

Board of Trustees
J. Miller
344 ERIE STREET
CHICAGO

May 24, 1901.



President William R. Harper,
The University of Chicago.

My dear President Harper:

Trustees
I enclose a copy of the Articles
of Affiliation as amended by the Trustees of the Francis
W. Parker School.

The only change is a very slight one and consists in mentioning the Principal and Associate Principal, who are responsible to the Trustees of the School; you will find it on the second page - everything else is exactly the same. On reading the Articles over the second time we found they were not mentioned and for the sake of clearness this seemed important. If you have no objection, the Articles will stand in this way.

I am

Very sincerely yours,

A. M. Blaine

344 ERIE STREET
CHICAGO

May 24, 1901



President William R. Harper,

The University of Chicago.

My dear President Harper:

I enclose a copy of the Articles

of Affiliation as amended by the Trustees of the Francis
W. Parker School.

The only change is a very slight one and con-
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you will find it on the second page - everything else
is exactly the same. On reading the Articles over
the second time we found they were not mentioned and
for the sake of clearness this seemed important.
If you have no objection, the Articles will stand in
this way.

I am

Very sincerely yours,

W. R. Harper

Trustees

ARTICLES OF AFFILIATION.

Memorandum.

In consideration of the mutual covenants and agreements of the parties hereto, hereinafter expressed, The University of Chicago, located at Chicago, Illinois, (hereinafter, for convenience, styled "the University") and Anita McCormick Blaine, Owen F. Aldis, Henry B. Favill and Cyrus Bentley, as Trustees about to establish and carry on the Francis W. Parker School, to be located at Chicago, Illinois (hereinafter, for convenience, called "the Trustees") do hereby enter into the relationship of affiliation and thereupon do agree as follows:

The University agrees

1. Through the Faculty of its School of Education to advise and direct the Faculty of the Francis W. Parker School in relation to all matters of educational policy and school

T. J. [unclear]

ARTICLES OF AFFILIATION.

Memorandum.

In consideration of the mutual covenants and agreements of the parties hereto, hereinafter expressed, The University of Chicago, located at Chicago, Illinois, (hereinafter, for convenience, styled "the University") and Anita McCormick Blaine, Owen F. Aldis, Henry B. Fawcett and Cyrus Bentley, as Trustees about to establish and carry on the Francis W. Parker School, to be located at Chicago, Illinois (hereinafter, for convenience, called "the Trustees") do hereby enter into the relationship of affiliation and thereupon do agree as follows:

The University agrees

1. Through the Faculty of its School of Education to advise and direct the Faculty of the Francis W. Parker School in relation to all matters of educational policy and school

administration; but not in relation to any matters involving the expenditure of money; the Director of the School of Education to have the same authority as to all educational matters arising in the Francis W. Parker School as in respect to similar questions in the School of Education and to be deemed the official head of the Francis W. Parker School.

But it is understood that no regular instruction shall be given in the Francis W. Parker School by members of the Faculty of the School of Education, except upon terms to be fixed by agreement between the University and the Trustees.

2. To furnish to the Francis W. Parker School for temporary service, at cost, teachers from among the University Fellows and special instructors and lecturers from its Faculties.

3. To furnish to the Francis W. Parker School school and scientific fixtures and apparatus and supplies at cost.

4. To furnish books for the library, students or officers of the Francis W. Parker School at cost.

5. To loan for the use of the instructors and pupils of the

- administration; but not in relation to any matters involving the expenditure of money; the Director of the School of Education to have the same authority as to all educational matters arising in the Francis W. Parker School as in respect to similar questions in the School of Education and to be deemed the official head of the Francis W. Parker School. But it is understood that no regular instruction shall be given in the Francis W. Parker School by members of the Faculty of the School of Education, except upon terms to be fixed by agreement between the University and the Trustees.
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3. To furnish to the Francis W. Parker School school and scientific fixtures and apparatus and supplies at cost.
4. To furnish books for the library, students or officers of the Francis W. Parker School at cost.
5. To loan for the use of the instructors and pupils of the

Francis W. Parker School books and apparatus, where reasonably practicable, at net cost of transit and handling.

6. To grant free tuition for residence work in its graduate schools (including the pedagogic department of its School of Education) to all instructors in the Francis W. Parker School under regular salary from the Trustees; and to permit such instructors to attend the Faculty conferences or discussions of the School of Education.

The Trustees agree

1. To permit the use, on reasonable terms, of any assembly room which it may have, for University extension courses conducted by the University.
2. To permit students in the pedagogical department of the School of Education to visit and observe the class-room work of the Francis W. Parker School under such reasonable conditions and regulations as may be prescribed by the head of the School of Education.

Francis W. Parker School books and apparatus, where reason-

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uate schools (including the pedagogic department of its

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4.

This agreement may be terminated at any time by
either party hereto.

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either party hereto.

FRANCIS W. PARKER SCHOOL

Chicago, June 13, 1901.



President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

Your letter reporting the vote of the Board of Trustees of the University to receive into affiliation with the University of Chicago the Francis W. Parker School, was submitted to the Trustees of that school at their last meeting.

I am asked to acknowledge your letter and to say that the arrangement of the Articles of Affiliation is satisfactory to us and ^{we} thank you and the Trustees of the University.

I am

Very sincerely yours,

M. T. Blaine
Secretary.

Mrs. Emmons Blaine,

344, Erie Street.

FRANCIS W. PARKER SCHOOL

Chicago, June 13, 1901.



President Wm. R. Harper,
The University of Chicago.

My dear Dr. Harper:

Your letter reporting the vote of the
Board of Trustees of the University to receive
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and to say that the arrangement of the Articles
of Affiliation is satisfactory to us and thank
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Very sincerely yours,

M. C. Blaine
Secretary.

Mrs. Emma Blaine,
344 Erie Street,

FRANCIS W. PARKER SCHOOL

June 18, 1901.



President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

I am asked by the Trustees of the Francis W. Parker School to find whether the ~~form~~ of the affiliation paper as agreed upon by us is agreeable to you.

I cannot find a note of the fact but I think I sent a copy of this paper to you - I am very sure that I did - and I do not think that I have heard definitely whether that is agreeable to you. Your last letter stated that the University Trustees had left this matter between you and us. The form that I sent you is agreed upon by Col. Parker and by us. It only remains for you to say whether it is agreed upon by you, and then at what time it may be drawn up and signed by both.

I am

Very sincerely yours,

M. M. Blaine
Secretary.

Mr. M. M. Blaine
344 Erie St.

FRANCIS W. PARKER SCHOOL

June 18, 1901.



