

PLAN FOR ORGANIZING THE UNIVERSITY RECORD OFFICE.

1. All records of the Faculty governing bodies and of Administrative offices shall be kept in the office of the University Recorder and under his general direction.
2. These records include:-
 - 1) Records of faculty and board meetings.
 - 2) Records of University Regulations (always kept to date)
 - 3) Lists of students.
 - 4) Lists of classes for each quarter.
 - 5) Record of division lists in the Colleges.
 - 6) Record of attendance on required student exercises.
 - 7) Record of credits in courses of instruction.
 - 8) Record of enrollment and examination for higher degrees.
 - 9) Record of degrees granted.
 - 10) Record of cases of discipline.
 - 11) Record of honors, scholarships and fellowships.
 - 12) Record of Student Organizations, etc.
3. In accordance with this plan, the Recorder is responsible for
 - 1) All University Statistics (i.e. of matters under care of the Faculty)
 - 2) All University Publications based on above records; e.g.
 - (1) Register, Annual.
 - (2) Announcements, Semi-annual.
 - (3) Departmental Programmes Annual.
 - (4) Weekly Record
 - (5) Manual of Rules.
 - (6) Bulletin Boards.
4. The Recorder shall have one chief clerk, and such other clerks (permanent and temporary) and stenographers as may be necessary.
5. The Recorder's Office should be contiguous to those of the administrative officers and to the faculty room.

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1. All records of the Faculty governing bodies and of Administrative officers shall be kept in the office of the University Recorder and under his general direction.

2. These records include:

- 1) Records of Faculty and Board meetings.
- 2) Records of University Publications (where kept as such).
- 3) Lists of students.
- 4) Lists of officers and committees.
- 5) Records of attendance on required and optional exercises.
- 6) Records of credits in courses of instruction.
- 7) Records of enrollment and examination for higher degrees.
- 8) Records of degrees granted.
- 9) Records of names of scholars.
- 10) Records of honors, scholarships and fellowships.
- 11) Records of student organizations, etc.
- 12) Records of student organizations, etc.

3. In accordance with this plan, the Recorder is responsible for

- 1) All University Publications (i.e. of matters under care of the Faculty).
- 2) All University Publications (where kept as such) except:
 - (1) Register, Annual.
 - (2) Announcements, Semi-annual.
 - (3) Departmental Progresses, Annual.
 - (4) Weekly Record.
 - (5) Manual of Rules.
 - (6) Subject Index.

4. The Recorder shall have one chief clerk, and such other clerks

(as may be required) and shall be responsible for the maintenance of the

5. The Recorder's Office shall be assigned to some of the

administrative officers and as the Faculty room.

2. Dean's Clerks.

- 1) Verifies registration cards and on presentation of tuition tickets, etc., stamps registration card.
- 2) Keeps registration card or
copies registration card and send it to Recorder
- 3) Sends course card to Recorder.

3. Recorder.

- 1) makes class lists; card catalogue.
- 2) Sends instructors copy of his class lists.
- ? 3) Prints ditton in Record.

2. Dean's Clerk.

- 1) Verifies registration cards and on presentation of tuition tickets, etc., stamps registration card.
- 2) Keeps registration card or copies registration card and send it to Recorder.
- 3) Sends course card to Recorder.

3. Recorder.

- 1) Makes class lists; card catalogue.
- 2) Sends instructors copy of his class lists.
- 3) Prints list in Record.

III. Records and Reports.

1. Records in Dean's offices.

- 1) Registration cards; posted with changes.
- 2) Absences from required exercises (Chapel and Divinity Lectures.
- 3) Candidates for higher degrees (Graduate)

2. Reports by Deans.

- 1) Lists of students to Recorder, for publication.
- 2) Absences to Recorder, for entry.

3. Records in recorder's office.

- 1) Class lists; posted with changes.
- ? 2) Lists of students in all schools,--registration cards.
- 3) Record of work, from instructor's reports at end of course, and from Dean's reports of absences etc.

4. Reports by Recorder.

- ? 1) Lists of students, publishers.
- 2) Quarterly report of attendance, etc., to respective Deans.
- 3) candidates for degrees qualified on records.

5. Records kept by instructors.

- 1) attendance by classes.
- 2) Quality of work; terms, and examination.

6. Reports by instructors.

- 1) Weekly, of (1) absence, (2) Bad work, (3) students sent to Dean for registration
- 2) ~~Master's~~ grade of students in course.

President

III. Records and Reports.

1. Records in Dean's Office.

- 1) Registration cards; posted with changes.
- 2) Absences from required exercises (Chapel and
- Divinity Lectures.
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2. Reports by Deans.

- 1) List of students to Recorder, for publication.
- 2) Absences to Recorder, for entry.

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- cards.

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- etc.

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- tive Deans.
- 3) Candidates for degrees qualified on records.

5. Records kept by instructors.

- 1) attendance by classes.
- 2) Quality of work; terms, and examination.

6. Reports by instructors.

- 1) Weekly, of (1) absence, (2) Bad work, (3) students
- sent to Dean for registration
- 2) ~~Monthly~~ grade of students in course.

IV. Registrar's Tickets.

1. Tuition

1) \$40.00

✓ 2) \$30.00 Sold only on presentation of matriculation
2 (card.

3) \$20.00 +

3 (4) \$15.00 Sold only on Dean's voucher,

5) \$7.50 " " " " "

2. Laboratory.

1) \$5.00,

2) \$2.50,

3) \$1.25.

3. Change. Sold only on Dean's voucher. 25¢

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- 5) \$7.50 " " " " "

2. Laboratory.

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- 2) \$2.50
- 3) \$1.25

3. Change. Sold only on Dean's voucher. 25¢

II. Changes.

- (1) Changes caused by University, no charge.
- (2) Changes caused by student, whether by error or change of mind, 25 ¢ each course added, subtracted, or substituted, and then only by Dean's permission.
- (3) Registrar has change tickets; sells them only on voucher of Dean.
- (4) Clerk of Dean.
 - (1) Stamps change card on presentation of it and change ticket accompanying it (takes up both.)
 - (2) Enters change of registration card.
 - (3) Send change card to Recorder.
 - (5) Recorder
 - 1) Corrects class list.
 - ? 2) Corrects registration card.
 - 3) Notifies instructor.
 - ? 4) Prints change in Record.

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- (1) Changes caused by University, no charge.
- (2) Changes caused by student, whether by error or change of mind, \$5 & each course added, and subtracted, or substituted, and then only by Dean's permission.
- (3) Registrar has change tickets; sells them only on voucher of Dean.
- (4) Clerk of Dean.
- (1) Stamps change card on presentation of it and change ticket accompanying it (takes up both.)
- (2) Enters change of registration card.
- (3) Send change card to Recorder.
- (5) Recorder
 - 1) Corrects class list.
 - 2) Corrects registration card.
 - 3) Notifies instructor.
 - 4) Prints change in Record.

I. MATRICULATION AND REGISTRATION.

I. Students.

A. New Students.

- Dean (1) Matriculation with Dean.
- (2) At same time consults as to selecting courses.
- Reg (3) Has matriculation card stamped and buys tuition tickets, etc., of Registrar.
- (4) Files registration cards (1 Registration card and for each course 1 course card) with Dean's clerk,--showing matriculation card and tuition tickets; clerk stamps registration card.

B. Old Students.

- (1) Consults with Dean, etc., Dean makes memorandum of special arrangement, to be verified by clerk.
- (2) Files registration cards with Dean's clerk.
- (3) At opening of Quarter, buys tuition tickets, etc. of Registrar.
- (4) Presents tuition ticket, etc., to Dean's clerk; clerk then stamps registration card.

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- (2) Files registration cards with Dean's clerk.
- (3) At opening of Quarter, buys tuition tickets, etc., of Registrar.
- (4) Presents tuition ticket, etc., to Dean's clerk; clerk then stamps registration card.

SUGGESTIONS FOR REGISTRATION.

1. Student to consult his Dean without reference cards, etc., the consultation to be held before actual registration begins.

✓ 2. The student to fill out ^{a registration card and} (two cards) for each course or) a coupon card (or a book prepared for the purpose).

3. The student to secure the Registrar's stamp by paying the necessary fees.

✓ 4. The student to deposit the cards or book with the Dean's Clerk, who will inspect, and, if satisfactory, and after stamping, send ^{one} to the instructor, ^{one} to the Recorder, making a record of the same in a book or card catalogue for the use of the Dean.

5. The instructor to file with the President's office for publication the names of the members of his classes by the 6th day.

6. The Recorder to prepare from his slips the list of classes for publication and to compare the same with the lists filed in the President's office.

7. New names and dropped names to take the same routine.

as now 8. Dean of the Junior Colleges and Dean of the Senior Colleges to keep account of absences from Chapel and Division meetings and to report the same at the end of each term to the Recorder.

as now 9. Absences from recitation and bad work to be reported every Thursday to the Recorder's office and thence to the Dean.

SUGGESTIONS FOR REGISTRATION

1. Student to submit his name without reference cards, etc., the consultation to be held before actual registration begins.
2. The student to fill out (two cards) for each course or a coupon card (or a book prepared for the purpose).
3. The student to submit the Registrar's stamp by paying the necessary fees.
4. The student to deposit the cards or book with the Dean's Clerk, who will inspect, and, if satisfactory, after stamping, send one to the instructor, one to the Registrar, making a record of the same in a book or card catalogue for the use of the Dean.
5. The instructor to file with the President's office for publication the names of the members of his classes by the 5th day.
6. The Registrar to prepare from this list the list of classes for publication and to compare the same with the lists filed in the President's office.
7. New names and dropped names to take the same routine.
8. Dean of the Junior College and Dean of the Senior College to keep account of absences from Chapel and Division meetings and to report the same at the end of each term to the Registrar.
9. Absences from registration and late work to be reported every Thursday to the Registrar's office and names to the Dean.

Plan for a
Term-Annual Registration with student responsibility.

