144.00	Organist				
120.00	Secretary				
840.00	Janitor (Institute 420.00)				
240.00	Night Watchman				
	(Institute 420.00; Plata 480.00)				
2,152.00					
840.00	Retired Kindergarten Supt.				

Geo. L. Scherger
Mrs. K. L. Harris
Herman Walker
C. J. Frischkorn
Frank Lennstrom
J. Weiland
Wm. Older

Mary E. Ely

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				\$216,031.15
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

1923	Mechanical Engineering	Salaries	\$51,315.00		
		Expenses	2,376.52		
		Equipment	1,117.62		\$54,809.14
1923	Electrical Engineering	Salaries	23,639.50		
		Expenses	1,422.54		
		Equipment	98.18		25,160.22
1923	Civil Engineering	Salaries	19,774.98		
		Expenses	1,528.45		
		Equipment	148.71		21,452.14
1921	Chemical Engineering	Salaries	27,425.23		
		Expenses	6,227.11		
		Equipment	7,022.47		40,674.81
1923	Fire Protection	Salaries	5,000.00		
		Expenses	21.63		
		Equipment	66.06		5,087.69
1921	Industrial Arts	Salaries	16,000.00		
		Expenses	4,405.21		
		Equipment	25.00		20,430.21
	Mathematics	Salaries	14,500.00		
		Expenses	612.00		15,112.00
	Physics	Salaries	10,150.00		
		Expenses	1,300.00		
		Equipment	246.66		11,696.66
	Mechanics	Salaries	11,000.00		
		Expenses	120.76		11,120.76
	English	Salaries	5,800.00		
		Expenses	104.21		5,904.21
	History & Pol. Science	Salaries	3,000.00		
		Expenses	191.84		3,191.84
TOTAL					\$216,031.12
Other expenses - administrative, maintenance, etc.					122,880.18
GRAND TOTAL					\$338,911.30

4
x

The University of Chicago

Office of the Auditor

October 26, 1923.

My dear President Burton:

I beg to inclose herewith an estimate of receipts and expenditures for Armour Institute of Technology for the year 1923-24. This estimate was worked out in connection with the Comptroller of Armour Institute, and is based upon the present salary payments, together with expenditures for 1922-23 for other purposes. It is thought that, by and large, the amount of the estimate for expenses other than payroll will be required in total during the current year. You will note from the summary that the estimated deficit is \$154,008.

The expense of the four technological departments on which I figured some time ago, is estimated as follows:

Mechanical Engineering		
Instruction	\$57,986.	
Expense	<u>19,086.</u>	\$77,072.
Electrical Engineering		
Instruction	\$21,200.	
Expense	<u>4,134.</u>	25,334.
Civil Engineering		
Instruction	\$21,146.	
Expense	<u>1,088.</u>	22,234.
Chemical Engineering		
Instruction	\$22,933.	
Expense	<u>17,737.</u>	40,670.
Total estimated expense of the departments mentioned		<u>\$165,310.</u>

In the estimate of expenditures made last Winter, I figured that the cost of these items would amount to \$163,467. The present estimate is an increase of \$1,843, or a little over one

October 26, 1923.

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I figured some time ago, is estimated as follows:

Mechanical Engineering	\$27,986.	\$27,986.
Instruction	19,086.	
Expense		\$77,072.
Electrical Engineering	\$21,200.	\$21,200.
Instruction	4,134.	
Expense		\$25,334.
Civil Engineering	\$21,146.	\$21,146.
Instruction	1,088.	
Expense		\$22,234.
Chemical Engineering	\$22,933.	\$22,933.
Instruction	17,737.	
Expense		\$40,670.
Total estimated expense of the departments mentioned		\$165,310.

In the estimate of expenditures made last winter, I figured that the cost of these items would amount to \$163,467. The present estimate is an increase of \$1,843, or a little over one

per cent.

Possibly the estimate of expenditures is a little high on account of the fact that I have included in Chemical Engineering Expense equipment which included the cost of a new laboratory. I judge from comments in President Raymond's annual report that other departments are likely to be in need of new equipment, since some of it is rather old; consequently it probably would not be safe at the present time to estimate laboratory expenses for all of the departments at an amount less than the aggregate of the laboratory expenses indicated above.

The expenditures for Fire Protection and Architecture are as follows:

Fire Protection		
Instruction	\$ 8,600.	
Expense	<u>118.</u>	\$ 8,718.
Architecture		
Instruction	\$15,850.	
Expense	<u>5,375.</u>	<u>21,225.</u>

The total for these two departments
amounts to \$29,943.

When there is added to this sum the amount for
the four departments mentioned above, namely \$165,310.
the estimated cost of the technological
departments amounts to \$195,253.

If there is other information you wish me to secure in
this connection, I shall be very glad to undertake it.

Yours very truly,

President E. D. Burton,
Harper Library.

McPherson

possibly the estimate of expenditures is a little high on account of the fact that I have included in Chemical Engineering expense equipment which included the cost of a new laboratory. I judge from comments in President Raymond's annual report that other departments are likely to be in need of new equipment since some of it is rather old; consequently it probably would not be safe at the present time to estimate laboratory expenses for all of the departments at an amount less than the aggregate of the laboratory expenses indicated above.

The expenditures for Mine Protection and Architecture are

as follows:

		Mine Protection
		Expenditure
		Expense
\$ 8,600.	\$ 8,600.	
218.	218.	
\$ 8,818.		
		Architecture
		Expenditure
		Expense
\$15,950.	\$15,950.	
21,327.	21,327.	

The total for these two departments

\$39,943.

When there is added to this sum the amount for

the four departments mentioned above, namely, \$165,310.

the estimated cost of the technological

departments amounts to \$195,253.

If there is other information you wish me to secure in

this connection, I shall be very glad to undertake it.

Yours very truly,

President E. D. Burton.

Harper Library.

ESTIMATED INCOME 1923-24

Salaries and Fees

190,113.

Night Classes (net)

9,125.

(Includes collection of

instruction. No charge made

for building or laboratory

SUMMARY

Estimated Expenditures

Administration and General Expense 51,022.

Instruction 197,853.

Library and Laboratory Expense 55,802.

Operation and Maintenance of
Physical Plant 41,149.

Total Estimated Expenditures 345,826.

Estimated Income 191,818.

Estimated Deficit 154,008.

October 26, 1923.

SUMMARY

Estimated Expenses	
Administration and General Expenses	\$1,022.
Inspection	127,823.
Library and Laboratory Expenses	72,802.
Operation and Maintenance of Physical Plant	41,148.
Total Estimated Expenses	342,835.
Estimated Income	191,818.
Estimated Deficit	154,008.

October 26, 1923.

ESTIMATED EXPENDITURES FOR 1923-24

ADMINISTRATION AND GENERAL EXPENSES

President's Office

President
Secretary
Stationery

ESTIMATED INCOME 1923-24

Tuition and Fees	150,113.
Night Classes (net) (Includes bulletins and instruction. No charge made for building or laboratory expenses)	9,169.
Summer Classes (net) (Includes bulletins and instruction. No charge made for building or laboratory expenses)	2,000.
Diplomas (net)	501.
Tests	1,335.
Bookstore (net)	3,700.
Income from Mission	<u>25,000.</u>
Total Estimated Income	<u>191,818.</u>

Physical Education

Kelley, J. E. (Medical Examiner)
Kraft, E. C. (Instructor)
Expenses

Athletics

Lunchroom - 1923-1924

Instigate Society

(Part of State fund for
purposes of Institute)

Total Administration and General Expenses

ESTIMATED INCOME 1953-54

156,113.	Twittin and Fees
8,169.	Night Classes (net) (includes bulletins and instruction. No charge made for building or laboratory expenses)
2,000.	Summer Classes (net) (includes bulletins and instruction. No charge made for building or laboratory expenses)
201.	Diplomas (net)
1,332.	Tests
3,760.	Postoffice (net)
25,000.	Income from Mission
<u>191,813.</u>	Total Estimated Income

ESTIMATED EXPENDITURES FOR 1923-24

ADMINISTRATION AND GENERAL EXPENSE

President's Office		
President	7500.	
Secretary	1560.	
Stationery	<u>31.</u>	9091.
Comptroller's Office		
Comptroller	5000.	
Secretary	1500.	
Cashier	2200.	
Assistant Cashier and Bookkeeper	2000.	
Clerk	900.	
Stationery and Expense	<u>261.</u>	11861.
Entertainment		
(Includes Convocation expense)		620.
Advertising and Catalogs		
		2592.
General Expense		
		1537.
Ice and Water		
(All departments)		303.
Telephone Expense		
		2403.
Postage		
(All departments)		540.
Dean's Office		
Monin, L. C. (5000)	2500.	
Penn, J. C. (3667.)	2317.	
Clerk	1800.	
Stenographer	1020.	
Scherger, G. L. (3500)	500.	
Expense	<u>462.</u>	8599.
Physical Education		
Kelley, J. E. (Medical Examiner)	1500.	
Kraft, W. C. (Instructor)	2000.	
Expense	<u>356.</u>	3856.
Athletics		
		4200.
Lunchroom - net loss		
		120.
Institute rentals		
(Rental of flats used for purposes of Institute)		<u>5300.</u>

Total Administration and General Expense 51022.

ESTIMATED EXPENDITURES FOR 1923-24

ADMINISTRATION AND GENERAL EXPENSES

Stationery	7500.
Secretary	1500.
President's Office	31.
<u>9031.</u>	
Comptroller's Office	5000.
Comptroller	1500.
Secretary	2500.
Cashier	2000.
Assistant Cashier and Bookkeeper	900.
Clerk	200.
Stationery and Expense	<u>201.</u>
<u>11861.</u>	
Entertainment (includes Convention expense)	680.
Advertising and Catalogs	5222.
General Expense	1237.
Ice and Water (All departments)	303.
Telephone Expense	2403.
Postage (All departments)	540.
Dean's Office	3500.
Woman, L. C. (5000)	5319.
Man, J. C. (3000)	1800.
Clerk	1000.
Stenographer	1000.
Schreyer, G. L. (3500)	500.
Expense	<u>402.</u>
<u>8522.</u>	
Physical Education	1500.
Kelly, J. E. (Medical Examiner)	5000.
Kelly, W. C. (Instructor)	<u>350.</u>
Expense	3890.
Athletics	4500.
Lunchroom - not for	150.
Institute rentals (Hotel of flats used for purpose of Institute)	<u>2300.</u>
<u>21022.</u>	
Total Administration and General Expense	

INSTRUCTION

Mechanical Engineering

Gebhardt, G. F. (5500)	Professor	4500.	
Perry, R. V.	Assoc. Prof.	4000.	
Nachman, H. L.	Assoc. Prof.	3500.	
Roesch, D.	Assoc. Prof.	4000.	
Libby, E. S.	Assoc. Prof.	3500.	
Peebles, J. C.	Assoc. Prof.	3500.	
Huntley, P. C.	Assoc. Prof.	3500.	
Swineford, C. R.	Asst. Prof.	3100.	
Winston, S. E.	Asst. Prof.	2600.	
Lesser, N.	Asst. Prof.	2600.	
Agle, E. D.	Instructor	3000.	
Peterson, N. P.	Instructor	3000.	
Fornhof, C. H.	Instructor	3000.	
Larsen, C. L.	Instructor	3000.	
Kennedy, J. P.	Instructor	2500.	
Davies, L. E.	Instructor	2100.	
White, H. S.	Instructor	2500.	
Foster, R. J.	Instructor	2100.	
Anderson, A. W.	Instructor	1800.	
Assistants		<u>186.</u>	57986.