President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

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I cannot find a note of the fact but

I think I sent a copy of this paper to you - I am very sure that I did - and I do not think that I have heard definitely whether that is agreeable to you. Your last letter stated that the University Trustees had left this matter between you and us. The form that I sent you is agreed upon by Col. Parker and by us. It only remains for you to say whether it is agreed upon by you, and then at what time it may be drawn up and signed by both.

I am

Very sincerely yours,

Secretary.

Wm. R. Harper
344 Erie St.

March 11th, 1902.

Mrs. Emmons Blaine,
Chicago.

My dear Mrs. Blaine:-

I am writing to you as Secretary of the Trustees of the Chicago Institute, to notify you officially of the vacancy in the headship of the School of Education, occasioned by the death of the late Colonel Francis W. Parker.

The agreement between the University of Chicago and the School of Education includes the following statement: "If a vacancy or vacancies occur in the headship of the School of Education prior to July 1st, 1907, such vacancy or vacancies shall be filled by appointment by the University but only upon nomination by the trustees. The right of the trustees so to nominate shall, however, end on June 30th, 1907."

In accordance with this portion of the agreement, I respectfully request from your Board a nomination for the vacancy mentioned above.

In accordance with the rules of the University, the officer next in rank assumes the duties and responsibilities of the headship of the Department of School temporarily in the absence of the head, or in case of his resignation or death. Under these rules Mr. Jackman, Dean of the School of Education, has been directed to assume general charge of the School until further notice.

Yours very truly,

March 11th, 1902.

Mrs. Emma Blaine,
Chicago.

My dear Mrs. Blaine:-

I am writing to you as Secretary of the Trustees of the Chicago Institute, to notify you officially of the vacancy in the headship of the School of Education, occasioned by the death of the late Colonel Francis W. Parker.

The agreement between the University of Chicago and the School of Education includes the following statement: "If a vacancy or vacancies occur in the headship of the School of Education prior to July 1st, 1907, such vacancy or vacancies shall be filled by appointment by the University but only upon nomination by the trustees. The right of the trustees so to nominate shall, however, end on June 30th, 1907."

In accordance with this portion of the agreement, I respectfully request from your Board a nomination for the vacancy mentioned above. In accordance with the rules of the University, the officer next

in rank assumes the duties and responsibilities of the headship of the Department of School temporarily in the absence of the head, or in case of his resignation or death. Under these rules Mr. Jackson, Dean of the School of Education, has been directed to assume general charge of the School until further notice.

Yours very truly,

May 21st, 1902.

My dear Mrs. Blaine:-

Permit me to acknowledge the receipt of your letter of May twentieth containing the official notice of Mr. Dewey's nomination as successor to Colonel Parker. I beg to notify you in return that the nomination was presented to the Board of Trustees of the University yesterday afternoon, and by them unanimously approved, and Mr. Dewey has been appointed to take the place of Colonel Parker and will begin his duties at once.

I remain, in behalf of the University,

Yours very truly,

W. R. Harper

Mrs. Anita McCormick Blaine,

5, The Raymond, Walton Place.

May 21st, 1902.

My dear Mrs. Blaine:-

Permit me to acknowledge the receipt of your

letter of May twentieth containing the official notice of Mr. Dewey's nomination as successor to Colonel Parker. I beg to notify you in return that the nomination was presented to the Board of Trustees of the University yesterday afternoon, and by them unanimously approved, and Mr. Dewey has been appointed to take the place of Colonel Parker and will begin his duties at once.

I remain, in behalf of the University,

Yours very truly,

W. R. Harper

Mrs. Anita McCormick Blaine,

5, The Raymond, Walton Place.

5, THE RAYMOND
WALTON PLACE

May 20, 1902.

(1)

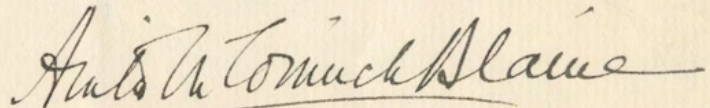
President Wm. R. Harper,
The University of Chicago.

Dear Dr. Harper:

I enclose our official notice to The University of Chicago of our nomination of Dr. John Dewey as Colonel Parker's successor. Please do with it whatever you see fit.

I am

Very sincerely yours,

A handwritten signature in cursive script, reading "Anna A. Tomuck Blaine". The signature is written in dark ink and is positioned above the typed name of the signatory.

Secretary of the Board of Trustees
of the Chicago Institute.

(Mrs. Emmons Blaine)

5, THE RAYMOND
WALTON PLACE

May 20, 1902.

(1)

President Wm. R. Harper,
The University of Chicago.

Dear Dr. Harper:

I enclose our official notice to The University
of Chicago of our nomination of Dr. John Dewey as Colonel
Parker's successor. Please do with it whatever you see

fit.

I am

Very sincerely yours,

John Dewey

Secretary of the Board of Trustees
of the Chicago Institute.

(Mrs. Emma Blaine)

June 13, 1901.

Mrs. Emmons Blaine,

344 Erie Street, Chicago.

My Dear Mrs. Blaine:

The exercises connected with the official opening of the University of Chicago School of Education will be held at the University at twelve o'clock noon, June seventeenth. I am writing to ask you to go to the President's house that morning so that you may go in a carriage at ten minutes before twelve with Mr. and Mrs. Rockefeller and Professor Salisbury to Kent Theater where the address by Professor Butler will be given.

After these exercises, the carriage will be driven to Scammon Court where the ground will be turned for the future buildings. After this ceremony and the address by Colonel Parker the carriage will be driven to the Quadrangle Club where the University luncheon to the official guests will be given.

I have asked Professor Salisbury to act as your escort during the day and see to your comfort at the various exercises.

June 13, 1901.

Mrs. Emma Blaine,

344 Erie Street, Chicago.

My Dear Mrs. Blaine:

The exercises connected with the official opening of the University of Chicago School of Education will be held at the University at twelve o'clock noon, June seventeenth. I am writing to ask you to go to the President's house that morning so that you may go in a carriage at ten minutes before twelve with Mr. and Mrs. Rockefeller and Professor Salisbury to Kent Theater where the address by Professor Butler will be given.

After these exercises, the carriage will be driven to Seamen Court where the ground will be turned for the future buildings. After this ceremony and the address by Colonel Parker the carriage will be driven to the Quadrangle Club where the University luncheon to the official guests will be given.

I have asked Professor Salisbury to act as your escort during the day and see to your comfort at the various exercises.

June 13, 1901.