1. L.H.T. Programs published annually, about
Apr. 1 (in March if possible).
2. Announcements for year issued in May.
3. Last week in May each student in resi-
dence registers for Summer & Autumn -
(indicating absence for a quarter in place of
registering).
4. Review Announcements for Winter & Spring
issued in November.
5. Last week in November each student in
residence registers for Winter and Spring (in
like manner indicating absence).
6. At opening of each quarter changes may
be made.
 - 1) If student is responsible for the change,
either by error or change of mind, he
pays a fee of 25¢ for each course with-
drawn or added, to cover cost of clerical work.
 - 2) If student is not responsible for change,
no fee is charged.
7. a. In registering, the student is provided
with one card for the two quarters. On this

- he writes all his courses for each quarter.
6. Dept. numbers are not used. E.g. the student merely writes "History 3."
7. No credit values are put on the card. There are attached later by clerk - every course being presumed to be a major unless otherwise indicated.
8. The registration cards are merely filled by the student and filed ~~with it~~ at the office of the Reg. Recorder. Dean's approval is not needed unless in case of some special arrangement which deviates from the ordinary.
9. The deans ~~and~~ Records & Departments ~~and other instructions~~ may always be consulted by students, and in case of doubt always should be.
10. Junior College students especially must consult dean as to required courses and conditions. But the student ^{will} ~~must~~ always be held responsible for accuracy.
11. Students ^{not in evidence at} ~~entering~~ ~~attending~~ the Semi-Annual registration, but who ~~will~~ ^{will} later, may register on entrance.
12. Registration cards when filed are in -
spectus of an expert clerk.
1) In case of error, the student is sum-
moned to correct it.
2) In case of doubt or discrepancy, dean is consulted.

to write all his business for each quarter.
The number of the next week, 3 p. the number
of the next week, 3 p. the number

The best value is put on the case. There
are various other things - some of them
being persons to be a sufficient number
of them indicated.

The organization of the case is very fine
by the other case files with the other
office of the other. The other
is not needed unless a case is done
Special arrangement which should be
from the other.

The other case is very fine. The other
may be very fine. The other
in case of other things should be.

For the other things, especially the other
concerned with the other. The other
concerned with the other. The other
in the other things for the other.

The other things, especially the other
concerned with the other. The other
concerned with the other. The other
in the other things for the other.

13. From registration cards, the class lists
are made
1) for instructors
2) card lists for office.

14. Student is provided with a duplicate of the blank registration card, on which he may keep tally of his registration.

15. Office keeps deans informed of cases needing their attention.

13. From registration cards, the clerk
has made a list of the names
of the persons who have been
in the office for a long time.

14. The clerk is provided with a
list of the names of the persons
who have been in the office for a long time.

15. The clerk is provided with a
list of the names of the persons
who have been in the office for a long time.

Plan for a Semi-Annual Registration
with student responsibility.

1. Departmental Programmes published annually about April 1st. (in March if possible.)
2. Announcements for year issued in May.
3. Last week in May each student in residence registers for Summer and Autumn (indicating absence for a quarter in place of registration)
4. Revised Announcements for Winter and Spring issued in November.
5. Last week in November each student in residence registers for Winter and Spring (in like manner indicating absence.)
6. At opening of each quarter changes may be made.
 - 1) If student is responsible for the change, either by error or change of mind, he pays a fee of 25 cents for each course withdrawn or added, to cover the cost of clerical work.
 - 2) If student is not responsible for change, no fee is charged.
- 7a. In registering, the student is provided with one card for the two quarters. On this he writes all his courses for each quarter.
 - b. Department numbers are not used. e.g. the student merely writes "History 3".
7. No credit values are put on the card. These are attached later by clerk- every course being presumed to be a major unless otherwise indicated.
8. The registration cards are merely filled by the student and filed at the office of the Recorder. Deans' approval is not needed unless

Plan for a Semi-Annual Registration

with student responsibility

1. Departmental Programs published annually about April 1st. (in

March if possible.)

2. Announcements for year issued in May.

3. Last week in May each student in residence registers for Spring

and Spring (indicating changes for a quarter in place of registration)

4. Registered announcements for Winter and Spring issued in November.

5. Last week in November each student in residence registers for

Winter and Spring (the first semester in the following semester)

6. At opening of each quarter changes may be made.

7. If student is responsible for the change, either by
error or change of mind, he pays a fee of 50 cents for
each change of address or added, to cover the cost of
electronic work.

8. If student is not responsible for change, no fee is
charged.

9. In registering, the student is provided with one card for the
two quarters. On this he indicates all the changes for each quarter.

10. Department numbers are not used. e.g. the student merely writes

"Library 3".

11. No credit values are put on the card. There are attached later
by other agency codes being furnished to be used when the student
indicates.

12. The registration cards are ready filled by the student and filed
at the office of the Registrar. There is no need for
approval.

in case of some special arrangement which deviates from the ordinary.

9. The Deans, Heads of Departments and other instructors may always be consulted by students, and in case of doubt always should be.

10. Junior College students especially should consult dean as to required courses and conditions. But the student will always be held responsible for accuracy.

11. Students not in residence at the semi-annual registration, but who enter later, may register on entrance.

12. Registration cards when filed are inspected by an expert clerk.

- 1) In case of error, the student is summoned to correct it.
- 2) In case of doubt or discretion, Dean is consulted.

13. From registration cards, the class lists are made.

- 1) for instructors
- 2) card lists for office.

14. Student is provided with a duplicate of the blank registration card, on which he may keep tally of his registration.

15. Office keeps deans informed of cases needing their attention.

in case of some special arrangement which deviates from the ordinary.

9. The Books, Books of Departments and other instructors may always

be examined by students, and in case of doubt always should be.

10. Junior College students especially should exercise their right to

registered courses and conditions. For the students will always be held

responsibility for accuracy.

who enter later, may register on entrance.

12. Registration cards when filled are inspected by an expert clerk.

1) In case of error, the student is supposed to correct it

2) In case of doubt or discrepancy, leave is recommended.

13. From registration cards, the office files are made.

1) For instructors

2) and files for office

14. Student is provided with a duplicate of the blank registration

card, on which he may keep copy of his registration.

15. Office keeps record of all registration cards submitted.

Printing

50.00

Postage

50.00

Judem
\$1120.00

Deans' Offices: Junior College.

Salaries of Deans

\$1500.00

Stenographer

600.00

Student Service

240.00

Supplies

100.00

Printing

200.00

Postage

100.00

\$2740.00

Total

\$9980.00

Johnson

Printing

50.00

Postage

50.00

\$1150.00

Deans' Offices: Junior College.

Salaries of Deans

\$1500.00

Stenographer

600.00

Student Service

240.00

Supplies

100.00

Printing

200.00

Postage

100.00

\$2740.00

\$3380.00

Total

REVISED BUDGET.

Recorder's Office:

Recorder's Salary	\$500.00
Editorial Assistant (Arnolt)	600.00
Record Assistant (Gurney)	1200.00
Stenographer	600.00
Other Assistants	300.00
Printing	200.00
Postage	50.00
Miscellaneous	150.00
Diplomas	<u> </u>

1
\$3700.00

Deans' Offices: Graduate School.

Salary of Head Dean	\$1000.00
Salary of Salisbury	500.00
Stenographer	600.00
Student Assistants	120.00
Deans' Supplies	100.00
Printing	50.00
Postage	<u>50.00</u>

\$2420.00

Deans' Offices: Senior College.

Dean's Salary	\$500.00
Stenographer	300.00
Student	120.00
Supplies	100.00

REVENUE SUMMARY

Recorder's Office:

Recorder's Salary	\$500.00
Historical Assistant (Archie)	500.00
Record Assistant (Barney)	1200.00
Stenographer	500.00
Other Assistant	500.00
Printing	200.00
Postage	50.00
Miscellaneous	150.00
Diplomas	

\$3700.00

Deans' Offices: Graduate School:

Salary of Dean Dean	\$1000.00
Salary of Salisbery	500.00
Stenographer	500.00
Student Assistant	120.00
Deans' Supplies	100.00
Printing	50.00
Postage	50.00

\$2420.00

Deans' Offices: Senior College:

Dean's Salary	\$500.00
Stenographer	500.00
Student	120.00
Supplies	100.00

SUGGESTED WORK FOR THE DEANS.

1. Correspondence with students asking for information.
2. Consultation with students desiring admission.
3. Matriculation.
4. Discipline.
5. Consultation with students about their courses of study.
6. Careful inspection of courses of instruction offered in connection with respective colleges or schools.
7. The Head Dean of a faculty or faculties also to be responsible for collecting and arranging of the material relating to the faculty of which he is dean, in the Register, circular of information and programs.

1. *Deans*
① Head - Dean.
② Dean of women
③ Dean of
④ Dean in

2. *Recorder*

The Recorder:

1. To make and preserve records of all faculty actions.
2. To make and preserve records of students.
3. " " " " " " classes.
4. " " " " " " departments.
5. " " " " " " matriculation.
6. " " " " " " diplomas.
7. To edit and publish the University Record.
8. To edit the University Register and programs.

REARRANGEMENT OF WORK IN VARIOUS OFFICES.

Examiner's Office to be disbanded and its work distributed as follows:

1. The work of Mr. Miller and the affiliations and co-operations to be organized into an independent office.
2. The work of examination of individual candidates for the Freshman class and for advanced standing to the Junior Colleges to be in the hands of the Dean of the Junior Colleges. The work of examination for entrance to the Senior Colleges and for advanced standing to the same to be placed in the hands of the Dean of the Senior Colleges. The work of passing upon credentials for the admission to the Graduate School and Divinity School to be placed in the hands of the Deans. The work of Mr. Gurney in connection with the records of students to be transferred to the Recorder's Office. The work of matriculation to be conducted by Deans and record preserved in Recorder's office. The work of dismissals by letter or certificate or by diploma to be placed in the hands of the respective Deans, the records to be preserved in the Recorder's Office. Mr. Salisbury to become Dean of the Ogden Graduate School, and Mr. Tolman to become Dean in the Junior Colleges.

REARRANGEMENT OF WORK IN VARIOUS DEPARTMENTS

Examiner's Office - to be abolished and its work distributed

as follows:

1. The work of Mr. Miller and the officials and co-operations to be organized into an independent office.
2. The work of examination of individual candidates for the Bachelor's degree and for advanced standing to be placed in the hands of the Dean of the Junior College. The work of examination for entrance to the Senior College and for advanced standing to be placed in the hands of the Dean of the Senior College. The work of passing upon credentials for the admission to the Graduate School and Divinity School to be placed in the hands of the Dean. The work of Mr. Gurney in connection with the records of students to be transferred to the Recorder's Office. The work of registration to be conducted by Deans and records preserved in Recorder's Office. The work of diplomas by letter or certificate or by diploma to be placed in the hands of the respective Deans, the records to be preserved in the Recorder's Office. Mr. Salisbury to become Dean of the Senior College, and Mr. Tolman to become Dean in the Junior College.

Dear Dr. Harper:

I have put down my ideas about the proposed Recorder's office indicating what seems to me necessary for the proper working of the plan as outlined. There are a few general statements which may be made regarding the matter.

1-I believe such a combination of interests as is contemplated would be a great improvement over present conditions, as there have been many weaknesses apparent under the latter.