Electrical Engineering

Freeman, E. H.	Professor	4500.	
Snow, J. E.	Assoc. Prof.	3500.	
Moreton, D. P.	Assoc. Prof.	4000.	
Clifford, O. C.	Assoc. Prof.	3600.	
Nash, C. A.	Asst. Prof.	3000.	
Stryker, C. E.	Asst. Prof.	<u>2600.</u>	21200.

Civil Engineering

Phillips, A. E.	Professor	4000.	
Wells, M. B.	Assoc. Prof.	4000.	
Armstrong, H. J.	Assoc. Prof.	3500.	
Penn, J. C. (3667)	Assoc. Prof.	1350.	
Reinert, W. A.	Asst. Prof.	2500.	
Stevens, R. L.	Asst. Prof.	2700.	
Penn, Henry	Asst. Prof.	2500.	
Assistants and Readers		<u>596.</u>	21146.

Chemical Engineering

MacCormack, Harry	Professor	4500.	
Freud, B. B.	Assoc. Prof.	3500.	
Tibbals, C. A.	Assoc. Prof.	4000.	
Gill, E. E.	Assoc. Prof.	3200.	
Carpenter, A. H.	Asst. Prof.	3000.	
Schommer, J. J.	Asst. Prof.	2500.	
Bentley, W. J.	Instructor	2000.	
Asistants and Readers		<u>233.</u>	<u>22933.</u>

Carried forward

123265.

INSTRUCTION

4500	Professor	Gebhardt, C. W. (5500)
4000	Assoc. Prof.	Perry, W. V.
3500	Assoc. Prof.	Neumann, H. D.
4000	Assoc. Prof.	Roscoe, D.
3500	Assoc. Prof.	Ally, E. S.
3500	Assoc. Prof.	Reedley, J. C.
3500	Assoc. Prof.	Huntley, P. C.
3500	Assoc. Prof.	Swineford, C. R.
3100	Asst. Prof.	Winston, S. E.
2800	Asst. Prof.	Lesser, W.
2800	Asst. Prof.	Ally, E. S.
3000	Inspector	Peterson, W. P.
3000	Inspector	Forman, C. E.
3000	Inspector	Larsen, C. L.
3000	Inspector	Kennedy, J. P.
2500	Inspector	Davis, L. E.
2100	Inspector	White, H. S.
2500	Inspector	Yost, R. J.
2100	Inspector	Anderson, A. W.
1800	Inspector	Assistants
180		

27984

Electrical Engineering

4500	Professor	Freeman, H. W.
3500	Assoc. Prof.	Snow, J. H.
4000	Assoc. Prof.	Motter, E. P.
3500	Assoc. Prof.	Clifford, G. C.
3000	Asst. Prof.	Neck, C. A.
2500	Asst. Prof.	Stuyker, C. E.

21200

Civil Engineering

4000	Professor	Phillips, A. M.
4000	Assoc. Prof.	Wells, W. D.
3500	Assoc. Prof.	Amstrong, H. J.
3500	Assoc. Prof.	Fenn, J. C. (3000)
1350	Asst. Prof.	Reinart, W. A.
2500	Asst. Prof.	Stevens, E. L.
2500	Asst. Prof.	Fenn, Henry
250		Assistants and Readers

21145

Chemical Engineering

4500	Professor	McCormack, Henry
3500	Assoc. Prof.	Grand, E. B.
4000	Assoc. Prof.	Hubbs, C. A.
3500	Assoc. Prof.	Gill, E. H.
3000	Asst. Prof.	Carpenter, A. E.
2500	Asst. Prof.	Schomaker, J. J.
2000	Inspector	Hentley, W. J.
233		Assistants and Readers

22933

Carried forward

123262

Brought forward			123265.
Fire Protection			
Finnegan, J. B.	Professor	3900.	
Robinson, O. L.	Assoc.Prof.	2000.	
Nelson, R. T.	Instructor	1500.	
Matson, R. O.	Instructor	<u>1200.</u>	8600.
Architecture			
Campbell, E. S.	Professor	4000.	
Reed, E. H.	Assoc.Prof.	2250.	
Lautz, W. H.	Asst. Prof.	2500.	
Krehbiel, A. H.	Asst. Prof.	2000.	
Wilmans, A. C.	Asst. Prof.	1200.	
McCaughey, W. F.	Asst. Prof.	2000.	
Zettler, E. R.	Instructor	1200.	
Tallmadge, T. E.	Lecturer	500.	
Assistants and Readers		<u>200.</u>	15850.
Mathematics			
Campbell, D. F.	Professor	4000.	
Palmer, C. I.	Assoc.Prof.	3200.	
Krathwohl, W. C.	Assoc.Prof.	2600.	
Phalen, H. R.	Assoc.Prof.	2500.	
Miser, W. L.	Assoc.Prof.	2500.	
Assistants and Readers		<u>612.</u>	15412.
Physics			
Wilcox, G. M.	Professor	4000.	
Doubt, T. E.	Assoc.Prof.	3500.	
Colvert, W. W.	Asst. Prof.	2100.	
Rice, W. F.	Instructor	900.	
Assistants		<u>680.</u>	11180.
Mechanics			
Paul, C. E.	Professor	4500.	
Lee, C. W.	Assoc.Prof.	3500.	
Mangold, J. F.	Assoc.Prof.	3000.	
Assistants		<u>112.</u>	11112.
English			
Cooper, C. B.	Professor	2600.	
Amsbury, W. B.	Prof. Lect.	2000.	
Hendricks, W.	Instructor	1800.	
Assistants		<u>170.</u>	6570.
History and Political Science			
Scherger, G. L. (3500)	Professor	3000.	
Assistants		<u>164.</u>	3164.
Business Law			
Tupes, E. E.	Lecturer		<u>200.</u>
Carried forward			195353.

193255

Brought forward

3900
3000
1500
1500
8000

Professor
Assoc. Prof.
Instructor
Instructor

Fire Protection
Timmerman, J. H.
Robinson, G. I.
Welman, R. T.
Watson, E. C.

Architecture

4000
3500
3500
3000
2000
1500
2000
1500
500
300
15250

Professor
Assoc. Prof.
Asst. Prof.
Asst. Prof.
Asst. Prof.
Asst. Prof.
Instructor
Instructor
Lecturer

Campbell, R. B.
Reed, E. H.
Lantz, W. H.
Kriebel, A. M.
Williams, A. E.
McQuinn, E. F.
Kellier, E. R.
Bellminger, T. W.
Assistants and Readers

Mathematics

4000
3500
3000
2500
2500
2500
615
15415

Professor
Assoc. Prof.
Assoc. Prof.
Assoc. Prof.
Assoc. Prof.
Assoc. Prof.

Campbell, B. V.
Palmer, G. I.
Kratzweil, W. C.
Hallen, R. H.
Miser, F. I.
Assistants and Readers

Physics

4500
3500
3100
900
680
11180

Professor
Assoc. Prof.
Asst. Prof.
Instructor

Wilcox, G. E.
Doubt, T. B.
Colver, W. V.
Rice, W. F.
Assistants

Mechanics

4500
3500
3000
115
11115

Professor
Assoc. Prof.
Assoc. Prof.

Paul, O. H.
Lee, C. W.
Mangold, J. F.
Assistants

English

3800
3000
1800
140
6270

Professor
Prof. Lect.
Instructor

Cooper, G. B.
Amory, T. B.
Hendricks, W.
Assistants

History and Political Science
Scherger, G. I. (1950) Professor
Assistants

3000
164
3164

Business Law
Tupper, H. H.

Lecturer

Carried forward

500
193253

Brought forward		195353.
Philosophy and Economics		
Monin, L. C. (5000) Professor	2500.	<u>2500.</u>
Total Instruction		<u>197853.</u>
LIBRARY AND LABORATORY EXPENSE		
Library		
Steele, Nell	2000.	
Curtis, Helen R.	1080.	
Assistants	284.	
Books, Binding and Expense	<u>3398.</u>	6762.
Mechanical Engineering Expense		
Service	11810.	
Equipment	1573.	
Supplies and Expense	<u>5703.</u>	19086.
Electrical Engineering Expense		
Service	2320.	
Equipment	98.	
Supplies and Expense	<u>1716.</u>	4134.
Civil Engineering Expense		
Equipment	148.	
Supplies and Expense		
(Includes cost of Summer camp)	<u>940.</u>	1088.
Chemical Engineering Expense		
Service	4120.	
Equipment	7022.	
(Includes new laboratory)		
Supplies and Expense	<u>6595.</u>	17737.
Fire Protection Expense		
Equipment	66.	
Supplies and Expense	<u>52.</u>	118.
Architecture Expense		
Building Service at Art Institute,		
Guards, etc.	4200.	
Librarian at Art Institute	700.	
Stenographer (one-half)	450.	
Equipment	<u>25.</u>	5375.
Photographic Expense		<u>287.</u>
Carried forward		54587.

Carried forward

Philosophy and Economics
Monism, I. D. (2000) Professor

Total instruction

LIBRARY AND LABORATORY EXPENSES

Library

Steele, Hall

Curtis, Helen E.

Assistant

Books, binding and expense

Mechanical Engineering Expense

Service

Equipment

Supplies and Expense

Electrical Engineering Expense

Service

Equipment

Supplies and Expense

Civil Engineering Expense

Equipment

Supplies and Expense

(includes cost of summer camp)

Chemical Engineering Expense

Service

Equipment

(includes new laboratory)

Supplies and Expense

Fire Protection Expense

Equipment

Supplies and Expense

Architecture Expense

Building Service at Art Institute

Guard, etc.

Laboratory at Art Institute

Stenographer (one-half)

Equipment

Photographic Expense

Carried forward

192323

2500

197823

2000

1080

284

3388

6765

11810

1973

3703

19086

8320

98

3710

4134

148

940

1088

4120

7022

6292

19737

66

25

118

4200

700

450

25

3375

287

24587

Brought forward		54587.
Physics Expense		
Equipment	346.	
Supplies and Expense	<u>810.</u>	1156.
Mechanics Expense		8.
English Expense		24.
History Expense		<u>27.</u>
Total Library and Laboratory Expense		<u>55802.</u>

OPERATION AND MAINTENANCE OF PHYSICAL PLANT

Power Plant Expense		
a) Boiler Room		
Salaries and Wages	4340.	
Fuel	11193.	
Expense	<u>390.</u>	
b) Engine Room		
Salaries and Wages	3500.	
Expense	<u>450.</u>	19873.
Janitors, Elevator and Cloak Room Attendants		13224.
Janitors' Supplies		933.
Laundry		205.
Building Repairs		3894.
Electric Wiring and Maintenance		453.
Gas		236.
Insurance		1228.
Furniture and Fixtures		518.
Watchmen		<u>585.</u>
Total Operation and Maintenance of Physical Plant		<u>41149.</u>

54587

Brought forward

1150

346
810

Physics Expense
Equipment
Supplies and Expense

8

Mechanics Expense

24

English Expense

27

History Expense

55802

Total Library and Laboratory Expense

OPERATION AND MAINTENANCE OF PHYSICAL PLANT

Power Plant Expense

a) Boiler Room

4340
11193
390

Salaries and Wages
Fuel
Expense

b) Engine Room

3500
450

Salaries and Wages
Expense

19873

Janitors, Elevator and Clock Room
Attendants

13224

Janitors' Supplies

933

Laundry

205

Building Repairs

3894

Electric Wiring and Maintenance

453

Gas

236

Insurance

1228

Furniture and Fixtures

518

Watchman

585

Total Operation and Maintenance
of Physical Plant

41149

EDB.