-2-

Mrs. Blaine)

Trusting that this arrangement will be satisfactory to you and looking forward with pleasure to this formal recognition of the union of the Institute with the University, I remain,

Very sincerely yours,

W. R. Harper

June 13, 1901.

-2-

Mrs. Blaine)

Trusting that this arrangement will be sat-

isfactory to you and looking forward with pleasure
to this formal recognition of the union of the Insti-

tute with the University, I remain,

Very sincerely yours,

W. R. Harper

I want to ask
your pardon
for coming so
late. The time
got away from
me in a
stupid way - but
I had not
appreciated either
that it was an

mustalbo



Saturday morning

My dear Dr. Harper

I want to
thank you this
morning for the
great kindness
you showed the
Chicago Institute
and me last
evening.

3

104 ERIE STREET
CHICAGO

Engagement with
an hour —

But it came over
me afterwards
that it might have
seemed a
discourtesy to your
guests — therefore to
you and

4

Mrs. Salbat — and
that thought is
not to be borne —
at least without
your forgiveness.

If you will
pardon me, I trust
try to forgive
you for making
me of any

344 ERIE STREET

CHICAGO

point in it - which
you ought not to
have done!

It was a truly
pleasing to
your very grateful
Auto Klause

ONE ERIE STREET
CHICAGO

My dear Mr. [illegible]
I have just received
your letter of the 12th inst.

and am very glad to
hear from you.

I am very truly
yours,
[illegible]



May 22, 1901.

Mrs. Emmons Blaine,

344 Erie Street, Chicago.

My Dear Mrs. Blaine:

It was very kind of you to write so pleasantly in reception Friday night. I assure you we have nothing to forgive you, but something to be thankful for in the fact that you gave us so much of your valuable time. It was a delightful meeting and we shall look back to it with great pleasure.

Very sincerely yours,

W. R. Harper

May 22, 1901.

Mrs. Emma Blaine,
344 Erie Street, Chicago.

My Dear Mrs. Blaine:

It was very kind of you to write so
pleasantly to me on reception Friday night. I assure
you we have nothing to forgive you, but something to
be thankful for in the fact that you gave us so much
of your valuable time. It was a delightful meeting
and we shall look back to it with great pleasure.

Very sincerely yours,

W. R. Harper

344 ERIE STREET
CHICAGO

May 18th 1901

My dear Dr. Harper

I am asked to
show you the enclosed suggestion
of the articles of application with
the University for the
Francis W. Parker School — as
we wish to call our North Side
branch.

Will you definitely to me before
Monday evening your idea

344 ERIE STREET
CHICAGO

May 15th 1891

My dear Dr. Harper
I am pleased to
show you the
of the contents of
the manuscript for the
James W. Parker School
as you have been
wished.
But you report to me before
I have received your letter

344 ERIE STREET
CHICAGO

2

about them? We have a
meeting on that evening and
if you approve them we
may ask you to submit
them to your Trustees on
Tuesday -

Yours very sincerely

Anta Davis

344 ERIE STREET
CHICAGO

2/1
about then? I have a
meeting on that evening and
if you appear there the
may ask you to conduct
the to your district in
Chicago
I am very much
Yours truly
H. H. Brown

June 27th, 1901.

Mrs. Anita McCormick Blaine,
344 Erie Street, Chicago.

My dear Mrs. Blaine:

Your kind note of June twenty-first has been received. Up to this time the proposed changes in the plans of the buildings have not been definite enough to bear inspection. In a talk with the architect today he tells me that in about a week he will have in crystallized form the suggestions which have been made by various persons and to which general consent has been given. As soon as the architect is in position to present the matter, all that we have thought of will be presented to the Trustees of the Institute.

Thanking you for calling my attention to this matter, I remain

Very truly yours,

W. R. Harper

June 27th, 1901.

Mrs. Anita McCormick Blaine,
344 Erie Street, Chicago.

My dear Mrs. Blaine:

Your kind note of June twenty-first

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changes in the plans of the buildings have not been

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Very truly yours,

W. R. Harper

344 ERIE STREET
CHICAGO

June 21, 1901.



President Wm. R. Harper,

The University of Chicago.

My dear President Harper:

I have waited some days since the last meeting of the Trustees of the Chicago Institute in order not to trouble you while you had so many things of importance before you -- but may I now transmit to you the message which I was requested to give, namely; that we suggest to the University that it confer, from time to time, with the Trustees of the Chicago Institute about any proposed changes that are being considered in the plans of the building for the School of Education, in order to save time, as September first is the date when they should be agreed upon by all.

May I ask that you will transmit this also to any other authorities of the University

344 ERIE STREET
CHICAGO

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344 ERIE STREET
CHICAGO

2.

besides yourself that it should come before ?

I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

A. M. C. Blaine
Secretary.

(Mrs. Emmons Blaine)

344 ERIE STREET
CHICAGO

2.

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I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

Secretary.

(Mrs. Eunice Blaine)

July 2, 1901.

Mrs. Emmons Blaine,

344 Erie street, Chicago.

My dear Mrs. Blaine:

In reply to your letter of June eighteenth, I would say that the form of the affiliation paper as agreed upon by the Trustees of the Francis W. Parker School is entirely agreeable to the University of Chicago. It has been submitted to the proper officials and approved by them.

Perhaps I ought to add that we have never been accustomed to sign contracts in reference to affiliation. We have not thought it necessary in a single case. If, however, you prefer to have this done, I should be very glad to sign on behalf of the University.

Very truly yours,

W. R. Harper

July 2, 1901.

Mrs. Emma Blaine,

344 Erie Street, Chicago.

My dear Mrs. Blaine:

In reply to your letter of June eighteenth,

I would say that the form of the affiliation paper as agreed

upon by the Trustees of the Francis W. Parker School

is entirely agreeable to the University of Chicago.

It has been submitted to the proper officials and ap-

proved by them.

Perhaps I ought to add that we have never been

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however, you prefer to have this done, I should be very

glad to sign on behalf of the University.

Very truly yours,

W. R. Harper

July 10, 1901.

Mrs. Emmons Blaine,

344 Erie street, Chicago.

My dear Mrs. Blaine:

I have your letter of July sixth. I have urged the matter very strongly upon Mr. Rogers, and he has promised me that everything shall be ready by July tenth. That is, during this week. This will give us two or three weeks before the first of August.

Hoping that this will be satisfactory, I remain,

Very sincerely yours,

W. R. Harper

July 10, 1901.