2- I believe the plan perfectly feasible, not being able to see the many difficulties suggested by some of the deans at the Council meeting Saturday.

3-I think that I could swing the office , if I had the help indicated in the accompanying sheets, and if it was understood that I, being responsible, had the right to require efficiency of those under me.

4-I think that many of my tastes lie in the direction of such work, and that the perfection of such records as have sometimes seemed to me very desirable would appeal strongly to me.

But, on the other hand, there are considerations. As I understand the situation, I have occupied a very peculiar relation to the Recorder's work during the past months since Mr Goodspeed has been absent. I agreed to an arrangement for service and salary, which made no mention of the recorder's work. I never received any official notice of my appointment as acting-recorder, but have been doing the work outside the line of my duties as arranged for in my election to the office of President's secretary and without any recompense financial or otherwise, except what has come to me in added knowledge of the details of University management. I have tried very hard to attend to the business properly, and where I have made mistakes of omission and commission, these have been due largely to the pressure of work, which has prevented my attention to details,

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the work outside the line of my duties as arranged for in my relation to the office of President's secretary and without any recompense financial or otherwise, except what has come to me in added

knowledge of the details of University management. I have tried very hard to attend to the business properly, and where I have made mistakes of omission and commission, these have been due largely to

the pressure of work, which has prevented my attention to details.

Certain ideas in connection with the recorder's office I have not been able to carry out along lines suggested by Mr Goodspeed for the same reason. There has hardly been a day when I have not thought of things that might be done, if I only had time for them. Feeling that the secretaryship was the place which I was particularly to look after, the acting-Recordership has been a sort of grind for me, and I have been looking forward with eagerness to the time when I should be relieved from its cares and responsibilities. I have known, too, that I have not been able to do all I wished in the other office, because of the time taken for the recorder's work.

A year ago, when we talked over matters, you pictured the future in connection with the secretaryship, and I had rather settled down to the idea that it would be for my best interests to devote my energies to that. The change contemplated would necessitate my leaving that position, after only one year of experience in it, and that too a year, when much of my strength and energy was diverted to outside work. So I would appear a "rolling stone" and at the same time would not leave the best record for efficiency, just because of the handicap mentioned. I think it bad for a person to be changing work with each year. If there are the same possibilities in the office of President's secretary as there were a year ago, and if there is the same feeling on your part toward me, then I should much prefer to remain where I am and let some one else have the place at the head of the Recorder's office.

But if it ^{is} the general opinion that I should take up the other work-an opinion shared by you, then I should not wish to stand against a plan, which might secure better results for the University than could be obtained in the other position. But nothing has occurred to make me wish to change my decision made a year ago about the President's secretaryship, so that the burden of decision seems to me to rest upon you.

J.W.S.

Certain ideas in connection with the recorder's office I have not been able to carry out along lines suggested by Mr. Goodspeed for the same reason. There has hardly been a day when I have not thought of things that might be done, if I only had time for them. Feeling that the secretaryship was the place which I was particularly to look after, the acting-Recorder's office has been a sort of grind for me, and I have been looking forward with eagerness to the time when I should be relieved from its cares and responsibilities. I have known, too, that I have not been able to do all I wished in the other office, because of the time taken for the recorder's work.

A year ago, when we talked over matters, you pictured the future in connection with the secretaryship, and I had rather settled down to the idea that it would be for my best interests to devote my energies to that. The change contemplated would necessitate my leaving that position, after only one year of experience in it, and that too a year, when much of my strength and energy was diverted to outside work. So I would appear a "rolling stone" and at the same time would not leave the best record for efficiency, just because of the handicap mentioned. I think it bad for a person to be changing work with each year. If there are the same possibilities in the office of President's secretary as there were a year ago, and if there is the same feeling on your part toward me, then I should much prefer to remain where I am and let some one else have the place at the head of the Recorder's office.

But if it is the general opinion that I should take up the other work—an opinion shared by you, then I should not wish to stand against a plan, which might secure better results for the University than could be obtained in the other position. But nothing has occurred to make me wish to change my decision made a year ago about the President's secretaryship, so that the burden of decision seems to

Bees

me to rest upon you.

PLAN FOR THE RECORDER'S OFFICE, UNIVERSITY OF CHICAGO.

A. Staff of Officials.

- 1-The Recorder.
- 2-The First Assistant Recorder.
- 3-The Second Assistant Recorder
- 4-The Third Assistant recorder.
- 5-The Recorder's clerk
- 6-A Stenographer.

B. Duties of officials.

1-THE RECORDER

shall take charge of the whole system as rearranged, assuming responsibility for the efficient conduct of the office; he shall attend all meetings of faculties and boards, keeping the minutes thereof; he shall be editor in chief of all official publications of the University, doing in fact all now placed in the hands of the Recorder.

2-THE FIRST ASSISTANT RECORDER. (Muss-Arnolt)

shall do in connection with the records what is now done by the Assistant Recorder, attending to the compilation of the several official publications.

3-THE SECOND ASSISTANT RECORDER (Gurney)

shall keep all records of work completed, have charge of the diplomas, the alumni records, the records of fellows and scholars, the matriculation list &c &c.

4-THE THIRD ASSISTANT RECORDER (Hubbard)

shall have charge of records of all work in incomplete form, such as records of current work of students, attendance upon chapel, division meetings, recitations, rooms used by instructors, changes of registration &c He shall keep a record of all lectures, addresses, club meetings, sermons, concerts &c &c, which are announced upon the bulletin boards or otherwise. He shall do such other things as are now looked after by the Dean's clerk.

A. Staff of Officials.

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2-THE FIRST ASSISTANT RECORDER. (Miss Arnold)

shall do in connection with the records what is now done by the Assistant Recorder, attending to the compilation of the several official publications.

3-THE SECOND ASSISTANT RECORDER (Gurney)

shall keep all records of work completed, have charge of the diploma, the alumni records, the records of fellows and scholars, the matriculation list &c &c.

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5-THE RECORDER'S CLERK

shall give help as needed to each of the assistant recorders, doing e. g., what Davidson does for Gurney, and what extra helpers do for Hubbard at various times. Each of the three assistants need extra help enough to make the employment of one efficient clerk an economic measure. This clerk would keep the files in order (files of catalogues, circulars, blanks, &c &c), would be the statistician, being prepared to furnish statements of various kinds, when requested. The distribution of announcements of courses and programmes to students in residence would naturally fall into the hands of this clerk

6-THE STENOGRAPHER

would find plenty to do at all times, helping the various assistants and the Recorder in necessary correspondence and type-writing work.

C. Location of Offices.

For the sake of efficiency the office of the Recorder should be commodious enough to furnish room for the staff mentioned. Owing to the division of labor necessary for Dr Arnolt, he might be able to do his work in the Haskell Museum. It seems most likely that the general office must be in Cobb Hall, accessible to Deans and Registrar and Examiner. The best location would be in the two offices now used by the Dean's Clerk and by the Examiner. If the Examiner could get along with the University Extension office, the occupants of the latter going to some one of the Hull Buildings, the problem would be solved. If a larger room were needed, the lecture hall might be remodeled for the Examiner, the few large classes using the chapel or the Haskell Assembly room. This arrangement seems most desirable, as it would not require any change in more than one room, and would give the Examiner's office all the space needed for the various officials.

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licials.

The work of the University Extension Division is largely done by correspondence. What reason is there why this work may not be as well done upon the second floor of Cobb Hall as upon the first? This moved upstairs, the Examiner might take the Extension office, leaving the present quarters of the Examiner available for the Recorder under the new plan.

Or, since Mr Gurney says that it is desirable that the Examiner have a good deal of spare room in front of the counter to allow for the gathering of those who come in numbers at certain times of the year, the Recorder might take the Extension office and also the one now used by Mr Hubbard, although, if the Examiner could use the Extension office, thus leaving for the recorder two rooms contiguous, the arrangement would be much nearer the ideal.

Would it be out of the question to level up the floor of the Lecture Room and make that the Examiner's office, leaving large classes to use the chapel, when there is a class too large for the ordinary recitation room?

Would it be possible for the University Extension to go to Zoology or Botany buildings? There is no real need for the office in Cobb Hall except possibly for nearness to the telephone, and this difficulty can be obviated by use of the telephone in the press rooms in Botany building when necessary.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO Nov. 11, 1901.

Dear President Harper:-

We are introducing a change in the method of writing the students' names on the record sheets. Heretofore the surname has been written first, followed by a comma and the given names. Hereafter the surname will be written last, in the order commonly used by a person in signing his name. This method is already in use in our matriculation number books and alphabetical index books. In order that there may be no confusion between the record sheets already in use and those to be made out hereafter, the old sheets will be found with the surname (which ~~stands~~ first) underscored thus Smith, James Peter, but on the new blanks (on which the surname follows), the surname will be preceded by a vertical line.

Please communicate these items to the various members of your office concerned therewith.

Yours truly,

A. K. Parker Gurney
Recorder.*W*

Nov. 11, 1901.

CHICAGO

Dear President Harper:-

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Please communicate these items to the various

members of your office concerned therewith.

Yours truly,

Recevier.

September 30th, 1904.

My dear Dr. Parker:-

I am in receipt of your letter of September 23rd. I am much obliged for the full statement which it contains on the problems of the Recorder's Office. I am glad to know that matters are in good shape for the autumn, and that the schedule of official publications is now clearly understood. I strongly approve the proposition to make the Confidential Record separate and charge to the funds for special publications; also not to cut down the Weekly Calendar and to keep the Record at from twenty-four to thirty-two pages.

The plans for consolidation of the Recorder's Office and the Deans' Offices will come up before the Council this autumn and there will be full opportunity for its consideration.

Yours very truly,

W. R. Harper

September 20th, 1904.

My dear Dr. Parker:-

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W. R. Harper

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

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September 23, 1904.

My dear Mr. President:-

In answer to your request, I submit the following considerations regarding the condition and needs of the Recorder's Office.

1. It is understood that Mr. Gurney will be absent during the Autumn Quarter, and that his work will be done by Miss Hall with the assistance for three half days in the week of Miss Hughes, now Mrs. Sellon, for whose compensation provision has been made. Mrs. Sellon has had long experience as an assistant to Mr. Gurney and we feel confident that with her assistance Miss Hall will be able to attend to the routine of keeping the records. I shall not myself give instruction during the Autumn Quarter and shall be free to attend to the business of the office.