Folder
Technology

Here with 2 copies - in case
want to take one with you and
leave one with file at home
reference talks with Mr Mann.

HHS 10/31.

The Armour Institute matter was explained in detail and Mr. Mann requested to study the situation and make report.

Mr. Mann said that he was sure he could form quick judgments on a good many questions because of facts already developed and it was agreed that he would come to the President's house on Sunday morning at nine-thirty to summarize his conclusions.

EDB and HHS met C. R. Mann at the President's house Sunday, October 28, and Mr. Mann reported on the Armour Institute situation as he saw it.

EQUIPMENT: Good; better than he expected, and the fact that a considerable part of it was old was not necessarily objectionable, - the theory of steam engines could be as well understood from an old engine as a new, so that whether equipment is entirely modern is frequently a matter of indifference.

STAFF: Good as a teaching staff; not adequate, however, for research which we probably would want to develop, but perfectly O.K. to take over on its present basis.

President Raymond satisfactory for Dean of School as at present conceived but probably not possessed of qualities of leadership for advanced work.

Harold H. Swift
Union Stock Yards
Chicago

-2-

4

1000 day students on a budget of \$350,000 per year is approx-
imately \$500 per student, which is high. Well-run private institutions
should cost about \$450, while State institutions cost around \$350.

NOTES OF CONVERSATION WITH C. R. MANN - Oct. 27 and 28, 1923

CURRICULUM: EDB - NCP - HHS had a meeting with Mr. C. R. Mann

at the President's Office at nine o'clock Saturday, October 27.

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NOTES OF CONVERSATION WITH C. R. MANN - Oct. 27 and 28, 1923

Wm. H. Swift
Union Stock Yards
Chicago

COSTS 700 day students on a budget of \$350,000 per year is approximately \$500 per student, which is high. Well-run private institutions should cost about \$450, while State institutions cost around \$350. (HMS not clear wherein this difference lies.) Savings might be effected in the -

CURRICULUM: it as a possible bearing on the future if we go into the

- (1) Each student now taking about 22 credit hours of work per week, which is altogether too much; is expensive in teaching staff and prevents concentrated work. (In effect makes the Teachers do the hard work in trying to inject knowledge in competition with other courses into students rather than by less competition letting the students do the work.) Should promptly get down to about 16 credit hour week, which probably would save approximately \$20,000 per year in teaching staff.
- (2) Similarly, too much shop work in that now requires three hours foundry practice and three hours woodwork per week, which entirely unnecessary. Figured would save in service and instruction by reducing this, about \$6,000 to \$8,000.

requirements would permit, these could be of factory type construction. Pointed out that --

- (1) Night work consisted of around 1200 students, but this no problem as was self supporting.
- (2) All of the shop work at present was charged against the Mechanical Engineering Department, which wasn't a fair distribution.
- (3) The University could raise fees immediately from \$200 to \$225, which would be an increase in income of \$17,500, which would put it in line with some of our other schools; or that we might even raise within a year or so to \$250, which would give us \$35,000 increase in income.

November and said he would be in Chicago for a few days beginning

November. Further indicated that a considerable saving could be

effected if would go to the cooperative plan of engineering, since this provided for students operating half time in business concerns so that for each matriculation there are two students -- one at all times in the school and the other at all times in industry, these two changing places every few weeks. This does away entirely with expense and equipment incidental to Machinery Hall as all of this training

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practice is gotten away from the school. Said that lots of money could be saved if this was adopted, probably \$100,000; but this not especially relevant for the immediate situation as it would take two or three years to switch to that, but that we should consider it as a possible bearing on the future if we go into the matter.

9. That industry was definitely interested in better technical work. Said could go on at present location for several years; that in case of moving would need for technology, if working under cooperative plan, one new building about four times the capacity of Ryerson Hall (containing classrooms, chemical and physics laboratories, drafting rooms, and electrical measurements space); but if not working under cooperative plan, would need in addition a Machinery Hall and equipment. Said however, if architectural requirements would permit, these could be of factory type construction, and when asked if might be built in conjunction with new power plant, he replied, "Yes, very well," and that doing so would save some of the expense of machinery, i.e. some of the work could be planned around our own power plants rather than other machinery equipment.

Dr. Mann agreed to submit a written report early in November and said he would be in Chicago for a few days beginning November 11 if we then wanted to discuss matters further.

In general, his conclusions were:

1. That the University should be definitely interested in the project, because if this institution discontinued, the field of technical education would not be adequately covered in this part of the country.
2. Under such circumstances, we ought to go into it, and we could get along better taking the Armour nucleus than starting afresh.

consider it as a possible bearing on the future if we go into the matter. Said could go on at present location for several years; that in case of moving would need for technology, if working under cooperative plan, one new building about four times the capacity of Ryerson Hall (containing classrooms, chemical and physics laboratories, drafting rooms, and electrical measurements space); but if not working under cooperative plan, would need in addition and Machinery Hall and equipment. Said however, if architectural requirements would permit, these could be of factory type construction, and when asked if might be built in conjunction with new power plant, he replied, "Yes, very well," and that doing so would save some of the expense of machinery, i.e. some of the work could be planned around our own power plants rather than other machinery equipment.

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3. Northwestern was doing better work than Armour, but it was a considerably smaller school and probably wouldn't much increase.
 4. The University would immediately put the school on a better plane, attracting higher grade students, and would command more prestige.
 5. We ought to try to finance it somehow -- of course getting all possible from the Armour people.
 6. That industry was definitely interested in better technical work and he believed there were agencies from which we could get help if we had a going school.
-

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4. The University would immediately put the school on a better plane, attracting higher grade students, and would command more prestige.
5. We ought to try to finance it somehow -- of course getting all possible from the Armour people.
6. That industry was definitely interested in better technical work and he believed there were agencies from which we could get help if we had a going school.

4x
-2-
equipment.

The present equipment of the Institute in physics, chemistry and electrical and gas engineering is good. In steam engineering and hydraulics it is not up to date. This, however, is not a serious handicap as the fundamentals of these subjects are taught with old machines. There is no absolute necessity for new equipment as long as the attendance remains at 700. Somewhat larger annual allowances than the present \$5,500 for new equipment and President Ernest D. Burton, University of Chicago, Chicago, Illinois.

My dear President Burton:

In accordance with your request of Sunday last, I am submitting herewith my suggestions concerning the Armour Institute of Technology.

With regard to the possibility of reducing the cost of operating the Institute, it is pointed out that its curriculum now requires 22 credit hours per week of each student. The standard load for students at the University of Chicago is 15 hours per week. By a proper analysis of the real object to be accomplished in engineering training, it is possible to reduce the credit hours per week from 22 to 15, with an increase in the efficiency of the teaching. This reduction would make possible a reduction in the number of faculty required. It is difficult to estimate the amount of such reduction, but I believe \$20,000 a year could be saved by this process.

A much larger reduction can be secured by reorganizing the curriculum on the cooperative plan, as it is in operation in Cincinnati or Pittsburgh. By having the students part time in industrial shops, each faculty member can take care of more students and the cost of operating shops and engineering laboratories is very materially reduced. It would take several years to effect this transformation completely, but it results in a reduction in operating costs of from 25 to 40 per cent.

With regard to increasing the income, it is suggested that if the instruction were simplified and made correspondingly stronger as indicated above, and if the degree were a University of Chicago degree, it would be possible to increase the tuition \$50 per year. Since the present plant and faculty are just able to handle 700 students, this would mean an increase in revenue of some \$35,000 per year.

By the two devices mentioned above it seems practical to make at once a reduction of about \$50,000 per year in the annual deficit and to make other larger reductions as the cooperative plan is developed, if it seems best to do this. But even when teaching costs are covered by student fees, the institution cannot be developed into a first-class engineering school without additional funds for adequate building and

33-400
annual
estimated
and electric
The present
equipment.

November 1, 1923.

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

My dear President Burton:

In accordance with your request of Sunday last, I am submitting herewith my suggestions concerning the future Institute of Technology.

With regard to the possibility of reducing the cost of operating the Institute, it is pointed out that the curriculum now requires 88 credits during the first year of each student. The standard load for students of the University of Chicago is 16 hours per week. By a proper analysis of the real object to be accomplished in engineering training, it is possible to reduce the credit hours per week from 88 to 16, with an increase in the efficiency of the teaching. This reduction would make possible a reduction in the number of faculty required. It is difficult to estimate the amount of such reduction, but I believe \$50,000 a year could be saved by this process.

A much larger reduction can be secured by reorganizing the curriculum on the cooperative plan, as it is in operation in Cincinnati or Pittsburgh. By having the students part time in industrial shops, each family member can take care of more students and the cost of operating shops and engineering laboratories is very materially reduced. It would take several years to effect this transformation completely, but it results in a reduction in operating costs of from 25 to 40 per cent.

With regard to increasing the income, it is suggested that if the Institute were organized and made correspondingly stronger as indicated above, and if the Institute were a University of Chicago degree, it would be possible to increase the tuition \$50 per year. Since the present plan and faculty are just able to handle 700 students, this would mean an increase in revenue of some \$35,000 per year.

If the two devices mentioned above it seems practical to make at once a reduction of about \$80,000 per year in the annual deficit and to make other larger reductions as the cooperative plan is developed, it is seems best to do this. But even when teaching costs are covered by student fees, the Institute cannot be developed into a first-class engineering school without additional funds for adequate building and

equipment.

The present equipment of the Institute in physics, chemistry and electrical and gas engineering is good. In steam engineering and hydraulics it is not up to date. This, however, is not a serious handicap as the fundamentals of these subjects can be thoroughly taught with old machines. There is no absolute necessity for new equipment so long as the attendance remains at 750. Somewhat larger annual allowances than the present \$9,260 for new equipment and \$3,400 for books would do much to strengthen the instruction.

The present buildings and grounds owned by the Institute are in a zone which has been set aside for industrial purposes. Industry is moving south and has reached 27th Street. It seems probable that the buildings and grounds of the Institute might be sold in the next three or four years at a fair price and the funds thereby received used to erect an engineering building on the University Campus. If the engineering school is operated on the cooperative plan, one good size building is sufficient for a school of 800 students.