Mrs. Emma Blaine,

344 Erie Street, Chicago.

My dear Mrs. Blaine:

I have your letter of July sixth. I

have urged the matter very strongly upon Mr. Rogers, and he has promised me that everything shall be ready

by July tenth. That is, during this week. This will give us two or three weeks before the first of Aug-

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Very sincerely yours,

W. R. Harper

344 ERIE STREET
CHICAGO

July 15, 1901.



Dr. William R. Harper,

The University of Chicago.

My dear Dr. Harper:

Please let me thank you for your note concerning the plans of the School of Education and say that I shall hold myself in readiness to meet on this subject at any time that the plans are ready. ✓

Let me also informally acknowledge the letter submitted to the Trustees on the same subject. We await word from you as to when the plans can be seen.

I am

Very sincerely yours,

Antonia Blaine

(Mrs. Emmons Blaine)

344 ERIE STREET
CHICAGO

July 15, 1901.



Dr. William R. Harper,

The University of Chicago.

My dear Dr. Harper:

Please let me thank you for your note concerning the plans of the School of Education and say that I shall hold myself in readiness to meet on this subject at any time that the plans are ready.

Let me also informally acknowledge the letter submitted to the Trustees on the same subject. We await word from you as to when the plans can be seen.

I am

Very sincerely yours,

A handwritten signature in dark ink, appearing to read "Mrs. M. M. Blaine".

(Mrs. M. M. Blaine)

FRANCIS W. PARKER SCHOOL

July 15, 1901.



President Wm. R. Harper,

The University of Chicago.

My dear Dr. Harper:

Your letter concerning the affiliation papers was submitted at the last meeting of the Trustees of the Francis W. Parker School, and I am asked to acknowledge it and to say that we are quite satisfied to leave the matter according to your usual custom. We have the copy of the papers that were approved and I believe you have also.

I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

M. Blaine
Secretary.

Mrs. Emmons Blaine,

344, Erie Street.

FRANCIS W. PARKER SCHOOL

July 15, 1901.



President Wm. R. Harper,

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papers that were approved and I believe you have
also.

I am

Very sincerely yours,

FOR THE BOARD OF TRUSTEES:

Secretary.

Mrs. Emma Blaine,

344 Erie Street.

July 24th, 1901.

My dear Mrs. Blaine:

I am writing to say that I am now in position to lay before you the facts with reference to the last year's work of University College. This third year has been a very prosperous one. We entered upon the year with a debt of \$2459.00, and at the close of the year, after counting out your generous subscription of five thousand dollars, we are \$3273.00 behind. If you should see your way to add the twelve hundred dollars a year promised conditionally for two years, the deficit would stand \$814.00.

We are now closing the books for the year, and, if it is convenient for you to do so, we should be glad to receive your kind contribution. Meanwhile, may I have the privilege of calling upon you and talking over certain details? I am afraid that our common interest in the School of Education has somewhat crowded out this most important work, but I hope that you will have an opportunity before going east to permit me to take up this matter with you. I remain

Yours very sincerely,

W. R. Harper

July 24th, 1901.

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I remain with you.

Yours very sincerely,

W. R. Harper

Summary of Instruction.

Matriculation
New Students.

234

Attendance
at Free Arts
in schools

474

108 582

Registrations

855

Different majors.

Number of Course

60

Instructors

32.

Journal of [illegible]

Prostitution
has been

234

Attorney
at New York
for [illegible]

174

108 282

Prostitution
differs [illegible]

822

Number of [illegible]

60

Prostitution

32

Century

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the President

CHICAGO

July 25, 1901.

Deficits Lockers College
and University College

Total for first two years (to July 1, 1900) \$ 2459.
for year 1900-1901. 814.

\$ 3273.

If the \$1200. a year had been
paid. it would have added
during a ~~surplus~~ **deficit** of

2600.

873.

Operations 1900-1901.

Income, furs.
Endowment

9612.

5000 14612.

Expenditures

Administration

1100.

Rank

3200.

Expenses.

658.

Instruction.

10468

15426

\$ 814

Deficit

10000

CHICAGO

July 2, 1901

Deficit between
University College
and
College

Cost of first two years (to July 1, 1900) \$ 2432.
for year 1900-1901 814.

\$ 3243.

If the \$1200 a year had been
paid, it would have added
to the deficit of
\$1772.

Expenditures 1900-1901.

Excess of income for University
\$5000 14615.
9615.

Expenditures
Excess of income for University
Excess of income for University
Expenditures
10408
12426
814
Excess of income for University

ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS,

Upon the supposition that the Institute has been given \$1,000,000., of which \$500,000. is set aside for Endowment, the remaining \$500,000. being used for Grounds, Buildings, and Equipment.

- - - - -

I Estimate of Income:

(1) Income from endowment,	\$25,000.
(2) Income from Teachers, viz., 225 at \$160.,	36,000.
(3) Income from Pupils, viz., 250 Elementary at \$100.,	25,000.
100 Secondary at \$160.,	16,000.
(4) Income from Special Classes,	500.
(5) Income from Extension Work,	1,000.
(6) Income from Publication,	<u>100.</u>
Total Estimated Income,	\$103,600.

ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS,

Upon the supposition that the Institute has been given \$1,000,000.. of which \$500,000. is set aside for Endowment, the remaining \$500,000. being used for Grounds, Buildings, and Equipment.

I Estimate of Income:

(1)	Income from endowment,	\$25,000.
(2)	Income from Teachers, viz., 225 at \$160.,	38,000.
(3)	Income from Pupils, viz., 250 Elementary at \$100., 25,000.	25,000.
	100 Secondary at \$160.,	16,000.
(4)	Income from Special Classes,	500.
(5)	Income from Extension Work,	1,000.
(6)	Income from Publication,	100.
Total Estimated Income,		<u>\$103,600.</u>

II Estimate of Cost of Plant:

(1) Ground,	\$200,000.
(2) Buildings,	200,000.
(3) Library, Equipment, and <i>furniture</i>	100,000.

III Estimate of Annual Expenditures:

General.

1. Administration and Expense.

(1) Board Administration.

Comptroller and Registrar,	\$4,000.
Clerk and Bookkeeper,	900.
Stenographer,	500.

Stenographer, 500.

Clerk and Bookkeeper, 300.

Comptroller and Registrar, \$4,000.

(1) Board Administration.

I. Administration and Expense.

General.

III Estimate of Annual Expenditures:

Estimated

(3) Library, Equipment, and 100,000.

(2) Buildings, 200,000.

(1) Ground, \$200,000.

11 Estimate of Cost of Plant:

Telephone,	\$200.
Printing and Postage,	150.
Miscellaneous Expenses,	100.
	\$5,850.
Convocation,	400.
Insurance,	1500.

2. Educational Administration.

(1) Principal's Office.