2. The revision of the publication schedule of the Official Publications made by the University Council promises to relieve us of difficulties with which we have long contended. Mr. Fiske and myself propose to notify the Deans' Offices a considerable time in advance of the date at which their material is due and to hold them to this schedule. We are now dating the Record on the first of the month instead of the close as heretofore and this change greatly relieves the pressure put by the old arrangement upon Mr. Fiske and the Press. I agree with Mr. Miller that the Confidential Record might properly be eliminated from the budget for the Record and published from funds for official publications with another heading. It has no subscription list and is not

The University of Chicago

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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

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4. The little book containing the lists of Faculties, Boards, and Standing Committees will be ready for distribution early in the Autumn Quarter. The Recorder's Office has had special appropriation of \$50.00 for binding. We have just received eleven bound volumes of class records and I shall send to the Press at an early date several volumes of minutes of Ruling Bodies and Faculties.

5. We have made an engagement with Miss Hall for twelve months. We shall need to engage her successor at least three months in advance of the expiration of her service that she may have the

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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

opportunity of learning the routine of the office with Miss Hall's help. Account of this fact should be in the budget of the Recorder's Office.

6. During my absence in the Summer a plan for the re-organization of the administrative work of the Recorder's Office and the Deans' Offices was discussed. Of the details of this plan I am quite ignorant and until I get further information I can express no judgment regarding it. A saving of time and money might be made, no doubt, by some such readjustment.

Yours truly,

A. H. Parker.

Recorder.

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

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Yours truly,

C. M. Gardner

Recorder.

Lat.
alc. H. B. f.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the Recorder

(2)
July 29, 1910.

My dear President Judson:-

alc.

The use of the phrase "Bureau of Records" has become so general that it is a little difficult to make the term "Recorder's Office" cover it. However, it occurs to me that in the telephone directory the separate item "Bureau of Records" might be stricken out, as farther down the list occur "Recorder's Office - Students' Records" and also "Recorder of the University." Possibly there might be inserted below in the list, in its alphabetical order, the term "Student Records" with the proper telephone number.

alc. /

Perhaps, also, it would tend to do away with the use of the word "Bureau," to have it taken off the door in Cobb Hall, and have printed there simply, "Student Records."

Very truly yours,

Horace S. Fiske

Assistant Recorder.

President Harry Pratt Judson,
Haskell Museum.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the Recorder

July 28, 1910.

My dear President Jackson:-

The use of the phrase "Bureau of

Records" has become so general that it is a little
difficult to make the term "Recorder's Office" cover it.
However, it occurs to me that in the telephone directory
the separate item "Bureau of Records" might be stricken
out, as further down the list occur "Recorder's Office -
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with the use of the word "Bureau," to have it taken off
the door in Cobb Hall, and have printed there simply,
"Student Records."

Very truly yours,

Howard S. Drake

Assistant Recorder

President Harry Pratt Jackson,
Haskell Museum.

Open

II.

REPORT ON

RECORDER'S AND EXAMINER'S OFFICE

AND ITS ASSOCIATED OFFICES.

Nov. 30, 1921.

ing the current fiscal year the expenditures of these offices

In making an inspection of the Recorder's and Examiner's Offices and their associated offices there appeared to be three important questions concerning which inquiry should be made. First, what is the cause of the noticeably large in-

	Amount	For Cent
1915-16	\$21,982.51	
1916-17	\$33,806.75	54.
	11,824.24	

crease in the annual amounts expended for salaries and expenses of these offices, and is this cause a necessary and justifiable one. Second, what may be done to not only stop these rapidly increasing expenditures but if possible to reduce them below the amount required during the past fiscal year. Third, what sug-

gested improvements or changes in the operations of these offices may be made which will result in greater efficiency for the University and better service for the student body.

The study of the large increase in the annual amounts expended for salaries and expenses of the offices in question is made difficult by a number of unusual factors involved. The years in which these increases appear are ones during which there have been large increases in the scale of employees' salaries and the prices of materials, and ones during which the University has had a large growth. Furthermore, in the budget expenditures there has been no separate division of the amounts expended for each office, but to the accounts of Recorder's and Examiner's Office Salaries and Recorder's and Examiner's Office Expense have been charged the salaries and expenses of the Recorder's Office, the Examiner's Office, the Graduate Office, the Deans' Offices, and the Cooperative Schools Office. Dur-

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crease in the annual amounts expended for salaries and expenses of these offices, and is this cause a necessary and justifiable one. Second, what may be done to not only stop these rapidly increasing expenditures but if possible to reduce them below the amount required during the past fiscal year. Third, what suggested improvements or changes in the operations of these offices may be made which will result in greater efficiency for the University and better service for the student body.

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ing the current fiscal year the expenditures of these offices are being kept in separate accounts.

Of the two items that of salaries has had a greater increase, as is shown by the following figures.

Recorder's and Examiner's Office Salaries.

Year	Total Salaries	Increase Over 1915-16	
		Amount	Per Cent
1915-16	\$21,992.51	\$1,797.63	8.
1916-17	23,789.14	11,814.24	54.
1919-20	33,806.75	22,098.43	104.
1920-21	44,090.94		

It is only natural that there should have been salary increases for all University offices over the years for which the statistics have been taken. However, on examining the figures for three other offices of the University in which are employed large forces of clerical help the salary increases of the Recorder's and Examiner's Offices are found to be much greater than two of the offices and less than the third. In these comparisons the Correspondence Study Department has been used as the proportionate growth of this department has been almost identical with that of the University.

It will also be noticed that the average salary increase of the three offices, including the Cashier's Office, is somewhat less than the increase in the salaries of the Recorder's and Examiner's Offices.

The additional help required with the growth of the University is partially the cause of the increase of the total

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Per Centage Table Showing Increase of University Registration and Salaries of Representative Administrative Offices Over That of 1915-16.

Year	Total Uni- :versity Reg- :istration	Recorder's & :Examiner's : Office	Audi- :tor's : Office	Corr. :Study : Office	Cash- :ier's : Office	Average of :last three : Offices
1916-17	23%	8%	14%	11%	0%	8%
1919-20	28%	54%	35%	70%	93%	66%
1920-21	34%	104%	46%	77%	131%	85%

Note: Above increases as shown in dollars are given in the tables at the end of this report.

In the Cashier's Office the great increase in salaries may be accounted for somewhat by the following factors. First, the work of the office has been affected not only by the increased number of students but by the increased amount of fees due to larger tuition charges. Second, in two cases double the amount of clerical help has been required to do the work of two employees of several years service who resigned. Third, during the weeks of student fee collections more tellers are employed than were employed in 1915-16, to operate branch stations and thus relieve the long lines in which students were required to wait.

It will also be noticed that the average salary increase of the three offices, including the Cashier's Office, is somewhat less than the increase in the salaries of the Recorder's and Examiner's Offices.

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salary figure, although not as great a cause as the increase in the salary scale. The total salaries for 1920-21 increased over those for 1919-20 \$10,284, or 34%, even though the total number of employees changed only slightly. The Recorder and Examiner had on his staff in 1919-20 one assistant, thirty-eight clerks, and one extra clerk for Summer work. In 1920-21 he had two assistants, thirty-six clerks, and seven extra clerks for Summer work.

To show the present salary scale and its increase I have selected from the payrolls three employees - Employee A being in charge of a division of the Recorder's Office and the best paid of the clerical force, Employee B being a clerk working under the directions of a superior and one of several years service, and Employee C representing those clerks recently employed and paid the least of the clerical force.

Increase in Salaries of Three Average Employees of the Recorder's Office.

	Employee A		Employee B		Employee C	
	Monthly Salary	Per Cent Increase over 1915-16	Monthly Salary	Per Cent Increase over 1915-16	Monthly Salary	Per Cent Increase over 1915-16
1915-16	\$95.		\$50.		\$40.	
1916-17	95.	0%	55.	10%	45.	12%
1919-20	127.50	34%	90.	80%	50.	25%
1920-21	141.66	49%	100.	100%	70.	75%

The monthly wage of \$70 for girls with high school education but no business experience I believe to be a proper one and one which can not be reduced at this time. I have inquired of

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1916-17 95.	0%	55.	10%	45.	12%
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1920-21 141.66	49%	100.	100%	70.	75%

The monthly wage of \$70 for girls with high school education but no business experience I believe to be a proper one and one which can not be reduced at this time. I have indicated of

Mr. Mather of the Employment Bureau, and been told that it is necessary to pay this amount to secure the type of girl required for the work of the Recorder's Office. Mr. Paine is of the opinion that the minimum salary is inadequate, as it is not sufficient at the present time to support the employee, and has submitted to me the following figures, showing the actual weekly living expense of a young lady in his office.

"Daily Expense of Miss _____"

Breakfast	\$.20
Luncheon	.30
Dinner	.65
Carfare	.16
Total daily	<u>1.31</u>

Weekly Expenses

Above items	9.17
Laundry	1.50
Room	6.00
Total weekly expenses	<u>\$16.67</u>

The salary of this young woman is \$17.76, leaving a margin of \$1.09 per week for clothing, doctors' bills, and other inevitable items."

It is easily seen that for a young lady who is not living with her parents or other persons contributing to her support, that the minimum salary does not constitute a living wage. However, the University is able to employ young women living with their parents in the near vicinity who, attracted by the convenient location, pleasant surroundings and advantages obtained from the association with the University, are willing to work for a lower wage. The present minimum salary is

Mr. Mather of the Employment Bureau, and been told that it is necessary to pay this amount to secure the type of girl required for the work of the Recorder's Office. Mr. Faine is of the opinion that the minimum salary is inadequate, as it is not sufficient at the present time to support the employee, and has submitted to me the following figures, showing the actual weekly living expense of a young lady in his office.

"Daily Expense of Miss

Breakfast	\$.20
Luncheon	.30
Dinner	.65
Carfare	.16
Total daily	<u>1.31</u>

Weekly Expenses

Above items	9.17
Laundry	1.50
Room	8.00
Total weekly expenses	<u>\$18.67</u>

The salary of this young woman is \$17.76, leaving a margin of \$1.09 per week for clothing, doctors' bills, and other inevitable items."

It is easily seen that for a young lady who is not living with her parents or other persons contributing to her support, that the minimum salary does not constitute a living wage. However, the University is able to employ young women living with their parents in the near vicinity who, attracted by the convenient location, pleasant surroundings and advantages obtained from the association with the University, are willing to work for a lower wage. The present minimum salary is

determined by the factors of supply and demand which govern throughout the entire business world and any increase will be made as the result of nothing more than philanthropic motives.

If such principles are to apply to one department they must apply to all, and this will necessitate large increases in expenditures at a time when the University faces a most difficult problem of fitting its enormously increased expenditures into its income. Further, to adopt such principles is to place the University in a field of charitable work in which it was never intended it should enter.