There is general concurrence among those interested in engineering and engineering education that Chicago is a specially strategic place for the location of an engineering school. A number of state universities have desired to install the cooperative plan in engineering education but are hampered by their distance from industrial plants. Chicago would not be so hampered in this enterprise.

It has long been my own conviction that the University of Chicago would be very much strengthened by the addition of a first-class engineering school. There is an increasing demand for research in applied science and for technically trained men of high calibre. An engineering college working on the cooperative plan would both add materially to the number of qualified engineers and be a firm foundation for development of advanced instruction and research in the fields of applied science.

All of the above statements concerning finances were discussed by me with President Raymond and Dean Monin in my conference last Saturday. They believe that the reduction of the student hours per week, the establishment of the cooperative system, and the increase in tuition are all practicable suggestions.

Yours very truly,

CRM/G.

equipment.

The present equipment of the Institute in physics, chemistry and electrical and gas engineering is good. In steam engineering and hydraulics it is not up to date. This, however, is not a serious handicap as the fundamentals of these subjects can be thoroughly taught with old machines. There is no absolute necessity for new equipment so long as the attendance remains at 750. Somewhat larger annual allowances than the present \$5,500 for new equipment and \$2,500 for books would be much to strengthen the institution.

The present buildings and grounds owned by the Institute are in a somewhat poor state for industrial purposes. Industry is moving south and has reached 27th Street. It seems probable that the buildings and grounds of the Institute might be sold in the next three or four years at a fair price and the funds thereby received used to erect an engineering building on the University Campus. If the engineering school is operated on the cooperative plan, one good size building is sufficient for a school of 800 students.

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All of the above statements concerning finances were discussed by me with President Raymond and Dean Hohn in my conference last Saturday. They believe that the realization of the above plan is not only work, the establishment of the cooperative system, and the increase in tuition are all practicable suggestions.

Yours very truly,
[Signature]

Enclosed for the University of Chicago are two copies of a letter from the American Society of Mechanical Engineers, dated June 10, 1914, which contains a list of the members of the committee on the cooperative plan in engineering education.

4x

2 copy to
Mr. Lamm
1 to how file

AMERICAN COUNCIL ON EDUCATION

26 JACKSON PLACE

WASHINGTON, D. C.

November 1, 1923.

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

My dear President Burton:

In accordance with your request of Sunday last, I am submitting herewith my suggestions concerning the Armour Institute of Technology.

With regard to the possibility of reducing the cost of operating the Institute, it is pointed out that its curriculum now requires 22 credit hours per week of each student. The standard load for students at the University of Chicago is 15 hours per week. By a proper analysis of the real object to be accomplished in engineering training, it is possible to reduce the credit hours per week from 22 to 15, with an increase in the efficiency of the teaching. This reduction would make possible a reduction in the number of faculty required. It is difficult to estimate the amount of such reduction, but I believe \$20,000 a year could be saved by this process.

A much larger reduction can be secured by reorganizing the curriculum on the cooperative plan, as it is in operation in Cincinnati or Pittsburgh. By having the students part time in industrial shops, each faculty member can take care of more students and the cost of operating shops and engineering laboratories is very materially reduced. It would take several years to effect this transformation completely, but it results in a reduction in operating costs of from 25 to 40 per cent.

With regard to increasing the income, it is suggested that if the instruction were simplified and made correspondingly stronger as indicated above, and if the degree were a University of Chicago degree, it would be possible to increase the tuition \$50 per year. Since the present plant and faculty are just able to handle 700 students, this would mean an increase in revenue of some \$35,000 per year.

By the two devices mentioned above it seems practical to make at once a reduction of about \$50,000 per year in the annual deficit and to make other larger reductions as the cooperative plan is developed, if it seems best to do this. But even when teaching costs are covered by student fees, the institution cannot be developed into a first-class engineering school without additional funds for adequate building and

AMERICAN COUNCIL ON EDUCATION

22 JACKSON PLACE
WASHINGTON, D. C.

November 1, 1923

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

My dear President Burton:

In accordance with your request of Sunday last, I am submitting herewith my suggestions concerning the Armour Institute of Technology.

With regard to the possibility of reducing the cost of operating the Institute, it is pointed out that the curriculum now requires 32 credit hours per week of each student. The standard load for students at the University of Chicago is 12 hours per week. By a proper analysis of the work object to be accomplished in engineering training, it is possible to reduce the credit hours per week from 32 to 18, with an increase in the efficiency of the teaching. This reduction would make possible a reduction in the number of faculty required. It is difficult to estimate the amount of such reduction, but I believe \$20,000 a year could be saved by this process.

A much larger reduction can be secured by reorganizing the curriculum on the cooperative plan, as it is in operation in Cincinnati or Pittsburgh. By having the students part time in industrial shops, each faculty member can take care of more students and the cost of operating shops and engineering laboratories is very materially reduced. It would take several years to effect this transformation completely, but it results in a reduction in operating costs of from 25 to 40 per cent.

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By the two devices mentioned above it seems practical to make at once a reduction of about \$50,000 per year in the annual deficit and to make other larger reductions as the cooperative plan is developed. It seems best to do this. But even when bonding costs are covered by student fees, the Institute cannot be developed into a first-class engineering school without additional funds for adequate building and

equipment.

The present equipment of the Institute in physics, chemistry and electrical and gas engineering is good. In steam engineering and hydraulics it is not up to date. This, however, is not a serious handicap as the fundamentals of these subjects can be thoroughly taught with old machines. There is no absolute necessity for new equipment so long as the attendance remains at 750. Somewhat larger annual allowances than the present \$9,260 for new equipment and \$3,400 for books would do much to strengthen the instruction.

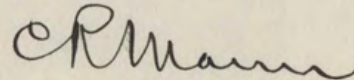
The present buildings and grounds owned by the Institute are in a zone which has been set aside for industrial purposes. Industry is moving south and has reached 27th Street. It seems probable that the buildings and grounds of the Institute might be sold in the next three or four years at a fair price and the funds thereby received used to erect an engineering building on the University Campus. If the engineering school is operated on the cooperative plan, one good size building is sufficient for a school of 800 students.

There is general concurrence among those interested in engineering and engineering education that Chicago is a specially strategic place for the location of an engineering school. A number of state universities have desired to install the cooperative plan in engineering education but are hampered by their distance from industrial plants. Chicago would not be so hampered in this enterprise.

It has long been my own conviction that the University of Chicago would be very much strengthened by the addition of a first-class engineering school. There is an increasing demand for research in applied science and for technically trained men of high calibre. An engineering college working on the cooperative plan would both add materially to the number of qualified engineers and be a firm foundation for development of advanced instruction and research in the fields of applied science.

All of the above statements concerning finances were discussed by me with President Raymond and Dean Monin in my conference last Saturday. They believe that the reduction of the student hours per week, the establishment of the cooperative system, and the increase in tuition are all practicable suggestions.

Yours very truly,



CRM/G.

equipment.

The present equipment of the Institute in physics, chemistry and electrical and gas engineering is good. In steam engineering and hydraulics it is not up to date. This, however, is not a serious handicap as the fundamentals of these subjects can be thoroughly taught with old machines. There is no absolute necessity for new equipment so long as the attendance remains at 750. Somewhat larger annual allowances than the present \$2,200 for new equipment and \$2,400 for books would be much to strengthen the institution.

The present buildings and grounds owned by the Institute are in a zone which has been set aside for industrial purposes. Industry is moving south and has reached 37th Street. It seems probable that the Institute will be able to acquire a new building in this zone for four years at a fair price and the funds already received used to erect an engineering building on the University Campus. If the engineering school is operated on the cooperative plan, one good site building is sufficient for a school of 800 students.

There is general consensus among those interested in engineering and engineering education that Chicago is a specially strategic place for the location of an engineering school. A number of state universities have desired to install the cooperative plan in engineering education but are hampered by their distance from industrial plants. Chicago would not be so hampered in this enterprise.

It has long been my own conviction that the University of Chicago would be very much strengthened by the addition of a first-class engineering school. There is an increasing demand for research in applied science and for technically trained men of high caliber. An engineering college working on the cooperative plan would both add materially to the number of qualified engineers and be a fine foundation for development of advanced instruction and research in the fields of applied science.

All of the above statements concerning finances were discussed by the President, Faculty and Board in my conference last July. They believe that the reduction of the student hours per week, the establishment of the cooperative system, and the increase in tuition are all practicable suggestions.

Yours very truly,

Wm. H. ...

CW/c

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MEMORANDUM -----NOVEMBER 13, 1923. a discussion of
various names, to seek an interview with Mr. P.P. Jewett and in-
quire. At a conference in the President's Office at which
Mr. Swift, Mr. Scott Bond, Mr. Holden, Mr. Arnett, Mr. C.R. Mann
and Mr. Burton were present the whole question of whether the
University should at present proceed in the matter of a School
of Technology was discussed. It was recognized that there were
certain distinct assets that would come to the University with
the Armour Institute, but also certain disadvantages such as
standards somewhat below those of the University; a faculty not
all of whom could be retained; a salary scale which would have to
be brought up to the University level at considerable increase
in cost; necessitating the disposition of old buildings and
building anew, etc. On the other hand if the University desires
a School of Technology to build it absolutely new would call for
wholly new money.

There was general agreement that the University ought to
eventually have a School of Technology, but Mr. Burton felt that the
whole question should be reconsidered from the bottom up, and de-
cided on principle rather than on the basis of previous decisions or
tradition.

Mr. Arnett made the suggestion that the University should
first of all define for itself clearly what type of School of Tech-
nology was called for by the fundamental principles and ideals of the
University. Any existing school which it was proposed should be
taken over by the University should then be compared with its ideal
with a view to determine whether the ultimate realization of the
University's ideal in this field would be furthered or hindered by
incorporating the existing school.

MEMORANDUM FOR THE PRESIDENT
NOVEMBER 18, 1923.

At a conference in the President's Office at which Mr. Swift, Mr. Scott Bond, Mr. Holden, Mr. Arnett, Mr. O. R. Mann and Mr. Burton were present the whole question of whether the University should at present proceed in the matter of a School of Technology was discussed. It was recognized that there were certain distinct assets that would come to the University with the Armour Institute, but also certain disadvantages such as standards somewhat below those of the University; a faculty not all of whom could be retained; a salary scale which would have to be brought up to the University level at considerable increase in cost; necessitating the disposition of old buildings and building anew, etc. On the other hand if the University desired a School of Technology to build it absolutely new would call for wholly new money.

There was general agreement that the University ought to eventually have a School of Technology, but Mr. Burton felt that the whole question should be reconsidered from the bottom up, and decided on principle rather than on the basis of previous decisions or tradition.

Mr. Arnett made the suggestion that the University should first of all define for itself clearly what type of School of Technology was called for by the fundamental principles and ideals of the University. Any existing school which it was proposed should be taken over by the University should then be compared with the ideal with a view to determine whether the ultimate realization of the University's ideal in this field would be furthered or hindered by incorporating the existing school.

With this in mind it was decided, after a discussion of
various names, to have an interview with Mr. P. F. Jewett and in-
quire whether he would be willing to undertake for the University
the task of defining the type of school which would comport with
the University's ideals and meet the situation as it exists in the
engineering world. The name of Professor G. J. Tilden of Yale was
also suggested as one which might be associated with Mr. Jewett if
he so desired.