Salary,	\$3,000.
Stenographer,	600.
Travel,	150.
Miscellaneous,	150.
Official Entertainment,	500.
Stationery and Postage,	200.
	\$4,600.

(2) Dean's Office.

Salary,	\$1,000.
Stenographer,	600.
Travel,	100.
Stationery and Postage,	300.
Miscellaneous,	100.
	\$2,100.
Supplies,	400.

Telephone,	\$200.
Printing and Postage,	150.
Miscellaneous Expenses,	100.
	\$5,850.
Convocation,	400.
Insurance,	1500.

2. Educational Administration.
(1) Principal's Office.

Salary,	\$3,000.
Stenographer,	800.
Travel,	150.
Miscellaneous,	150.
Official Entertainment,	500.
Stationery and Postage,	200.
	\$4,800.

(2) Dean's Office.

Salary,	\$1,000.
Stenographer,	800.
Travel,	100.
Stationery and Postage,	300.
Miscellaneous,	100.
	\$2,100.
Supplies,	400.

(3) Printing and Publication.

Circulars,	\$1500.
Normal Notes,	1500.

3. Instruction.

(1) Department of Philosophy:

F. W. Parker,	\$5,000.
History of Education,	2,000.
Physical Psychology,	2,000.
	<u>\$9,000.</u>

(2) Department of History and Literature:

Miss Rice,	2,500.
Assistant Professor,	2,000.
	<u>\$4,500.</u>

(3) Department of Geology:

Miss Weber,	2,000.
Instructor,	1,500.
	<u>\$3,500.</u>

(4) Department of Art and Manual Training:

Associate Professor,	2,500.
Assistant Professor,	2,000.
Instructor,	1,000.
	<u>\$5,500.</u>

(3) Printing and Publication.

Circulars,	\$1500.
Normal Notes,	1500.

8. Instruction.

(1) Department of Philosophy;

F. W. Parker,	\$5,000.
History of Education,	2,000.
Physical Psychology,	2,000.
	\$9,000.

(2) Department of History and Literature;

Miss Rice,	2,500.
Assistant Professor,	2,000.
	\$4,500.

(3) Department of Geology;

Miss Weber,	2,000.
Instructor,	1,500.
	\$3,500.

(4) Department of Art and Manual Training;

Associate Professor,	2,500.
Assistant Professor,	2,000.
Instructor,	1,000.
	\$5,500.

(5) Department of Natural Science:

Mr. Jackman,	\$4,000.
Assistant Professor of Physiology and Chemistry,	2,000.
Assistant,	800.
	<u>\$6,800.</u>

(6) Department of Ancient Languages:

Professor,	3,000.
Assistant Professor,	2,000.
	<u>\$5,000.</u>

Department of Modern Languages:

(7) Assistant Professor,	2,000. 2,000.
Instructor,	1,500.
	<u>\$3,500.</u>

(8) Department of Expression:

Miss Fleming,	2,500.
	<u>\$2,500.</u>

(9) Department of Kindergarten:

Assistant Professor,	2,000.
Instructor,	1,500.
	<u>\$3,500.</u>

(10) Department of Physical Culture:

Mr. Crow,	2,500.
Assistant,	1,000.
	<u>\$3,500.</u>

(5) Department of Natural Science:

Mr. Jackson, \$4,000.

Assistant Professor of
Physiology and Chemistry, 2,000.

Assistant, 800.

\$6,800.

(6) Department of Ancient Languages:

Professor, 3,000.

Assistant Professor, 2,000.

\$5,000.

Department of Modern Languages:

Assistant Professor, 2,000.

Instructor, 1,500.

\$3,500.

(8) Department of Expression:

Miss Fleming, 2,500.

\$2,500.

(9) Department of Kindergarten:

Assistant Professor, 2,000.

Instructor, 1,500.

\$3,500.

(10) Department of Physical Culture:

Mr. Crow, 2,500.

Assistant, 1,000.

\$3,500.

(11) Department of Music:

Associate Professor,	\$2,500.
Assistant,	1,000.
	<u>\$3,500.</u>
Grand Total,	<u>\$50,800.</u>

Heads of Rooms for Elementary School,

Viz., Eight, at \$1,200.	9,600.
	<u>\$50,800.</u>
	<u>9,600.</u>
	<u>\$60,400.</u>

4. Library, Laboratory, and Museums.

(1) Library Administration;

Librarian, - - Warren,	\$1,200.
Building,	200.
Supplies,	200.
Miscellaneous,	100.
Books,	1,000.
Periodicals,	250.

(2) Laboratory Equipment and Supplies:

Equipment,	1,000.
Supplies,	500.

(3) Museums, 500.

(11) Department of Music:

Associate Professor,

Assistant,

\$2,500.

1,000.

\$3,500.

Grand Total,

\$50,800.

Heads of Rooms for Elementary School,

Viz., Eight, at \$1,200.

9,600.

\$50,800.

9,600.

\$60,400.

4. Library, Laboratory, and Museums.

(1) Library Administration;

Librarian, - - Warren,

\$1,200.

Building,

200.

Supplies,

200.

Miscellaneous,

100.

Books,

1,000.

Periodicals,

250.

(2) Laboratory Equipment and Supplies:

Equipment,

1,000.

Supplies,

500.

(3) Museums,

500.

5. Buildings and Grounds.

Engineer,	\$1,500.
Assistant Engineer,	900.
Care of Grounds and Sprinkling,	200.
Watchman,	600.
Engineer's Supplies,	150.
Electric Expense,	200.
Janitor,	500.
Elevators,	1,000.
Fuel,	<u>2,000.</u>
	\$7,050.
Miscellaneous Expenses,	<u>2,000.</u>
	\$9,050.

(1) General Administrative Expenses,	\$7,750.
(2) Educational Administration,	10,100.
(3) Instruction,	60,400.
(4) Library, Laboratory, and Museums,	4,950.
(5) Buildings and Grounds,	<u>9,050.</u>
	\$92,250.
(6) Contingent Fund,	<u>12,000.</u>
	\$104,250.
	104,250.

5. Buildings and Grounds.

Engineer,	\$1,500.
Assistant Engineer,	900.
Care of Grounds and Sprinkling,	200.
Watchman,	800.
Engineer's Supplies,	150.
Electric Expense,	200.
Janitor,	500.
Elevators,	1,000.
Fuel,	2,000.
Miscellaneous Expenses,	\$7,050.
	\$9,050.