As for the other two classes of employees, it is my opinion that their present wages are sufficient if not slightly in excess of what they should be.

It is my recommendation that the wages of the employees of Mr. Paine's office remain as they are for the present. It is not possible to secure capable inexperienced clerks for less than the amount paid, seventy dollars, but this wage should be continued so long as satisfactory help is available for this sum. Any reduction in the wages of Class A and B employees would undoubtedly result in dissatisfaction and resignation of the employees, and with the handicap it would throw upon the office, prove more costly than any saving to be realized. I do believe, however, that it is unnecessary to advance Class B employees quite as fast as the experience record shows has been done.

Although not so great as the increase in salaries, there has been also a noticeable increase in the amounts expended for

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the fiscal year 1920-21, during which the most noticeable increase appears. This analysis shows that during this period the expenditures were distributed as follows:

Increase of the Total Expense of the Recorder's and Examiner's Offices			
Year	Total Expense	Increase over 1915-16	
		Amount	Per Cent
1915-16	\$ 5,079.15		
1916-17	5,448.52	\$369.37	7%
1919-20	5,995.58	916.43	18%
1920-21	9,310.24	4,231.09	81%

This increase compares quite favorably with the expense accounts of other Offices of the University.

Per Centage Table Showing Increase
of Expense Accounts of Representative
Administrative Offices Over Those of 1915-16.

Year	Recorder's & Examiner's Offices	Audi- tor's Office	Corr. : Study : Office	Cashier's : Office	Average of : last three : Offices
1916-17	7%	28%	22%	22%	24%
1919-20	18%	76%	58%	147%	93%
1920-21	81%	110%	41%	178%	109%

In considering the above percentage figures it should be kept in mind that the Cashier's Office increased its office space and added to its equipment considerably during 1919-20, and 1920-21, also that similar expansion took place in the Recorder's and Examiner's Offices during the year 1920-21.

In order to determine the general items composing the Expense Account of the Recorder's and Examiner's Offices, I have made an analysis of the expenditures of the first eight months of

the Recorder's and Examiner's Office expense, which is shown in the following table.

Year	Total Expense	Increase of the Total Expense of the Recorder's and Examiner's Offices	
		Amount	Per Cent
1915-16	\$ 5,079.15		
1916-17	5,448.52	\$369.37	7%
1917-18	5,995.58	546.43	18%
1918-19	9,310.24	4,314.66	81%

This increase compares quite favorably with the expense accounts of other Offices of the University.

Per Centage Table Showing Increase of Expense Accounts of Representative Administrative Offices Over Those of 1915-16.

Year	Recorder's & Auditor's Office	Examiner's Office	Study Office	Cashier's Office	Average of last three Offices
1915-16	100%	100%	100%	100%	100%
1916-17	108%	108%	108%	108%	108%
1917-18	110%	110%	110%	110%	110%
1918-19	181%	181%	181%	181%	181%

In considering the above percentage figures it should be kept in mind that the Cashier's Office increased its office space and added to its equipment considerably during 1917-18, and 1918-19, also that similar expansion took place in the Recorder's and Examiner's Offices during the year 1918-19.

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Recorder's Office Expense	\$5151.67	71%
Examiner's Office Expense	1736.07	24%
Deans' Office Expense	283.14	4%
Graduate Office Expense	44.95	1%
	<u>\$7215.83</u>	<u>100%</u>

The general classifications of expenditures in the Recorder's Office for the eight months were:

Advertising (help wanted)	\$ 3.40	-%
Binding records	40.45	2/3%
Equipment and furniture	904.29	17%
Mimeographing & typewriting	38.25	3/4%
Miscellaneous purchases	61.41	1 1/4 %
Office Supplies	637.82	12%
Postage & mailing expense	493.52	10%
Printed forms & records	2,458.92	49% 2/3
Stationery	496.92	10%
Telephone tolls & telegrams	16.69	1/3%
	<u>\$5,151.67</u>	<u>100%</u>

The opportunities for reducing the expenses of the Recorder's Office, which present themselves most notably, appear to be the following:

First: Careful watch should be kept to see that there is no unnecessary printing of forms or circulars. Mimeographing done in the office may perhaps be occasionally substituted to no

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First: Careful watch should be kept to see that there is no unnecessary printing of forms or circulars. Mimeographing done in the office may perhaps be occasionally substituted to no

disadvantage for printed circulars and announcements. The adoption, whenever possible, of standard sizes of cards and sheets rather than those cut to order will undoubtedly result in some saving.

Second: As the office appears to be well furnished and equipped at present, the amounts needed for equipment should be less during the current year. A saving may be made if efforts are made to order, whenever possible, equipment of stock sizes rather than those specially made to order.

Third: Avoiding orders of convenient but unnecessary supplies and conservation of both supplies and stationery may assist in reducing expenses. The requisitions for the past fiscal year do not seem to indicate that as rigid economy has been practiced as might have been.

The general classification of expenditures in the Examiner's Office for the same period was:

Advertising (help wanted)	\$ 9.65	1/2%
Equipment and furniture	390.13	22 1/2%
Mimeographing	2.78	1/3%
Miscellaneous expenditures	14.40	1%
Office supplies	59.65	3 1/2%
Postage & mailing expense	335.40	19 1/4%
Proctoring	1.50	1/4%
Printed forms & circulars	561.59	32%
Stationery	288.57	16-2/3%
Telephone tolls & telegrams	72.40	4%
	<u>\$1,736.07</u>	<u>100%</u>

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Telephone tolls & telegrams	72.40	4%
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May 20th
19 21.

The lines along which it may be possible to effect a saving in the expense items are the same for the Examiner's Office as outlined for the Recorder's Office. The equipment and furniture the various Ruling Bodies of the University and has charge of the item of \$390.13 was for typewriters and modern filing devices. The office now appears to be thoroughly equipped, and as a result this item should be very negligible during the current year.

In approaching the question as to what improvements or changes may be suggested, which will result in greater efficiency for the University, with its consequent cost reduction, and better service for the student body, I have taken the divisions of the Recorder's and Examiner's Offices in the order given by Mr. Paine in his outline, which is copied on the next few pages.

- B. Statistician and Editorial Supervisor of Official Documents (Miss Barbara Miller) - the Annual Register, circulars of the various schools and colleges, group circulars, time schedules, etc.
1. Collects data from the offices of the various schools and prepares for publication the statistical tables appearing in the Annual Register and in the President's Annual Report.
 2. Prepares copy for and supervises publication of official documents.

- C. General Correspondence Clerk (Miss Genevieve Davies)
1. Receives and handles all general correspondence addressed to "The University of Chicago," "The University Registrar", or to any other address than that of specific offices or officers of the University. Much of this correspondence is answered directly by Miss Davies, while that which calls for reply by any specific officer or instructor in the University is referred to the appropriate person. Miss Davies directs the sending out of University literature in response to inquiries contained in such correspondence.
 2. Miss Davies likewise keeps the record of the scholarship and fellowship assignments of the Colleges and Graduate School of Arts, Literature, and Science, and Commerce and Administration and issues vouchers to those to whom such awards may be made.

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Examiner's Office	Recorder's Office
Equipment and Furniture	Equipment and Furniture
Supplies	Supplies
Telephone	Telephone
Postage	Postage
Travel	Travel
Printing	Printing
Stationery	Stationery
Repairs	Repairs
Insurance	Insurance
Utilities	Utilities
Other	Other
Total	Total

May 20th
19 21.

11. THE OFFICE OF THE UNIVERSITY RECORDER AND EXAMINER.

Functions and Plan of Organization.

"The University Recorder and Examiner serves as secretary of the various Ruling Bodies of the University and has charge of the record of courses taken by each student and the rank attained in them, of diplomas, certificates of work and letters of dismissal; he also has charge of the admission of students to all schools and colleges of the University, under regulations established by the Faculties." (Statutes of the University)

OFFICE ORGANIZATION

(See Chart A)

- I. Assistants working under the immediate direction of the University Recorder and Examiner.
 - A. The Recorder's Secretary (Miss Marjorie Coonley)
 1. Attends and takes the minutes of the various ruling bodies.
 2. Sends reports to faculty members, students, administrative officers, and others of the actions taken by ruling bodies on requests, petitions, etc.
 3. Acts as stenographer and personal secretary to the University Recorder and Examiner.
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11. The Examiner's Office (for office organization see accompanying Chart B)

A. Conducts all correspondence with prospective students seeking admission -

1. On certificate from accredited secondary schools.
2. By examination.
3. By transfer from normal schools and other colleges.

B. Issues certificates of admission to students in classes 1, 2, and 3 mentioned above on the basis of the satisfaction of entrance requirements. During the year 1919-1920, 844 students were admitted from accredited secondary schools. During the same year, 1014 students were admitted with advanced standing by transfer from 379 different normal schools, colleges and universities, situated in 41 states, the District of Columbia, the Philippine Islands, and 13 foreign countries. These institutions vary from those of no academic standing, whose students are required to take examination to establish claim for credit, to the standard colleges and universities admitting students on substantially the same basis as the University of Chicago. The foreign countries from which students were admitted with advanced standing during the year 1919-1920 were: Austria, Canada, China, England, France, Mexico, Japan, Palestine, South Africa, Porto Rico, Turkey, Roumania, and Costa Rico. The handling of credentials from students seeking admission with advanced standing thus involves not only a knowledge of standards of educational institutions in our own country but of those of foreign countries. The credentials of students seeking transfer to the University from other higher educational institutions are evaluated in terms of work offered in the University.

C. Conducts entrance examinations for students who are unable to present credentials on the basis of which they can be admitted without examination.

D. Conducts annually in connection with the conference with teachers in cooperating secondary schools, competitive examinations which are participated in by approximately 400 students from these schools. Scholarships are awarded to 11 of the students making the best records in departmental examinations.

E. Awards annually 42 scholarships to honor students recommended by the principals of cooperating high schools.

F. Makes at the end of the school year a detailed report to the principal of the high school of the record made by each student admitted to the colleges from that school. This report shown not only the absolute standing of the student

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but the standing as compared with other members of the same class in the University.

- G. Evaluates the college work completed by graduates of other institutions who become candidates for higher degrees from the University, and on the basis of this evaluation reports the approximate quantitative requirement for the higher degree.

III. The Recorder (for office organization see accompanying chart C)

- A. The Assistant Recorder (Mr. Gurney) - general correspondence of the office, transcripts of records, diplomas, etc.

1. Miss Marian Robinson. Acts as stenographer to the Assistant Recorder, makes official transcripts of records of students.