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335591

AMERICAN COUNCIL ON EDUCATION

26 JACKSON PLACE
WASHINGTON, D. C.

My dear Mr. Burton:

November 20, 1923.

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

My dear Mr. Burton:

Your cordial note of November 10th was waiting for me on my return here yesterday. I appreciate very fully the liberality of the University of Chicago in adding \$150 to the expenses of the trip to Chicago. Additional funds of this sort are always welcome to an academic man, but I hope you will not forget that I owe much to the University of Chicago because of my early relations with Dr. Harper and Professor Michelson, and I shall always consider it a privilege to serve the institution in any possible way without regard to financial considerations. When I can be of any help to you do not hesitate to call upon me.

Very truly yours,

CRM

CRM/G.

335591

AMERICAN COUNCIL ON EDUCATION

25 JACKSON PLACE
WASHINGTON, D. C.

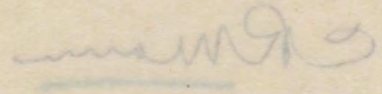
November 20, 1923.

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

My dear Mr. Burton:

Your cordial note of November 10th was waiting for me on my return here yesterday. I appreciate very fully the liberality of the University of Chicago in adding \$150 to the expenses of the trip to Chicago. Additional funds of this sort are always welcome to an academic man, but I hope you will not forget that I owe much to the University of Chicago because of my early relations with Dr. Harper and Professor Nicholson, and I shall always consider it a privilege to serve the institution in any possible way without regard to financial considerations. When I can be of any help to you do not hesitate to call upon me.

Very truly yours,



EBB:ls

335591

AMERICAN COUNCIL ON EDUCATION

25 JACKSON PLACE
WASHINGTON, D. C.

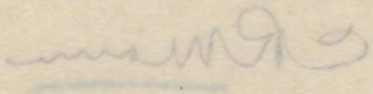
November 20, 1923.

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

My dear Mr. Burton:

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on my return here yesterday. I appreciate very fully
the liberality of the University of Chicago in adding
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funds of this sort are always welcome to an academic man,
but I hope you will not forget that I owe much to the
University of Chicago because of my early relations with
Dr. Harper and Professor Nicholson, and I shall always
consider it a privilege to serve the institution in any
possible way without regard to financial considerations.
When I can be of any help to you do not hesitate to
call upon me.

Very truly yours,



EBB

Harold H. Swift
Under Secretaries
Chicago

44
335460

November 10, 1923
November 8,
1923

My dear Mr. Mann:

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

your informing report on the Armour Institute of Technology.
Dear President Burton:

We shall wish to have further conference with you upon this
Referring attached: I recommend adding to the
matter later, and I am requesting the Auditor to send you
bill reasonable compensation on a basis of 2 1/2 days, figuring
a check for \$186.00. We appreciate the fact that you
that he probably left Washington Friday afternoon and was back
rendered no bill for your services but beg leave to add
at work Monday morning. When I went to Pittsburgh for Mr. Angell,
the \$150.00 to your very moderate bill for expenses and to
express the hope that we may feel free to call upon you
Mr. Tat other times when the situation demands, as we should
hesitate to do if we felt that no fee was permissible.

indicated that we very much appreciate the fact that he put in
no fee but that we have made bold to include it so that we may
feel free to call upon him at other times when the situation

Mr. C. R. Mann
American Council on Education
26 Jackson Place
Washington D.C.

EDB:HP

Yours cordially,

Harold H. Swift,

150.
would be
adequate

Harold H. Smith
Chicago, Ill.

November 10, 1933

My dear Mr. Mann:

I beg leave to acknowledge with sincere thanks
your informing report on the Armour Institute of Technology.
We shall wish to have further conference with you upon this
matter later, and I am requesting the Auditor to send you
a check for \$188.00. We appreciate the fact that you
rendered no bill for your services but beg leave to add
\$150.00 to your very moderate bill for expenses and to
express the hope that we may feel free to call upon you
at other times when the situation demands, as we should
hesitate to do if we felt that no fee was permissible.

Very truly yours,

Mr. R. R. Mann
American Council on Education
28 Jackson Place
Washington, D.C.

RCH:HP

Harold H. Swift
Union Stock Yards
Chicago

335460

November 8,
1923

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

Dear President Burton:

Referring attached: I recommend adding to the bill reasonable compensation on a basis of $2\frac{1}{2}$ days, figuring that he probably left Washington Friday afternoon and was back at work Monday morning. When I went to Pittsburgh for Mr. Angell, the amount offered was \$50 a day. Whether this amount is now reasonable or more is given, I don't know but I should think Mr. Tufts or Mr. Gale would know what is fair.

Think when sending him the check it should be indicated that we very much appreciate the fact that he put in no fee but that we have made bold to include it so that we may feel free to call upon him at other times when the situation demands, which we should hesitate to do if we felt that no fee was permissible.

Yours cordially,

Harold H. Swift,

4
150.
would be
adequate

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December 22, 1923.

My dear Mr. Jewett:

I have just wired you the following telegram:

"Thanks for letter December seventeenth.
Glad to have you assemble men referred
to , our expense, early date. Appreciate
you and they are busy men, but should
be glad of any light you can give us,
soon as possible."

I greatly appreciate your willingness to
undertake this service on behalf of the
University and am reluctant even to suggest
that we are in haste. Yet the situation in
respect to the Armour Institute is such that
the sooner we get light upon the matter the
more likely are we to be able to make a satis-
fctory solution of the problem. This is
my justification and apology for the implication
in the telegram that we shall be glad to know,
as soon as practicable even perhaps in instal-
ments, what the judgment of those whom you are
calling in council is.

Yours sincerely,

Mr. F. B. Jewett,
Western Electric Company,
195 Broadway,
New York City.

EDB:S

December 28, 1923.

My dear Mr. Jewett:

I have just wired you the following telegram:

"Thanks for letter December seventeenth.
Glad to have you assemble men referred
to, our expense, early date. Appreciate
you and they are busy men, but should
be glad of any light you can give us,
soon as possible."

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undertake this service on behalf of the
University and am reluctant even to suggest
that we are in haste. Yet the situation in
respect to the Armour Institute is such that
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in the telegram that we shall be glad to know
as soon as practicable even perhaps in instal-
ments, what the judgment of those whom you are
calling in council is.

Yours sincerely,

Mr. W. B. Jewett,
Western Electric Company,
195 Broadway,
New York City.

HDS:8

4

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Telegram

December 22, 1923.

F. B. Jewett,
Western Electric Co.
195 Broadway, N. Y.

Thanks for letter Dec. 17th. Glad
to have you assemble men referred to our
expense early date. Appreciate you and they
are busy men, but should be glad of any
light can give us soon as possible. Pardon
delay this reply.

Ernest D. Burton,
1116 E. 59th St., Chicago.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Telegram

December 22, 1923.

P. B. Jewett,
Western Electric Co.,
195 Broadway, N. Y.

Thanks for letter Dec. 17th. Glad

to have you assemble men referred to our
expense early date. Appreciate you and they
are busy men, but should be glad of any
light can give us soon as possible. Pardon
delay this reply.

Ernest D. Burton,
1115 E. 52nd St., Chicago.

*copy
HHS
abuse*

F. B. JEWETT
VICE PRESIDENT

sent

Western Electric Company,

INCORPORATED
TELEPHONE AND TELEGRAPH BUILDING

195 BROADWAY

NEW YORK

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335848

December 17, 1923.

DR. E. D. BURTON,
President, The University of Chicago,
Chicago, Illinois.

My dear Dr. Burton:

Further in connection with the matter of a survey
at the University, I have been giving the matter a great deal
of thought during the past ten days, and after having consulted
with the Presidents of the four Founder Engineering Societies
of civil, mechanical, mining and electrical engineering, as to
the possibility of getting the proper group together I have
come to the conclusion that this can be done. If therefore
you still wish me to undertake it I will be glad to take the
next step and see if I cannot bring to bear on your problem
the abilities of a small group of the ablest engineering minds
in the country - a group of thinking men who are sincerely
interested in the future of engineering education.

I say I will try to do this because I dare not promise
success. The men I have in mind are all extremely busy and
overloaded and if I can get them it will be at the expense of
considerable personal sacrifice on their part.

I think you told me that you felt that any moderate
expense which might be connected with a man to collect such
data as the Committee might want could be taken care of. I do
not think this would amount to much but if I can get the men I
have in mind to donate their services (and they would not do it

835848

Western Electric Company

INCORPORATED
TELEPHONE AND TELEGRAPH BUILDING

195 BROADWAY

NEW YORK

December 17, 1923

F. B. JEWETT
VICE PRESIDENT

DR. E. D. BURTON,
President, The University of Chicago,
Chicago, Illinois.

My dear Dr. Burton:

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I think you told me that you felt that any moderate expense which might be connected with a man to collect such data as the Committee might want could be taken care of. I do not think this would amount to much but if I can get the men I have in mind to donate their services (and they would not do it

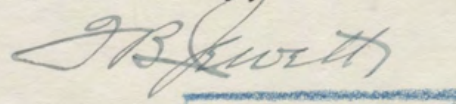
on any other basis) I should dislike to ask them to incur a personal financial outlay.

I think that if I can get the group together we ought to be able to give you our findings next spring, for I take it you are not expecting from such a group as we discussed anything in the nature of a detailed scheme of organization, but only the broad outlines of what we think might be the function and scope of the University's interest in technical education.

I shall not do anything further in the matter until I am sure that you wish me to go ahead.

With kind personal regards and best wishes for the forthcoming Holiday Season, I am,

Very sincerely,

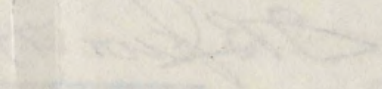
A handwritten signature in cursive script, appearing to read "J.B. Swarth". The signature is written in dark ink and is positioned below the typed name "J.B. Swarth".

FBJ-AZ

on any other basis) I should dislike to ask you to incur a
personal financial outlay.
I think that if I can get the group together we ought
to be able to give you our findings next spring. For I take it
you are not expecting from such a group as we discussed anything
in the nature of a detailed scheme of organization, but only the
broad outlines of what we think might be the function and scope
of the University's interest in technical education.
I shall not do anything further in the matter until
I am sure that you wish me to go ahead.
With kind personal regards and best wishes for the

forthcoming Holiday Season, I am,

Very sincerely,



730-42

Western Electric Company,INCORPORATED
TELEPHONE AND TELEGRAPH BUILDING

195 BROADWAY

NEW YORK

November 20, 1923.

F. B. JEWETT
VICE PRESIDENT

335590

DR. E. D. BURTON,
President The University of Chicago,
Chicago, Illinois.

My dear President Burton:

I was delayed in answering your letter of the 13th concerning a conference on a possible School of Technology for the University, but have just sent you the following telegram:

"I expect to be in New York from the twenty-third to the twenty-sixth but on account of uncertainties in connection with a court case cannot now make definite appointment. Will endeavor to hold morning of twenty-fourth for conference but suggest you telephone me on arrival in New York."