(1) General Administrative Expenses,	\$7,750.
(2) Educational Administration,	10,100.
(3) Instruction,	60,400.
(4) Library, Laboratory, and Museums,	4,950.
(5) Buildings and Grounds,	9,050.
	\$82,250.
(6) Contingent Fund,	12,000.
	\$104,250.
	104,250.

ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS,

Upon the supposition that the Institute has been given \$1,000,000.,
of which \$500,000. is set aside for Endowment, the remaining \$500,000.
being used for Grounds, Buildings, and Equipment.

- - - - -

I Estimate of Income:

(1) Income from endowment,	\$25,000.
(2) Income from Teachers, viz., 225 at \$160.,	36,000.
(3) Income from Pupils, viz., 250 Elementary at \$100.,	25,000.
100 Secondary at \$160.,	16,000.
(4) Income from Special Classes,	500.
(5) Income from Extension Work,	1,000.
(6) Income from Publication,	100.
Total Estimated Income,	\$103,600.

II Estimate of Cost of Plant:

(1) Ground,	\$200,000.
(2) Buildings,	200,000.
(3) Library, Equipment, and <i>furniture</i>	100,000.

III Estimate of Annual Expenditures:

General.

1. Administration and Expense.

(1) Board Administration.

Comptroller and Registrar,	\$4,000.
Clerk and Bookkeeper,	900.
Stenographer,	500.

ESTIMATE OF INCOME AND EXPENDITURES

OF A PROPOSED AMERICAN INSTITUTE FOR TEACHERS

Upon the supposition that the Institute has been given \$1,000,000.. of which \$500,000. is set aside for Endowment, the remaining \$500,000. being used for Grounds, Buildings, and Equipment.

I Estimate of Income:

(1)	Income from endowment,	\$25,000.
(2)	Income from Teachers, viz., \$25 at \$100.,	25,000.
(3)	Income from Pupils, viz., \$50 Elementary at \$100., \$25,000.	25,000.
	100 Secondary at \$100.,	10,000.
(4)	Income from Special classes,	500.
(5)	Income from Extension Work,	1,000.
(6)	Income from Publication,	100.
Total Estimated Income,		\$103,500.

II Estimate of Cost of Plant:

(1)	Ground,	\$200,000.
(2)	Buildings,	200,000.
(3)	Library, Equipment, and Furniture	100,000.

III Estimate of Annual Expenditures:

General.

I. Administration and Expense.

(1) Board Administration.

Stenographer,	500.
Clerk and Bookkeeper,	900.
Comptroller and Registrar,	\$4,000.

Telephone,	\$200.
Printing and Postage,	150.
Miscellaneous Expenses,	100.
	\$5,850.
Convocation,	400.
Insurance,	1500.

2. Educational Administration.

(1) Principal's Office.

Salary,	\$3,000.
Stenographer,	600.
Travel,	150.
Miscellaneous,	150.
Official Entertainment,	500.
Stationery and Postage,	200.
	\$4,600.

(2) Dean's Office.

Salary,	\$1,000.
Stenographer,	600.
Travel,	100.
Stationery and Postage,	300.
Miscellaneous,	100.
	\$2,100.
Supplies,	400.

Telephone,	\$200.
Printing and Postage,	150.
Miscellaneous Expenses,	100.
	\$5,850.
Convocation,	400.
Insurance,	1500.

8. Educational Administration.

(1) Principal's Office.

Salary,	\$3,000.
Stenographer,	800.
Travel,	150.
Miscellaneous,	150.
Official Entertainment,	500.
Stationery and Postage,	200.
	\$4,800.

(2) Dean's Office.

Salary,	\$1,000.
Stenographer,	800.
Travel,	100.
Stationery and Postage,	200.
Miscellaneous,	100.
	\$2,100.
Supplies,	400.

(3) Printing and Publication.

Circulars,	\$1500.
Normal Notes,	1500.

3. Instruction.

(1) Department of Philosophy:

F. W. Parker,	\$5,000.
History of Education,	2,000.
Physical Psychology,	2,000.
	<u>\$9,000.</u>

(2) Department of History and Literature:

Miss Rice,	2,500.
Assistant Professor,	2,000.
	<u>\$4,500.</u>

(3) Department of Geology:

Miss Weber,	2,000.
Instructor,	1,500.
	<u>\$3,500.</u>

(4) Department of Art and Manual Training:

Associate Professor,	2,500.
Assistant Professor,	2,000.
Instructor,	1,000.
	<u>\$5,500.</u>

(3) Printing and Publication.

Normal Notes,	1500.
Directors,	1500.

8. Instruction.

(1) Department of Philosophy;

F. W. Parker,	25,000.
History of Education,	2,000.
Physical Psychology,	2,000.
	<u>29,000.</u>

(2) Department of History and Literature;

Miss Rice,	2,500.
Assistant Professor,	2,000.
	<u>4,500.</u>

(3) Department of Geology;

Miss Weber,	2,000.
Instructor,	1,500.
	<u>3,500.</u>

(4) Department of Art and Manual Training;

Associate Professor,	2,500.
Assistant Professor,	2,000.
Instructor,	1,000.
	<u>5,500.</u>

(5) Department of Natural Science:

Mr. Jackman,	\$4,000.	
Assistant Professor of Physiology and Chemistry,	2,000.	
Assistant,	800.	
		<u>\$6,800.</u>

(6) Department of Ancient Languages:

Professor,	3,000.	
Assistant Professor,	2,000.	
		<u>\$5,000.</u>

Department of Modern Languages:

(7) Assistant Professor,	2,000.	2,000.
Instructor,	1,500.	
		<u>\$3,500.</u>

(8) Department of Expression:

Miss Fleming,	2,500.	
		<u>\$2,500.</u>

(9) Department of Kindergarten:

Assistant Professor,	2,000.	
Instructor,	1,500.	
		<u>\$3,500.</u>

(10) Department of Physical Culture:

Mr. Crow,	2,500.	
Assistant,	1,000.	
		<u>\$3,500.</u>

(5) Department of Natural Sciences:

Mr. Jackson, \$4,000.
Assistant Professor of Physiology and Chemistry, 2,000.
Assistant, 800.
\$6,800.

(6) Department of Ancient Languages:

Professor, 2,000.
Assistant Professor, 2,000.
\$4,000.

Department of Modern Languages:

Assistant Professor, 2,000.
Instructor, 1,500.
\$3,500.

(8) Department of Expression:

Miss Fleming, 2,500.
\$2,500.

(9) Department of Kindergarten:

Assistant Professor, 2,000.
Instructor, 1,500.
\$3,500.

(10) Department of Physical Culture:

Mr. Grow, 2,500.
Assistant, 1,000.
\$3,500.