2. Miss Hazel Rislow. Under the direction of the Assistant Recorder prepares the instructors' quarterly reports and mimeographs the questions for the final quarterly examinations. She also in the early part of each quarter assists in the preparation of course cards and class lists.

- B. The Division of Permanent Records. Miss Etta Gibson and Assistants (Misses Johnson, Dixon, Rainer, and Palmer.)

Major Duties:

1. Make from application card original record sheet for each new student (approximately 5000 annually.)
2. Filing quarterly new application cards.
3. Recording the high school and advanced standing credit reported by the University Examiner.
4. Posting the permanent record sheets quarter by quarter from registration cards and instructors' reports.
5. Notifying students of failures, conditions, dismissals, probation, etc.
6. Posting and mailing course books and grade cards.
7. Preparing quarterly a preliminary list of candidates for degrees and checking up doubtful cases with the deans.
8. Recording facts of graduation.
9. Recording of all actions of University ruling bodies affecting individual students.
10. Making duplicate records for college deans and for all students in the School of Commerce & Administration.
11. Conducting quarterly deficiency examinations.
12. Checking eligibility for public appearance.
13. Preparing in cooperation with the Examiner's Office reports on first year students for high school principals.

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14. Preparing eligibility lists for Aides and Marshalls (time of one clerk for about one week.)
15. Shifting records quarterly according to changes in the student body.
16. Preparing quarterly lists of students whose advanced standing should be acted upon by the Board of Admissions.

C. The Division of Current Records. Miss Minnie Ott and Assistants (Miss Harriet Garlick, Grace Burns and Edith Doan.)

Major Duties:

1. Issuing registration cards and class tickets to deans' offices quarterly.
2. Assessing fees and issuing class tickets to students in the Colleges of Arts, Literature and Science.
3. Entering changes of registration authorized by the deans.
4. Writing course cards and preparing instructors' class lists for all college courses and for graduate courses in Commerce & Administration and the School of Social Service Administration.
5. Handling instructors' weekly reports on absences (notifying student and parent).
6. Securing from instructors twice each quarter lists of students doing unsatisfactory work (Notifying student and dean).
7. Recording students' sequences submitted by the deans.
8. Checking quarterly to see if students have arranged their sequences and are following sequences prescribed, - if not, notifying the dean and summoning the student.
9. Preparing quarterly statistical report, formerly called "deans' reports".
10. Preparing for the Statistician statistical tables for publication in the President's Annual Report and in the Annual Register.
11. Telephone and counter conferences with students and others.
12. List of new students furnished each quarter to Physical Directors.
13. Checking quarterly with the Physical Director for Women students not taking prescribed work in Physical Culture.

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E-X-A-M-I-N-E-R

"A"

Assistant

OFFICE OF THE RECORDER AND EXAMINER

ASSISTANT

Part Time
ASSISTANT

The Recorder and Examiner
Walter A. Payne

The Assistant Recorder
F. J. Gurney

The Assistant Examiner
Ira M. Smith

See diagram C, "Division of
Records."

See diagram B, "Division
of Admissions."

Recorder's Secretary
Miss Marjorie Coonley

Statistician and Editor
of Official Documents
Miss Barbara Miller

We shall be glad
to furnish com-
plete detailed
information if
desired.

File Clerk

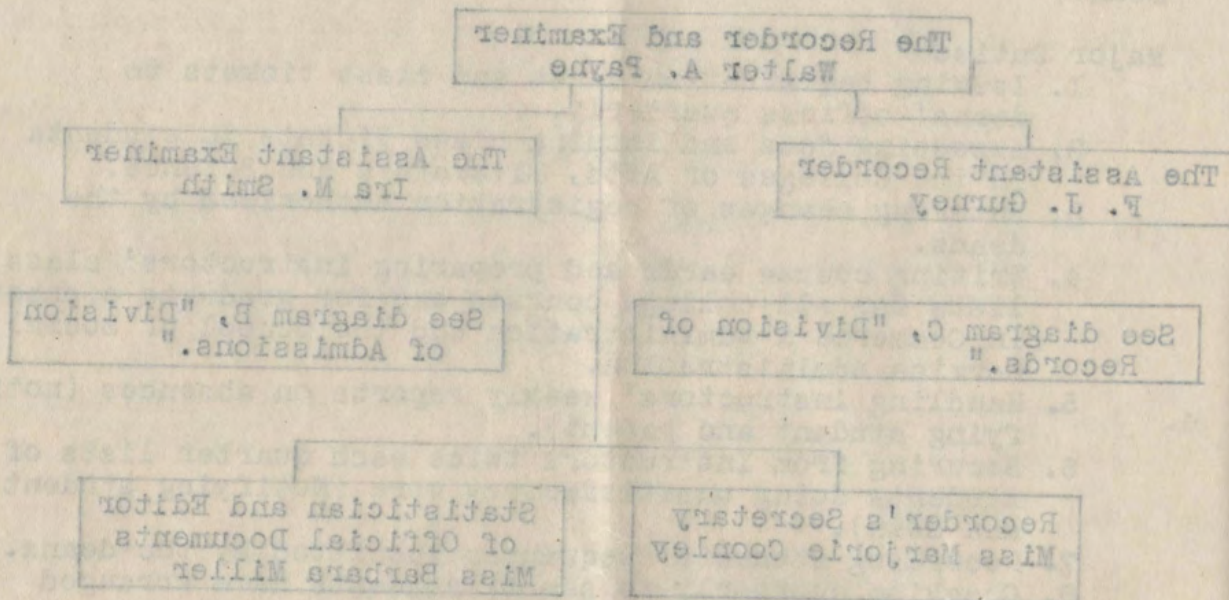
Miss Nelson

Information Clerk

Miss Blusenthal

Office "Manual of Practice" should be consulted for complete details.

OFFICE OF THE RECORDER AND EXAMINER



"B"
O - F

A-D-M-I-S-S-I-O-N-S

-I-V-I-S-I-O-N

E-X-A-M-I-N-E-R

Assistant
Examiner
Mr. Smith

A S S I S T A N T

Miss Anderson

1. Admissions
 - (a) Classified
 - (b) Unclassified
2. Conferences
3. Special this year;
Reorganization of
filing system

$\frac{1}{2}$ time Stenographer

Mr. Bulbick

Recorder

Assistant Recorder
Mr. Gurney

Transcript Clerk
Miss Robinson

We shall be glad
to furnish com-
plete detailed
information if
desired.

Full time Stenog.

Mrs. Friedrich

$\frac{1}{2}$ time stenographer

Miss Sparks

Part Time
A S S I S T A N T

- (1) Admissions - Miss Murray
 - a. Classified
- (2) Scholarships
 - a. Prize
 - b. Honor Entrance
- (3) Conferences

Division of Current Records

Miss Minnie C. Ott and
assistants, -
Misses Harriet Garlick,
Grace Burns & Edith Doan.

$\frac{1}{2}$ time Assistant

Miss Campbell

1. Supplies
2. Board of Adm. Docket
3. Francis Shimer Papers
4. Typist
5. Excess H.S.cr. for
advanced standing.
6. Checks applications
for Mr. Payne.

File Clerk

Miss Nelson

Information Clerk

Miss Blumenthal

Office "Manual of Practice" should be consulted for complete details.

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Miss Sparks

1/2 time stenographer

Mrs. Friedman

1/2 time stenog.

We shall be glad to furnish complete detailed information if desired.

File Clerk

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Information Clerk

Miss Blumenthal

6. Checks applications advanced standing.
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4. Typist
3. Francis Shimer Papers
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- Miss Campbell

1/2 time Assistant

- (3) Conferences
- d. Honor Entrance
- e. Prize
- (2) Scholarships
- a. Classified
- (1) Admissions - Miss Murray

ASSISTANT

Part Time

Assistant Examiner
Mr. Smith

E-X-A-M-I-N-E-R

I-V-I-S-I-O-N

"B"
O-P

A-D-M-I-S-I-O-N-S

- 16 -

"C"

I. Assistants working under the immediate direction of the
University Recorder and ~~Manager~~
DIVISION OF RECORDS

A. The Recorder's Secretary.

The Recorder's secretary, in addition to her stenographic and ~~secretarial~~ duties, is required to give

Recorder

Assistant Recorder
Mr. Gurney

Division of
permanent records

Miss Etta Gibson &
assistants - Misses
Johnson, Dixon, Rainer
and Palmer

Division of Current Records

Miss Minnie C. Ott and
assistants, -
Misses Harriet Garlick,
Grace Burns & Edith Doan.

Transcript Clerk
Miss Robinson

Clerk in Charge of preparation
of instructors' reports and
final examination questions

Miss Hazel Rislow.