I am to appear as a witness in an important patent suit and at the moment do not know just when I am to be called to testify. In consequence I dare not make any definite commitment for the days you mention. As indicated in the telegram I shall, however, try and hold Saturday morning free. If it would be more convenient you might telegraph me where I could reach you by telephone in New York.

As I am just leaving the office I am asking my secretary to sign this for me.

With kind personal regards, I am

Very sincerely,

FBJ-AZ

F. B. Jewett
8

Western Electric Company

INCORPORATED
TELEPHONE AND TELEGRAPH BUILDING

135 BROADWAY

NEW YORK

November 20, 1922.

F. B. JEWETT
VICE PRESIDENT

DR. E. D. BURTON,
President The University of Chicago,
Chicago, Illinois.

My dear President Burton:

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As I am just leaving the office I am asking my
secretary to sign this for me.

With kind personal regards, I am

Very sincerely,

F. B. Jewett

FBI-AZ

November 13, 1923.

Mr. Frank P. Jewett,
Western Electric Company,
New York City.

My dear Mr. Jewett:

The University is considering afresh the question of whether a School of Technology should be included in its ultimate plans, and especially of what type such a school should be if the University undertakes it.

I am expecting to be in New York on November 23rd, and to remain in the city for the 24th and perhaps also for the 25th and 26th. I should be very glad if I might have an opportunity for a half hour's discussion of this subject with you. Is there any time at which you would be free after 4 o'clock on the 23rd or at any hour on the 24th or 26th? My preference would be the 24th, but would be glad to adjust my convenience with yours.

Very sincerely yours,

EDB:CB

November 13, 1933.

Mr. Frank P. Jewett,
Western Electric Company,
New York City.

My dear Mr. Jewett:

The University is considering at present the question of whether a School of Technology should be included in its ultimate plans, and especially of what type such a school should be if the University undertakes it. I am expecting to be in New York on November 23rd, and to remain in the city for the 24th and perhaps also for the 25th and 26th. I should be very glad if I might have an opportunity for a half hour's discussion of this subject with you. Is there any time at which you would be free after 4 o'clock on the 23rd or at any hour on the 24th or 25th? My preference would be the 24th, but would be glad to adjust my convenience with yours.

Very sincerely yours,

RDB:CB

(From Harold H. Swift)

Copy EBBurton

ARMOUR & COMPANY
Union Stock Yards,
Chicago, Illinois.

Philip D. Armour
1st Vice President.

December 18, 1923.

My dear Mr. Swift:

Thank you for your letter which was delivered to me yesterday. I am glad to hear of the progress you are making in the matter in question and appreciate your advising me of it.

Regarding the financial aspect of the situation I would say that we are working through a couple of channels, progress on which is necessarily slow, but we feel that our efforts will eventually be successful.

Should you wish to discuss the matter with me at any time, if you will give me a ring on the phone, I should be very glad to come over to your office or meet you at any other point that might be more convenient.

Very sincerely yours,

PHILIP D. ARMOUR

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

Copy EDBurton ✓

4
(From Harold H. Swift)

ARMOUR & COMPANY
Union Stock Yards,
Chicago, Illinois.

Philip D. Armour
1st Vice President.

December 18, 1923.

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Very sincerely yours,

PHILIP D. ARMOUR

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

4

December 26, 1923

December 14,
1923

My dear Mr. Swift:
I am invited to attend a
Mr. Philip D. Armour, Creative Engineers
Union Stock Yards,
Chicago, Illinois. of Engineering at

Dear Mr. Armour:

It occurs to me that you might wish a report of progress in the University investigation of the matter under consideration.

We arranged for a man to come to study the situation. Through the cooperation of Dr. Raymond he was able to assemble his information readily and gave us a statement of the situation as he saw it. We then proceeded to get in touch with another man, whose opinion we value highly, but he has been tied up in New York account of a court hearing which holds him as an expert witness. On that account, he has not yet come to us, but hopes to within the next few weeks. I shall advise you when we have anything definite to report.

In the meantime, I hope you are finding some favorable development in connection with the financial aspect of the situation.

Yours cordially,

HAROLD H. SWIFT

HHS:GB

cc EDB

December 14,
1933

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

Dear Mr. Armour:

It occurs to me that you might wish a report of
progress in the University investigation of the matter under
consideration.
We arranged for a man to come to study the situ-
ation. Through the cooperation of Dr. Raymond he was able to
assemble his information readily and gave us a statement of the
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tied up in New York account of a court hearing which holds him
as an expert witness. On that account, he has not yet come to
us, but hopes to within the next few weeks. I shall advise you
when we have anything definite to report.
In the meantime, I hope you are finding some favor-
able development in connection with the financial aspect of the
situation.

Yours cordially,

HAROLD H. SWIFT

HHS:GB

cc RIB

4
December 26, 1923.

My dear Mr. Swift:

I am invited to attend a meeting of the Administrative Officers and Deans of Schools of Engineering at Ann Arbor on January 25 and 26. Does it occur to you that we are at such a stage in our plans respecting engineering as to make it worth while for us to send a representative to that meeting?

Very truly yours,

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

EDB:CB

December 26, 1928.

My dear Mr. Swift:

I am invited to attend a
meeting of the Administrative Officers
and Deans of Schools of Engineering at
Ann Arbor on January 25 and 26. Does
it occur to you that we are at such a
stage in our plans respecting engineering
as to make it worth while for us to send
a representative to that meeting?

Very truly yours,

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

DBS:CB

Harold H. Swift
Union Stock Yards
Chicago

December 27,
1923

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

Dear Mr. Burton:

I don't see much object in sending a representative to the meeting of the Administrative Officers and Deans of Schools of Engineering at Ann Arbor on January 25 and 26. Certainly, I don't think you ought to have this chore, and Mr. Tufts is the only other one of the Faculty who it seems to me would be expected to be interested and disinterested in the matter. I would see no harm in pointing out to him the development in engineering so far as we have gone and letting him say whether it would help his judgment in the whole proposition to attend the conference. If so, I should approve his doing so, but if not, I see no reason to send any one.

Yours cordially,

Harold H. Swift

Handwritten address or note in the top right corner, possibly including a name and a location like "Chicago".

December 27,
1923

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

Dear Mr. Burton:

I don't see much object in writing a response
tive to the meeting of the Administrative Officers and heads
of Schools of Engineering at Ann Arbor on January 28 and 29.
Certainly I don't think you ought to have telephoned, and
Mr. Watts is the only other one of the faculty who it seems
to me would be expected to be interested and disinterested
in the matter. I would not have been in pointing out to him
the development in engineering so far as we have come and
fettering himself whether it would help his judgment in the
whole proposition to attend the conference. If so, I should
approve his going so, but if not, I see no reason to send

Yours cordially,

Handwritten signature, possibly "Frank B. Rowland".

December 24th

1 9 2 3

My dear Mr. Mann:

Thank you for your letter of December fifteenth.

The Armour Institute problem is not developing very rapidly. Soon after our last interview with you we took up the matter with Mr. F. B. Jewett of New York, who promised to consider the question of making a study of the matter for us, and after a time consented to do so but was delayed in undertaking it by the necessity of appearing in court as a witness continuously for some time. I have just received a letter from him offering to get together a group of people of first importance for the discussion of it from the point of view of the kind of education needed to meet the situation, as the managers of large enterprises themselves see it.

I hope something may come out of it, although I am afraid it is not coming as rapidly as we had hoped.

Wishing you a happy Christmas and new year, I am

Very truly yours,

EDB:S

1

New York, N. Y.,
January 25, 1924.

My dear Mr. Jewett:

I have been in New York two or three days on my way south for a short rest. Unfortunately for me I have been confined to my room most of the time by a severe cold.

In the thought that you may reach Chicago and be making your study of the problem which Mr. Arnett recently presented to you while I am away, I am writing to say that Mr. Tufts, who, as you know has recently been appointed Vice President of the University, will be glad to give you any information which will be of service to you. It happens also that Mr. Arnett, our other Vice President, is to be in Chicago next week and though not yet an officer of the University, will be in a position to answer questions that you might wish to ask. I hope also that you will find opportunity to meet Mr. Harold H. Swift, whom you of course already know as a fellow Alumnus and President of the Board of Trustees. Two men such as you, Alumni of the same University and achieving things as both of you are, ought to know one another not only by name and reputation, but personally.

Awaiting with interest the results of your studies, and very grateful for your willingness to undertake them, I am,

Very truly yours,

Ernest D. Burton.

Mr. Frank B. Jewett,
Vice President, Western Electric Company,
195 Broadway,
New York, N. Y.

New York, N. Y.,
January 25, 1924.

My dear Mr. Jewett:

I have been in New York two or three days on my way south for a short rest. Unfortunately for me I have been confined to my room most of the time by a severe cold.

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Awaiting with interest the results of your studies, and very grateful for your willingness to undertake them, I am,

Very truly yours,

Ernest D. Burton.

Mr. Frank B. Jewett,
Vice President, Western Electric Company,
195 Broadway,
New York, N. Y.

Harold H. Swift
Union Stock Yards
Chicago

4
February 16, 1924.

Dear Mr. Burton:

I am afraid there is danger that we shall delay so long in the technology matter as to be embarrassing and perhaps to prevent our further negotiations if and when we come to a favorable conclusion. The offer was brought to us more than six months ago and we were told that the present academic year would be the last under the present arrangement, that something must be done. Therefore, I imagine the person is becoming impatient and that he will think he has a right to hear something from us soon.

Do you not think you and Mr. Arnett could put the situation before Mr. Jewett and get an expression from him as to whether such a going concern, if we could arrange for financing without deficit, would not be better than to start entirely new? Obviously it isn't ideal or even satisfactory, but conceivably it may be a nucleus from which to work. You remember that Mr. Mann definitely took this attitude. If we could get Mr. Jewett to say this much then we could start negotiations as to ways and means, while at present we are stalled and I fear are in danger of working an injustice upon the friend who brought the matter to us.

I understand that they have applied to the Carnegie people to help them on their budget - to supply in part or whole the deficit of \$150,000 per year which has heretofore been supplied by the principal.

Attach herewith a rough summary of the situation to refresh your mind.

Yours cordially,

Harold H. Swift

(Copy of letter but not postscript to Trevor Arnett.)

P.S. If you and Mr. Arnett see Mr. Jewett, I think you should be prepared to put up the favorable side of the matter as have an impression that Mr. Arnett's first slant was not too enthusiastic.

H.H.S.