(11) Department of Music:

Associate Professor,	\$2,500.
Assistant,	1,000.
	<u>\$3,500.</u>
Grand Total,	<u>\$50,800.</u>

Heads of Rooms for Elementary School,

Viz., Eight, at \$1,200.	9,600.
	<u>\$50,800.</u>
	<u>9,600.</u>
	\$60,400.

4. Library, Laboratory, and Museums.

(1) Library Administration;

Librarian, - - Warren,	\$1,200.
Building,	200.
Supplies,	200.
Miscellaneous,	100.
Books,	1,000.
Periodicals,	250.

(2) Laboratory Equipment and Supplies:

Equipment,	1,000.
Supplies,	500.

(3) Museums, 500.

(11) Department of Museo:

Associate Professor,

Assistant,

\$8,500.

1,000.

\$8,500.

Grand Total,

\$80,800.

Heads of Rooms for Elementary School,

Viz., Eight, at \$1,200.

9,600.

\$80,800.

9,600.

\$80,400.

4. Library, Laboratory, and Museums.

(1) Library Administration:

Librarian, - - - - -

\$1,200.

200.

200.

100.

1,000.

250.

Building,

Supplies,

Miscellaneous,

Books,

Periodicals,

(2) Laboratory Equipment and Supplies:

Equipment,

1,000.

Supplies,

500.

(3) Museums,

500.

5. Buildings and Grounds.

Engineer,	\$1,500.
Assistant Engineer,	900.
Care of Grounds and Sprinkling,	200.
Watchman,	600.
Engineer's Supplies,	150.
Electric Expense,	200.
Janitor,	500.
Elevators,	1,000.
Fuel,	<u>2,000.</u>
	\$7,050.
Miscellaneous Expenses,	<u>2,000.</u>
	\$9,050.

(1) General Administrative Expenses,	\$7,750.
(2) Educational Administration,	10,100.
(3) Instruction,	60,400.
(4) Library, Laboratory, and Museums,	4,250.
(5) Buildings and Grounds,	<u>9,050.</u>
	\$92,250.
(6) Contingent Fund,	<u>12,000.</u>
	\$104,250.
	104,250.

B. Buildings and Grounds.

Engineer,	\$1,500.
Assistant Engineer,	800.
Care of grounds and sprinkling,	200.
Watchman,	600.
Engineer's supplies,	150.
Electric Expenses,	200.
Janitor,	500.
Elevators,	1,000.
Rent,	<u>2,000.</u>
	\$7,050.
Miscellaneous Expenses,	<u>2,000.</u>
	\$9,050.

(1) General Administrative Expenses,	\$7,750.
(2) Educational Administration,	10,100.
(3) Instruction,	60,400.
(4) Library, Laboratory, and Museum,	4,850.
(5) Buildings and Grounds,	<u>9,050.</u>
	\$82,350.
(6) Contingent Fund,	<u>12,000.</u>
	\$104,350.

F.

DEPARTMENT OF THE ENGINEER AND JANITOR.

1 Engineer at \$150. per month	\$1800.
2 Fireman " 75. " "	1800.
4 Sweepers and Dusters at \$30. per month	1440.
Window Washing and Floor Scrubbing, yearly contract	1200.
	<u>\$6240.</u>

H.

Office Clerk-Stenographer & Typewriter at \$50.	\$600.
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I. Printer

\$1000.

Printer's Ass't

500.

Grand Totals

\$58500.

\$77140.

J.

MODEL SCHOOL.

One Kindergarten

Min. \$1500.

Max. \$2000.

" Assistant

" 1000.

1500.

8 Grade Teachers

" (1200-Max.1800.) \$9600.

14400.

Total

\$11100.

\$17900.

Total cost of Nov. & Pr. Inst.

\$69100.

\$97040.

70,000

100,000

Prepared by W. S. Jackman.

January 12th, 1899.

DEPARTMENT OF THE ENGINEER AND JANITOR.

1 Engineer at \$180. per month
2 Fireman " " 75.
4 Sweepers and Dusters at \$50. per month
Window Washing and Floor Scrubbing, yearly contract
1800.
1440.
1800.
\$6240.

Office Clerk-Stenographer & Typewriter at \$50.
1. Printer
Printer's Assist.
Grand Total
\$600.
\$1000.
500.
\$2100.

3. One Kindergarten
" Assistant
8 Grade Teachers
Total
MODEL SCHOOL.
Min. \$1500.
1000.
" (1200-Max. 1800.) \$9600.
14400.
Max. \$2000.
1500.
\$17800.

Total cost of Nov. & Pr. Inst. \$29100. \$27040.

Prepared by W. S. Jackson.
January 12th, 1899.

A.

A.

BOARD OF INSTRUCTION.

- I. General. Principal: Responsible for the entire school.
Dean: Executive under the Principal and Head-Professor of a Department.

II. Departmental.

Head-Professor: Responsible for the organization equipment and instruction in a department. Pedagogics of the Department.

Professor: Responsible for a primary division of a department. For example, in Department of Science--Biology; Department of History -- Literature; etc.

Associate-Professor: Responsible for a secondary division of a Department. For example, in Biology, Botany; in History, a given period.

Instructor: Responsible for special class-work.

In Science, field work; in History, museum work; etc.

Assistant: Responsible for special duties. Care of material, etc.

Librarian: Ranking as Associate-Professor.

- III. The Principal and Head-Professors to constitute
The Faculty Council of Advice in all matters pertaining to organization of the school as a whole.

- IV. The Head-Professor and his corps to constitute a
Department Board.

B.

CLASSIFICATION OF SUBJECTS.

I. Department of Philosophy.

Primary Divisions: a. Psychology. Sec. Div. --
Physiological Psychology and Child Study.

b. History of Education.

II. DEPARTMENT OF SCIENCE.

Primary Division: a. Biology. Sec. Div. -- Botany,
Zoology.

b. Physics. " " Astron-
omy, Meteorology, Mechanics.

c. Chemistry. " " Mineral
ogy. d. Mathematics? " Number,

Form, Algebra.

III. Department of History.

Primary Divisions: a. Institutions.

b. Literature.

IV. Department of Geography.

Primary Divisions: a. Physiography. Sec. Div. -Po-
litical Geography, etc.

b. Geology. " " Crys-
tallography.

V. Department of Expression.

Primary Division: a. Language: Sec. Div. (1) English
(2) French
(3) German

(4) Ancient (Latin
(Greek.

b. Art: (1) Painting, Drawing.
(2) Modeling, Wood Carving.

c. Music

d. Physical Culture

e. Manual Training.