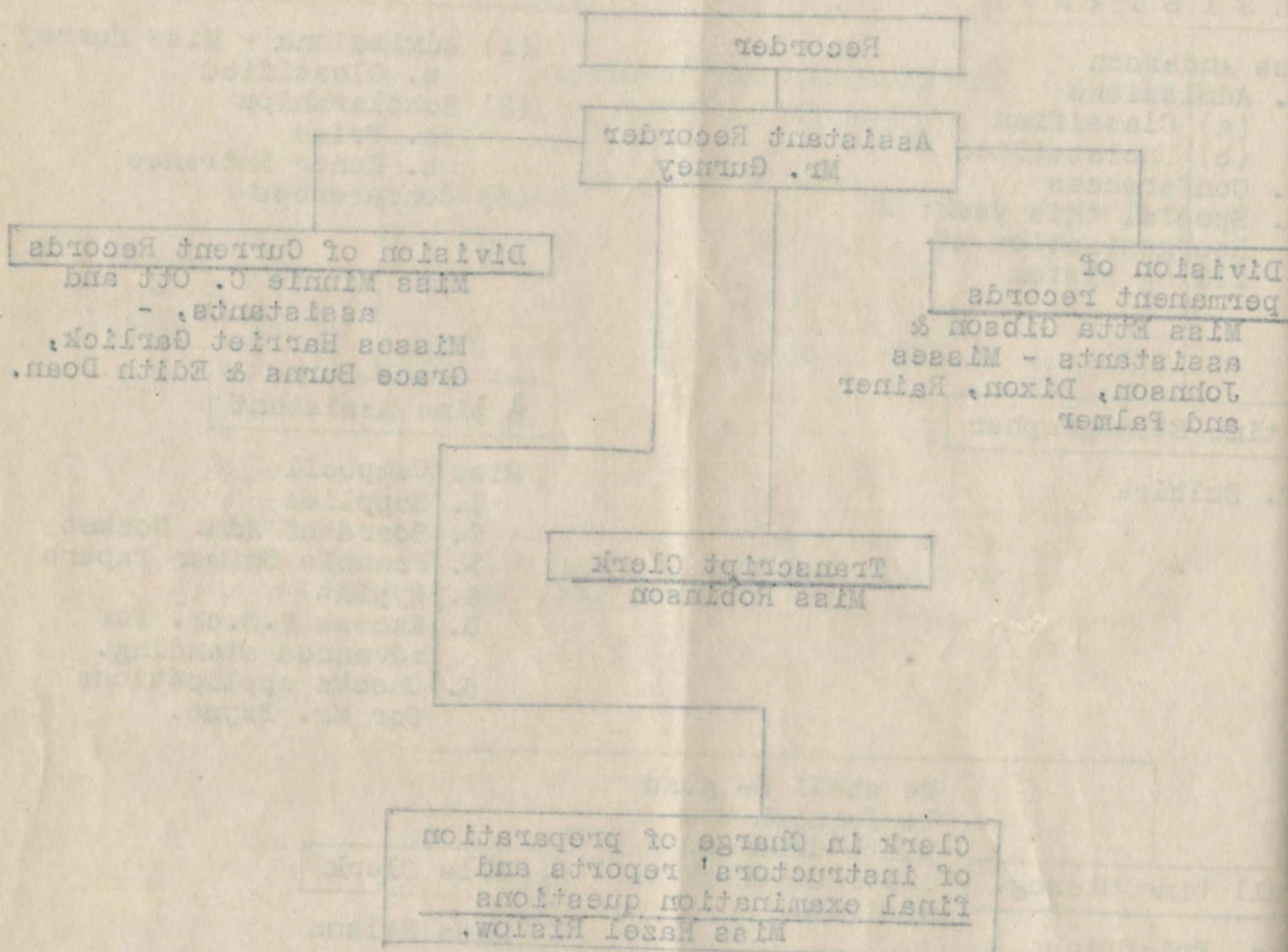
B. Statistician and ~~Manager~~ of Official

Documents.
These duties were formerly ones of Miss Carter of the
Graduate Office.

C. General Correspondence Clerk.

This work was formerly taken care of by the Graduate
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opening and redirecting mail. The number of pieces of

DIVISION OF RECORDS



I. Assistants working under the immediate direction of the University Recorder and Examiner.

A. The Recorder's Secretary.

The Recorder's secretary, in addition to her stenographic and secretarial duties, is required to give

considerable time to keeping a file of cards giving

the geographic address of each student in residence,

from which are obtained the geographical tables of

students published in the President's Report (see re-

port of 1919-20, pages 176-7). Inquiry might be made

to determine if the benefit received from these statis-

tics is sufficient to justify the time spent upon them.

If the geographic card file were abandoned, the secre-

tary could give considerable time to assisting the

Bureau of Records, typing records, some of which are

now typed by the regular clerks, not expert typists,

at a comparatively slow speed.

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mail received on four days in July were 395, 342, 287, and 524. This is work which is not assigned by University Statutes to the Recorder, but which is best handled as at present, as the majority of this mail is redirected to the Recorder or Examiner. Likewise,

II. The Examiner's Office.

Since taking over his duties as Assistant Examiner Mr. Smith has furnished his office with modern equipment and systematized the work of his employees. The files are in excellent condition, making it possible to obtain information without delay, likewise to give prompt attention to all applicants for admission to the University and applicants for advanced standing. However, I do not believe that the present "lay-out" of the office is the best and most desirable. It is now divided into several private offices and private rooms. The impression I received from my visits was that the efficiency of the office would be increased were it changed into a space unpartitioned save for a private office with upper panels of clear glass for the Assistant Examiner, who would thus be enabled to observe the work of his office at all times.

The Examiner's Office does considerable cooperative work for preparatory and secondary schools. For instance, it keeps in duplicate, sending one copy to the high school at the end of the year, for each Freshman student a card showing the high school from which graduated, the subjects and grades of all admission units, the average of all high school grades, the

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passing mark of the school, all subjects taken by the student during the first college year showing the final grade of the student and the average grade of the class, also the average grade of the student for the year. This requires a large amount of clerical work and its consequent cost. Likewise, considerable statistics are kept concerning the teachers of secondary schools who come to the University to study. In the case of the Frances Shimer School, a preparatory school, the Examiner's Office arranges to have its examination questions criticised and the examination questions graded by the Departmental Examiners of the University. Reimbursement is received from the School for the cost of the services of the Departmental Examiners, but none for the time of the clerks of the Examiner's Office. All of this work is indeed worthy, but is that which might be reduced if it becomes necessary to reduce the expenses of the office.

It might be mentioned at this time, in connection with the report sent to the high schools previously mentioned, that I do not believe the task of averaging the subjects of the first college year, nor averaging the grades of the classes, necessary and in keeping with the purpose of the report. The purpose of the report is to point out to the high school principal the teachers whose students show proficiency and those whose students do not. The comparison is therefore one of subjects and not of average grades. An elimination of taking an average of subjects would save a noticeable amount of time for both the

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Examiner's Office and the Bureau of Records.

III. The Recorder.

A. The Assistant Recorder.

The Assistant Recorder's time is occupied with routine detail work, namely that of directing the making of transcripts of students' records, preparing diplomas, keeping fraternity scholarship records, overseeing and signing requisitions for supplies, and dictating general office correspondence. Mr. Gurney's time is devoted to his detail work. He takes little, if any, part in directing the work of the Bureau of Records, where most of the work of the office is done. So much of Mr. Paine's time must be given to the meetings of the various University boards and ruling bodies and the consideration of special cases of entering and resident students that he is unable to give the time needed for the supervision of his office, which properly should be delegated to an assistant. As a result of these conditions the supervision of the work of the office rests in the hands of the two chief women clerks. Inasmuch as Mr. Paine is unable to delegate the duties of office management to the Assistant Recorder, the Assistant Examiner, as manager of the Bureau of Records, might be charged with this responsibility in addition to his present duties, and

III. The Recorder. The Recorder is the official who receives the original records from the various offices and departments of the Government, and is responsible for their safekeeping and for the preparation of the abstracts and indexes. The Recorder is also responsible for the distribution of the records to the various offices and departments. The Recorder is usually a member of the public service, and is appointed by the President on the recommendation of the Secretary of the Interior.

A. The Assistant Recorder. The Assistant Recorder is the official who assists the Recorder in the performance of his duties. He is responsible for the receipt of the records, for the preparation of the abstracts and indexes, and for the distribution of the records. The Assistant Recorder is usually a member of the public service, and is appointed by the President on the recommendation of the Secretary of the Interior.

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Mr. Gurney be allowed to continue, under the direction of Mr. Smith, all of his present detail work other than the supervision of requisitions, which could probably be handled by Mr. Smith.

Both Mr. Paine and Mr. Gurney are located at either end of the Bureau of Records, with no opportunity of observing the work of their office. Partitions of wood and transparent glass on the sides of the offices adjoining the Bureau of Records would seem advantageous for supervision.

1. Miss Marian Robinson. Two thirds of this young lady's time is given to making transcripts of student's records. Many of these are made for students desiring to use them as recommendations for business positions, also for students who "peddle" their credits among various educational institutions to learn where they may receive the most advantageous credit. These persons usually request several transcripts. I was told by Mr. Smith that many leading Universities charge a small fee for the making of transcripts. I would like to recommend that a nominal fee be charged for all transcripts made after the first copy, as a means

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not only to pay for the cost of the services of the stenographer, but also to serve as a check on requests for unnecessary copies.

2. Miss Hazel Rislow. No comments.

B. The Division of Permanent Records.

Comments on the supervision of this part of the office have been made above.

This division of the office prepares the eligibility lists for the Aides and Marshals, which requires the entire time of one clerk for about one week. Under the present system the Recorder's Office must select the names of all students who will have thirty-six majors at the close of the Spring Quarter, average the total grades of all students so selected, and make for the President's Office a list of all these students selected to whose average attains a grade of "C" or better, giving the average grade. The work could be done in less than a day if the system were reversed, by this I mean, were the President's Office to prepare a list of twenty-five men and twenty-five women who are possible selections for the office of Aide or Marshall, the same information for this number could be had in the shorter time.

It appears that the Recorder's Office is compelled to give considerable time urging instructors to deliver to the office reports which are delinquent. Any improvement over the present record of failures to deliver these reports at the proper time will mean a saving in clerical time, and more prompt record making with its information desired by students in selecting sub-

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sequent courses. Perhaps an appeal from the President's Office also to many other of the University Offices. At the same time would be helpful.

Another bit of time might be saved if the matriculation number was not copied on the cards in the alumni file, as the number on alumni cards appears to have no definite use.

Each quarter about two hundred students take deficiency examinations, which requires the time of one clerk for about two weeks each Quarter. No fee is charged for the privilege of taking these special examinations, unless they be taken through the Correspondence-Study Department. A fee charge would probably not reduce the number of examinations, but would aid to pay the cost of the additional service.

At present there is no codification of the legislation concerning graduation requirements. It seems to me more desirable to have these codified and set down in writing rather than carried in a collection of various minutes and correspondence and the heads of employees of long service.

C. The Division of Current Records.

The comments made previously on the supervision of the Bureau of Records likewise apply to this branch of the office.

The only written record of the University legislation as to fee charges, fee exemptions, refunds and late fees is a book of letters, minutes and other records kept by Miss Ott of the Division of Current Records. A printed codification of these various rulings would be exceedingly valuable and helpful, especially to the Bureau of Records and the Cashier's Office, but

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301 unpaid cards of students who registered but failed to be in residence returned from cashier's office, necessitating correspondence with students and withdrawal cards.

130 registration cards required classification transferred. Ordinarily there are about 40.

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150 registration cards required classification transferred. Ordinarily there are about 40.

2017 change of registration cards issued, while for the Spring Quarter, 1930, there were 1131.

203 withdrawal from registration cards issued, while

for the Spring Quarter, 1920, there were 160.

The new system has not had an opportunity in time to prove itself. However, in view of the large amount of clerical work required it would seem well for the Dean's Office to weigh its proven merits before adopting it permanently. The value of advanced registration to the students may be sufficient to cause the cost of the additional clerical help to be disregarded. I would suggest that there be considered a system of choice cards to replace that of advanced registration. The purpose of advanced registration is to compel the student to plan his series of courses well in advance, and also to eliminate the huge task of registering all students in a few days at the beginning of each quarter. The choice card would accomplish the first purpose, and also relieve, although it would not eliminate the tasks of registration within a short time.