SUMMARY

Expenses (Estimated for 1923-24)

Administration & General Expenses	\$51,022.
Instruction.....	197,853.
Library and Laboratory Expenses..	55,802.
Operation & Maintenance of physical plant.....	<u>41,149.</u>
Total Expenditures.....	<u>\$345,826.</u>

Income (estimated for 1923-24)

Tuition&Fees.....	161,282.
Income from apartments and Mission.....	\$60,000.
Expenses to operate	<u>35,000.</u>
Balance of income transferred to Institute.....	25,000.
Income from Bookstore, etc.....	<u>5,536.</u>
Total Income.....	<u>\$191,818</u>
Estimated Deficit.....	<u>\$154,008.</u>

Departments and Cost to Operate - (Includes salary expenses and equipment)

Mechanical Engineering.....	\$54,809.14
Electrical "	25,143.22
Civil "	21,460.15
Chemical "	40,735.11
Fire Protection.....	5,717.75
Industrial Arts.....	21,030.31
Mathematics.....	15,112.00
Physics.....	11,896.66
Mechanics.....	11,120.76
English.....	5,794.21
History & Political Science.....	3,191.84

Estimated Valuation of Property:

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

Tuition

Day School - \$200. per annum
(2 semesters)

Night School - \$10/20 per
course - 10wk. term.

Summer School - \$20/40 per
Course - 6 wk. term.

Enrollment Year 1922-23

College of Engineering.....	740
Evening Classes.....	1130
Summer Courses.....	<u>195</u>
	2065
Less duplicates.....	<u>167</u>
Total number of students.....	1898

SUMMARY

Expenses (Estimated for 1923-24)

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Instruction	127,853.
Library and Laboratory Expenses	55,802.
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Physics	11,896.66
Mechanics	11,120.76
English	5,724.21
History & Political Science	5,191.84

Estimated Valuation of Property:

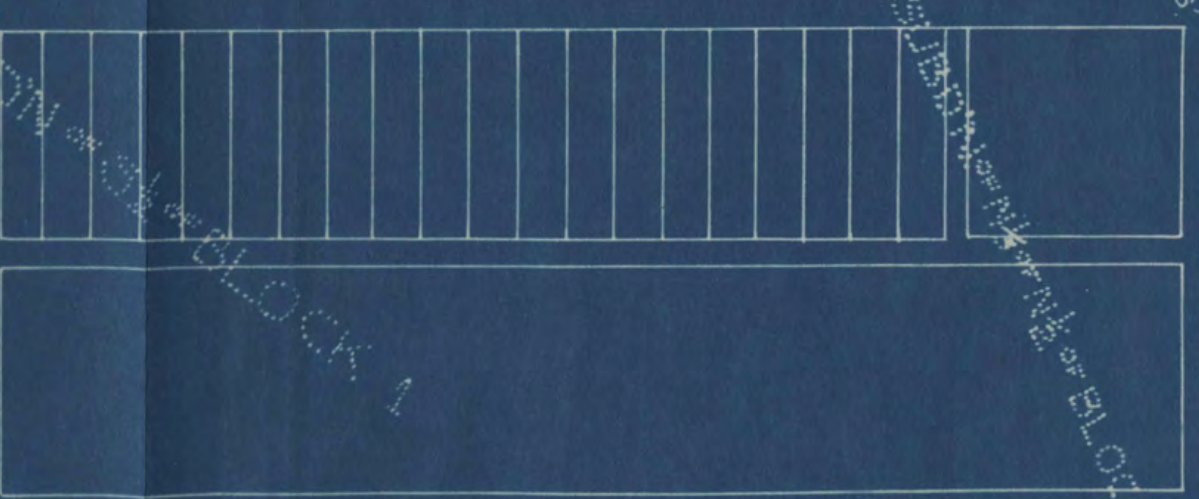
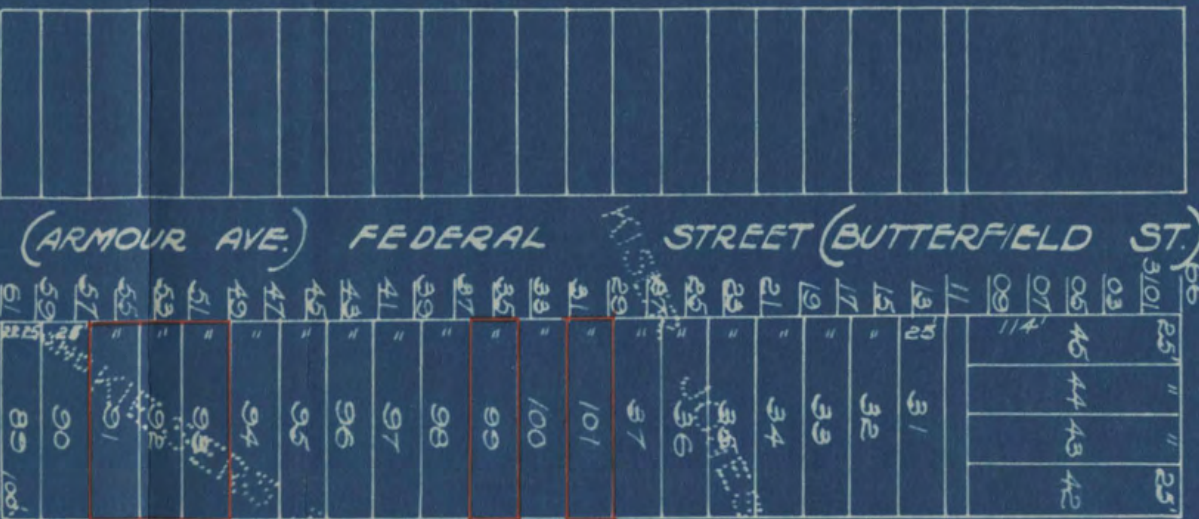
Land	\$125,000.
Buildings	525,900.
Laboratory & power plant, machinery and equipment	125,000.
	885,900.
Day School - \$200. per annum (2 semesters)	
Night School - \$10/20 per course - 10 wk. term	
Summer School - \$20/40 per course - 8 wk. term	

Enrollment Year 1923-24

College of Engineering	740
Evening Classes	1130
Summer Courses	195
	2065
Less duplicates	167
Total number of students	1898