300 @ 80 24000
 150 @ 160 24000
 148000
 25
 73000

1100
 2200
 4400

V. Department of Expression.
 Primary Division: a. Language: Sec. Div. (1) English
 (2) French
 (3) German
 (4) Ancient Latin
 (5) Greek
 b. Art: (1) Painting, Drawing
 (2) Modeling, and Carving
 c. Music
 d. Physical Culture
 e. Manual Training

IV. Department of Geography.
 Primary Divisions: a. Physiography. Sec. Div. - Po-
 b. Geology. c. Geography.

III. Department of History.
 Primary Divisions: a. Institutions.
 b. Literature.

II. DEPARTMENT OF SCIENCE.
 Primary Division: a. Biology. Sec. Div. -- Botany,
 Zoology.
 b. Physics. c. Mathematics.
 d. Chemistry. e. Meteorology, Mechanics.
 f. Astronomy.

I. Department of Philosophy.
 Primary Divisions: a. Psychology. Sec. Div. --
 Physiological Psychology and Child Study.
 b. History of Education.

IV. Department Board.
 The Head-Professor and his corps to conduct the organization of the school as a whole.
 The Faculty Council of Advisors in all matters pertaining to the school.

III. The Faculty Council of Advisors in all matters pertaining to the school.

II. Departmental.
 Head-Professor: Responsible for the organization and instruction in a department. Pedag-
 ogics of the Department.
 Professor: Responsible for a primary division of a department. For example, in Department of Science--
 Physics; Department of History -- Literature; etc.
 Assistant-Professor: Responsible for a secondary division of a department. For example, in Botany; in History, a given party.
 Instructor: Responsible for special studies, field work; in History, etc.
 Lecturer: Responsible for special studies, field work, etc.
 Assistant: Helping as Associate-Professor.

I. General.
 Principal: Responsible for the entire school.
 Dean: Executive under the Principal and Head-Professor of a Department.

BOARD OF INSTRUCTION.

C. CORPS OF INSTRUCTION.

I. Department of Philosophy.

- (a) The Principal -- Head-Professor of Psychology.
- (b) One Professor of History of Education.
- (c) One Associate-Professor of Physiological Psychology and Child Study.

II. Department of Natural Sciences.

- (a) Head-Professor: Pedagogics of Department; Biology.
- (b) One Instructor in Biology.
- (c) One Professor of Physics and Chemistry.
- (d) One Instructor " " "
- (e) One Professor of Mathematics
- (f) One Associate Professor of Mathematics.
- (g) One Department Assistant.

III. Department of History.

- (a) Head-Professor: Pedagogics of Department; Institutions.
- (b) One Professor: Literature.
- (c) One Department Assistant.

VI. Department of Geography.

- (a) Head-Professor: Pedagogics of Department; Physiography, etc.
- (b) One Professor of Geology.
- (c) One Department Assistant.

V. Department of Expression.

- (a) Head Professor: Language; English and Oral Expression.
- (b) One Instructor: French and German.
- (c) One Instructor Latin and Greek
- (d) One Professor of Art; Painting and Drawing.
- (e) One Associate Professor Modeling and Wood Carving.
- (f) One Professor of Physical Culture
- (g) One Assistant " " "
- (h) One Professor of Manual Training
- (i) One Assistant " " "
- (j) One Professor of Music.
- (k) One Assistant " " "

VI. Library.

- (a) One Librarian
- (b) Two Assistants.

D. SCALE OF SALARIES.

(Based upon N.Y. Teachers' College -- Approximately)

Principal					\$8000.00
Head Professor, who is also Dean.					5000.00
Head-Professor	\$3500. min.	-special fitness,	maximum.		4000.00
Professor	2500.	"	"	"	3000.00
Associate Prof.	1500.	"	"	"	2000.00
Assistant	800.	"	"	"	1000.00

E. ESTIMATED COST OF INSTRUCTION.		Total.	
		Min.	Max.
1 Principal	Min. \$8000.	Max. \$8000.	Max. \$8000.
2 Head-Prof. & Dean	5000.	5000.	5000.
3 Head-Prof.	3500.	4000.	12500.
9 Professors	2500.	3000.	22500.
3 Associate Prof.	1500.	2000.	4500.
4 Instructors	1000.	1500.	4000.
6 Assistants	500.	800.	3000.
1 Librarian	1500.	2000.	1500.
Total		\$58500.	\$70800.

File
W. H. Blair

CORPS OF INSTRUCTION.

Department of Philosophy.

- (a) The Principal -- Head-Professor of Psychology.
(b) One Professor of History of Education.
(c) One Associate-Professor of Psychological Psychology and Child Study.
Department of Natural Sciences.

- (a) Head-Professor: Pedagogics of Department of Biology.
(b) One Instructor in Biology.
(c) One Professor of Physics and Chemistry.
(d) One Instructor " "
(e) One Professor of Mathematics.
(f) One Associate Professor of Mathematics.
(g) One Department Assistant.

Department of History.

- (a) Head-Professor: Pedagogics of Department; Institute.
(b) One Professor: Literature.
(c) One Department Assistant.

Department of Geography.

- (a) Head-Professor: Pedagogics of Department; Physiography.
(b) One Professor of Geology.
(c) One Department Assistant.

Department of Expression.

- (a) Head Professor: Language; English and Oral Expression.
(b) One Professor: English and German.
(c) One Professor: Latin and Greek.
(d) One Professor of Art; Painting and Drawing.
(e) One Associate Professor Modeling and Wood Carving.
(f) One Professor of Physical Culture.
(g) One Assistant " "
(h) One Professor of Manual Training.
(i) One Assistant " "
(j) One Professor of Music.
(k) One Assistant " "

Library.

- (a) One Librarian.
(b) Two Assistants.

SCALE OF SALARIES.

(Based upon N.Y. Teachers' College -- Approximately)

Principal	\$8000.00
Head Professor, who is also Dean.	5000.00
Head-Professor	4000.00
Professor	3000.00
Associate Prof.	2000.00
Assistant	1000.00

ESTIMATED COST OF INSTRUCTION.

	Min.	Max.	Total.
1 Principal	\$8000.	\$8000.	\$8000.
1 Head-Prof. & Dean	5000.	5000.	5000.
2 Head-Prof.	4000.	4000.	8000.
9 Professors	3000.	3000.	27000.
3 Associate Prof.	2000.	2000.	6000.
4 Instructors	1000.	1000.	4000.
8 Assistants	800.	800.	6400.
1 Librarian	1500.	1500.	1500.
Total	\$28500.	\$28500.	\$70800.