The task of keeping the record of absences from class and the preliminary disciplining of students is assigned at present to the Recorder's Office. It does not appear to be a function of this office, as it does appear to be one of the Dean's Office.

The statistical work of the Recorder's Office requires the time of four persons spending throughout the year a total of three weeks time each. This appears to be an opportunity to reduce the required work of the office by eliminating, after a careful study, such statistics which may prove unnecessary.

At the meeting called by Mr. Plimpton before the study of Mr. Paine's and other offices was begun, most persons present

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While making inquiry as to the operation of the Recorder's and Examiner's Offices I also visited the Office of the Dean of the College of Arts, Literature, and Science, and the Graduate Office.

In the Dean's Office, serving Dean Robertson and seven other Deans, are employed four young ladies, clerks and stenographers. From all that I could observe there is plenty of work to keep all occupied. The functions of the Deans' Office may be grouped as follows:

"Each Dean supervises in general the administration in his school or college, under the direction of the President, meeting personally the students and advising with them as to their courses of study." (Statutes of the University, page 9).

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1. Administration.

- income, expenses, success in college, etc.)
A. Administration of Students of College of Arts, Literature, and Science, and Unclassified Students.

B. Of Plant and Operation.

1. Registration and supervision of curriculum.
2. Conferences on personal problems.
3. Discipline, Statistics concerning probation, etc.

III. Conference with President.

4. Conferences and correspondence with parents.

5. Chapel attendance. organized so short a time that it does B. Administration of Scholarship and Loan Funds. C. Relations with Departments, especially regarding chapel attendance. provision of instruction, preparing material and greater efficiency petitions for College Board, and lists of departmental advisers. D. Relations with Honor Commission. E. Relations with Undergraduate Council. F. Relations with Student Organizations. G. Relations with Christian Union. H. Relations with Alumni. I. Relations with Foreign Students. J. Relations with University Marshall, and nomination of University Marshals and Aides. K. Relations with Faculty. L. Correspondence with Students, Parents, etc. II. Constructive Study. Of Material and Products. Students (e. g. schools, occupations of parents,

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III. Conference with President.

The Deans' Office has been organized so short a time that it does not seem proper to attempt to criticize at this time. Improvements have been made, especially in the method of taking chapel attendance. The wages of employees seem quite proper. For greater efficiency and better service it is regrettable that the office space does not allow that the offices of all Deans be located at one central point. This could be arranged by giving to the Deans' Office certain rooms now occupied by offices, whose location need not be necessarily in Cobb Hall. The organization of the Deans' Office and the reorganization of the Recorder's Office and Graduate Office should prove a worthwhile change, especially in that it brings a number of functions previously loosely knit under central supervision.

The work of the Graduate Office has been considerably reduced by the recent reorganization of the Recorder's and Deans' Offices. The personnel now consists of Miss Carter, an assistant and a stenographer. Everything indicates that Miss Carter and one young lady serving as an assistant and stenographer would be sufficient. When I called Miss Carter appeared rather displeased that so many of her former responsibilities had been placed in other hands and

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Table Showing Cost of Salaries and Expenses for the Years

frankly admitted that she and her two assistants were not overbusy with the work of the office. The present duties of the office I have listed below.

			Amount.	Per Cent.
	1. Registration of all graduate students.			
1915-16				
1916-17	2. Preparation of course cards and			14%
1918-20		7,281.00		33%
1920-21	class lists of all graduate students.			48%
	3. Correspondence with graduate students.			
	4. Preparing graduate school statistics			
	for the President's Report and			
	444. Deans' Report.			
1915-16				
1916-17		1,077.00		33%
1918-20	5. Management of Fellowships.			76%
1920-21		1,770.00		110%
	6. Management of Noyes Scholarships.			
	7. Determination of requirements for			
	higher degrees.			
	Supervision of the internal workings of the			
1915-16		9,214.00		
1918-20	various scholastic administration offices and the co-			11%
1919-20		16,844.00		79%
1920-21	ordination of their functions in close relation to the			77%
	President's Office might result in harmonious effect-			
	iveness.			
			Amount	Per Cent.
1915-16		11,082.00		
1916-17		13,479.00	2,397.00	22%
1918-20		17,507.00	4,028.00	30%
1920-21		15,695.00	1,812.00	11%

V. Cashier's Office Salaries.

			Amount	Per Cent.
1915-16		8,826.00		
1916-17		8,826.00	1.00	0%
1918-20		17,418.00	8,592.00	93%
1920-21		19,770.00	11,742.00	131%

frankly admitted that she and her two assistants were not overburdened with the work of the office. The present duties of the office I have listed below.

1. Registration of all graduate students.

2. Preparation of course cards and

class lists of all graduate students.

3. Correspondence with graduate students.

4. Preparing graduate school statistics.

For the President's Report and

Dean's Report.

5. Management of Fellowships.

6. Management of Travel Scholarships.

7. Determination of requirements for

higher degrees.

Supervision of the internal workings of the

various scholastic administration offices and the co-

ordination of their functions in close relation to the

President's Office might result in harmonious effect-

iveness.

Tables Showing Cost of Salaries and Expenses for the Years

1915-16 to 1920-21.

I. Auditor's Office Salaries.

Increase over 1915-16.
Amount Per Cent.

1915-16	\$20,249.00		
1916-17	23,250.00	\$3,001.00	14%
1919-20	27,510.00	7,261.00	35%
1920-21	29,658.00	9,409.00	46%

II. Auditor's Office Expenses.

Increase over 1915-16.
Amount Per Cent.

1915-16	844.00		
1916-17	1,077.00	233.00	28%
1919-20	1,484.00	640.00	76%
1920-21	1,770.00	926.00	110%

III. Correspondence-Study Department Salaries.

Increase over 1915-16.
Amount Per Cent.

1915-16	9,914.00		
1916-17	11,006.00	1,082.00	11%
1919-20	16,844.00	6,930.00	70%
1920-21	17,513.00	7,599.00	77%

IV. Correspondence-Study Department Expenses.

Increase over 1915-16.
Amount Per Cent.

1915-16	11,088.00		
1916-17	13,479.00	2,391.00	22%
1919-20	17,507.00	6,419.00	58%
1920-21	15,685.00	4,597.00	41%

V. Cashier's Office Salaries.

Increase over 1915-16.
Amount Per Cent.

1915-16	8,998.00		
1916-17	8,999.00	1.00	0%
1919-20	17,418.00	8,420.00	93%
1920-21	19,770.00	11,772.00	131%

Tables Showing Cost of Salaries and Expenses for the Years

1915-16 to 1920-21.

I. Auditor's Office Salaries.

Year	Amount	Increase over 1915-16. Per Cent.
1915-16	\$29,858.00	
1916-17	23,250.00	
1917-18	27,510.00	
1918-19	29,409.00	
1919-20	7,261.00	
1920-21	\$3,001.00	
	14%	
	35%	
	46%	

II. Auditor's Office Expenses.

Year	Amount	Increase over 1915-16. Per Cent.
1915-16	1,770.00	
1916-17	1,484.00	
1917-18	1,077.00	
1918-19	844.00	
1919-20	928.00	
1920-21	640.00	
	233.00	
	28%	
	76%	
	110%	

III. Correspondence-Study Department Salaries.

Year	Amount	Increase over 1915-16. Per Cent.
1915-16	17,513.00	
1916-17	16,844.00	
1917-18	11,006.00	
1918-19	9,314.00	
1919-20	7,299.00	
1920-21	6,930.00	
	1,082.00	
	11%	
	70%	
	77%	

IV. Correspondence-Study Department Expenses.

Year	Amount	Increase over 1915-16. Per Cent.
1915-16	15,685.00	
1916-17	14,507.00	
1917-18	13,479.00	
1918-19	11,088.00	
1919-20	4,597.00	
1920-21	6,419.00	
	2,321.00	
	32%	
	58%	
	41%	

V. Cashier's Office Salaries.

Year	Amount	Increase over 1915-16. Per Cent.
1915-16	19,770.00	
1916-17	17,418.00	
1917-18	8,999.00	
1918-19	8,998.00	
1919-20	11,772.00	
1920-21	8,430.00	
	1.00	
	9%	
	93%	
	131%	

VI. Cashier's Office Expense.

		Increase over 1915-16. Amount	Per Cent.
1915-16	\$ 1,607.00		
1916-17	1,958.00	351.00	22%
1919-20	3,979.00	2,372.00	147%
1920-21	4,477.00	2,870.00	178%

VII. Business Manager's Office Salaries.

		Increase over 1915-16. Amount	Per Cent.
1915-16	21,794.00		
1916-17	26,642.00	4,848.00	22%
1919-20	37,322.00	15,528.00	71%
1920-21	41,560.00	20,766.00	95%

VIII. Business Manager's Office Expense.

		Increase over 1915-16. Amount	Per Cent.
1915-16	2,594.00		
1916-17	3,200.00	706.00	27%
1919-20	5,403.00	2,809.00	107%
1920-21	5,430.00	2,836.00	108%

VI. Cashier's Office Expense.

	Amount	Increase over 1915-16.	Per Cent.
1915-16	\$ 1,607.00		
1916-17	1,958.00	351.00	22%
1917-18	2,979.00	1,021.00	52%
1918-19	4,477.00	1,498.00	50%

VII. Business Manager's Office Salaries.

	Amount	Increase over 1915-16.	Per Cent.
1915-16	\$ 21,794.00		
1916-17	26,642.00	4,848.00	22%
1917-18	27,322.00	558.00	2%
1918-19	41,560.00	14,238.00	52%

VIII. Business Manager's Office Expense.

	Amount	Increase over 1915-16.	Per Cent.
1915-16	\$ 2,594.00		
1916-17	3,200.00	606.00	23%
1917-18	5,403.00	2,199.00	85%
1918-19	5,430.00	36.00	1%

IX. Correspondence-Stock Department Salaries.

	Amount	Increase over 1915-16.	Per Cent.
1915-16	\$ 1,000.00		
1916-17	1,000.00	0.00	0%
1917-18	1,000.00	0.00	0%
1918-19	1,000.00	0.00	0%

X. Correspondence-Stock Department Expense.

	Amount	Increase over 1915-16.	Per Cent.
1915-16	\$ 1,000.00		
1916-17	1,000.00	0.00	0%
1917-18	1,000.00	0.00	0%
1918-19	1,000.00	0.00	0%

XI. Cashier's Office Salaries.

	Amount	Increase over 1915-16.	Per Cent.
1915-16	\$ 1,000.00		
1916-17	1,000.00	0.00	0%
1917-18	1,000.00	0.00	0%
1918-19	1,000.00	0.00	0%