3/97

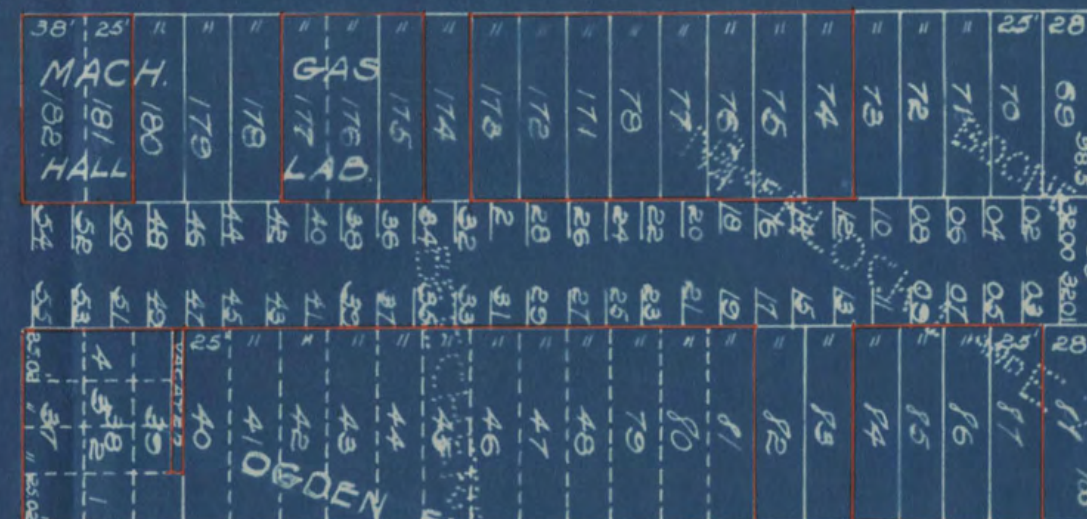
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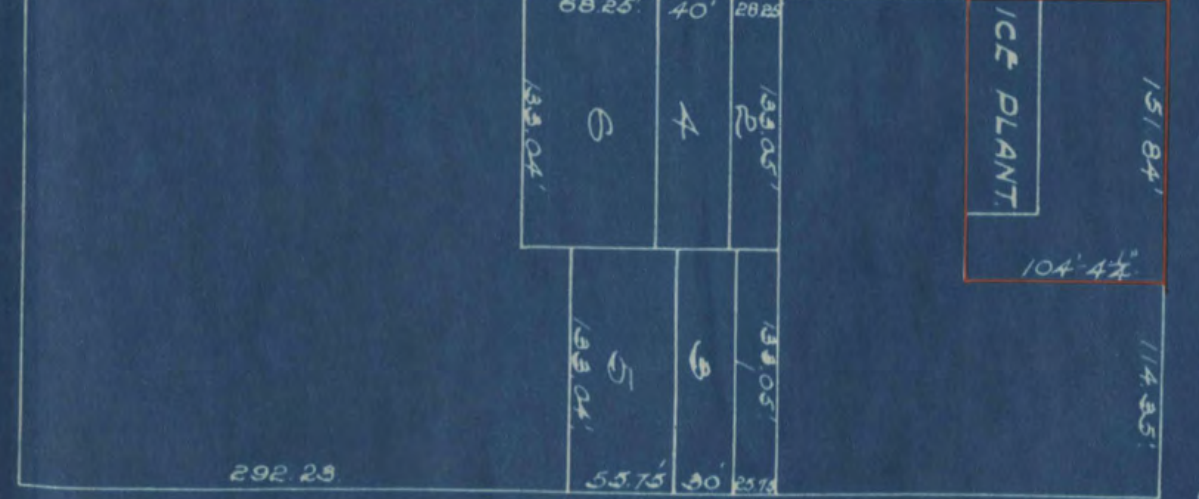
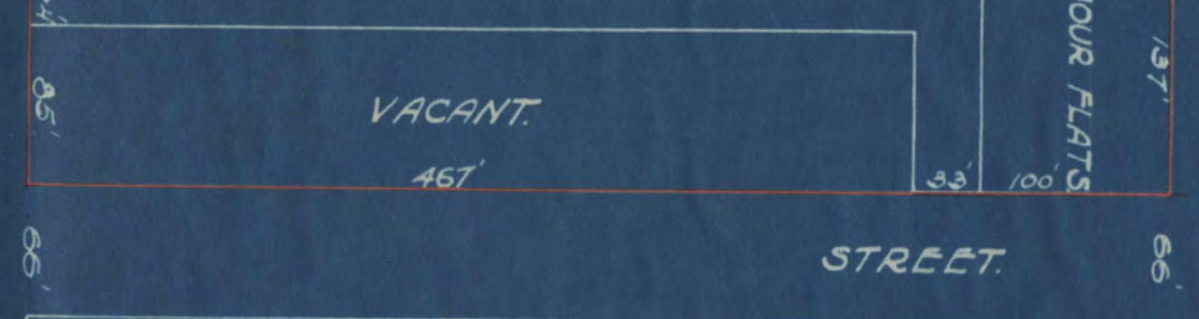
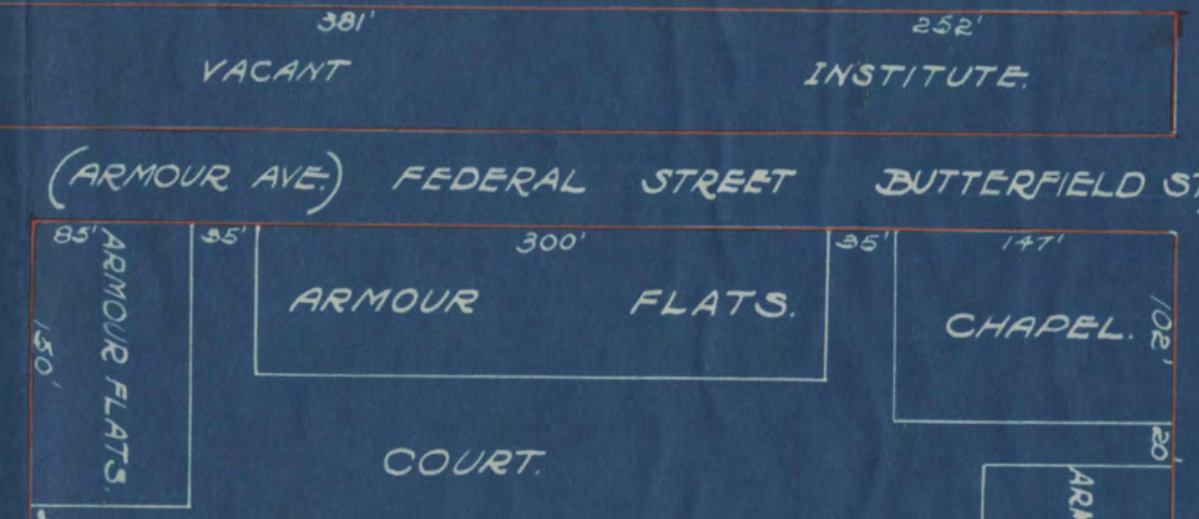
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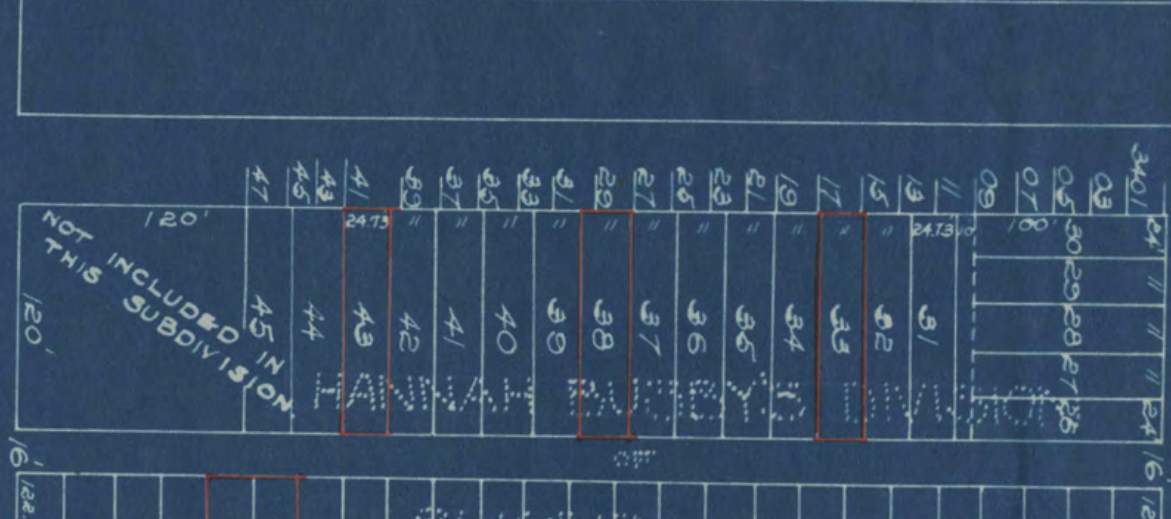
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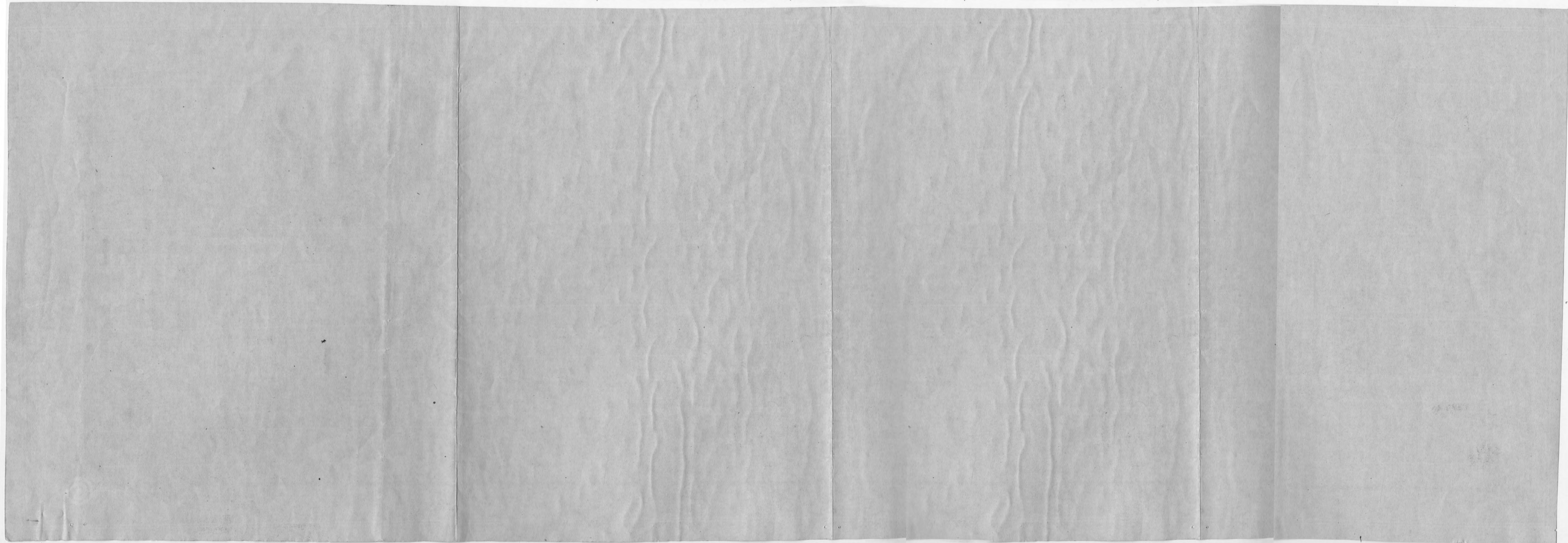
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3440.



SCALE 1"=100' EAST-WEST

STATE



CROSS REFERENCE SHEET

Name or Subject Arnett, Trevor

File No.

Regarding

Date

SEE

Name or Subject

File No.

Swift, Harold

Correspondence Study

Needs

Auditor

Trustees

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."



Cat. No. 30-5902

For use in all Filing Systems

CROSS REFERENCE SHEET

File No.

Name or Subject
Arrest, Trevor

Date

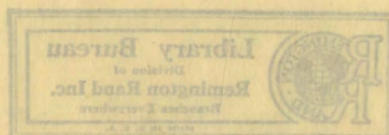
Regarding

SEE

File No.

Name or Subject

Swift, Harold
Correspondence Study
Needs
Auditor
Trustees



For use in all Filing Systems
Cat. No. 30-5002

"SEE"
File cross reference form under name or
subject at top of the sheet and by the latest
date of papers. Describe matter for identifi-
cation purposes. The papers themselves
should be filed under name or subject after

OFFICERS
OF
THE BOARD OF TRUSTEES

MARTIN A. RYERSON, *President*
ANDREW MCLEISH, *Vice President*

T. W. GOODSPEED, *Secretary* HENRY A. RUST, *Business Manager*
CHAS. L. HUTCHINSON, *Treasurer* TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, *PRESIDENT*

OFFICE OF . . .
THE AUDITOR

CHICAGO

Feb. 14th, 1902.

Jan. 28, 1902.

My dear President Harper,

My dear Mr. Arnett:-

I am just making up the
I suggest that the sum of \$100. be appropriated
Pay Roll for January, and would like to know
for the work in Accounting this quarter. I understand that it requires two
hours a week. We are accustomed, as you know, to arrange for extra courses
how much I am to receive for the course in
on the basis of \$100. a course. This is putting it on the basis of \$200. balance
accounting this quarter. There will be
in Political Economy Inst. of 400.
Hoping that this will be satisfactory, I remain
Yours very truly

Yours truly Trevor Arnett

Feb. 14th, 1903.

My dear Mr. Arnett:-

I suggest that the sum of \$100. be appropriated for the work in Accounting this quarter. I understand that it requires two hours a week. We are accustomed, as you know, to arrange for extra courses on the basis of \$100. a course. This is putting it on the basis of \$200.

Hoping that this will be satisfactory, I remain

Yours very truly,

OFFICERS
OF
THE BOARD OF TRUSTEES
N. A. RYERSON, President
ANDREW MCLEISH, Vice
JOSSEPH, Secretary
HUTCHINSON, Treasurer
HENRY A. F.
TAYLOR ARN

OFFICE OF . . .
THE AUDITOR

OFFICERS
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L. HUTCHINSON, *Treasurer*

HENRY A. RUST, *Business Manager*
TREVOR ARNETT, *Auditor*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, *PRESIDENT*

CHICAGO

Jan. 28, 1902.

My dear President Harper,

I am just making up the
Pay Roll for January and would like to know
how much I am to receive for the course in
accounting this Quarter. There will be a balance
in Political Economy Inst. of \$400.⁰⁰

Yours truly Trevor Arnett

The University of Chicago

Office of the Auditor

✓
Aug. 14, '13

7

Arnett

Chicago, July 31, 1913.

My dear President Judson:-

I hope that you and Mrs. Judson are continuing to enjoy your vacation and that you are not meeting with any more exciting aquatic adventures than the one Mrs. Judson described to Mrs. Underhill. We are very glad you escaped some of the very hot weather which we had here at the end of June and at the beginning of July, but for the rest of July up until two days ago the weather has been delightfully cool, clear, and fine. Either the weather or some other inducement has influenced about 360 more students to remain for the second term of this quarter than remained for the same term last Summer Quarter. The increased attendance, of course, is reflected in the increased receipts which at the present time are about \$7500. more for the second term than they were for last year. This gain is largely in excess of the gain for the first term, which was about 90.

You have, of course, heard of the smallpox episode which fortunately turned out without any other case except the original one developing and that one I understand speedily was cured. I was afraid that it might have painful effect upon the attendance of the Summer Quarter, because, of course, it was considerable annoyance

University of Chicago

Office of the Registrar

Chicago, July 31, 1913.

My dear President Johnson:-

I hope that you and Mrs. Johnson

are continuing to enjoy your vacation and that you are

not meeting with any more exciting aquatic adventures

than the one Mrs. Johnson described to Mrs. Underhill.

We are very glad you escaped some of the very hot weather

which we had here at the end of June and at the beginning

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ago the weather has been delightfully cool, clear, and

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influenced about 500 more students to remain for the

second term of this quarter than remained for the

same term last Summer quarter. The increased attendance,

of course, is reflected in the increased receipts which

at the present time are about \$7500. more for the

second term than they were for last year. This gain

is largely in excess of the gain for the first term,

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You have, of course, heard of the smallpox episode

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stand speedily was cured. I was afraid that it might

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