

March 8th, 1901.

My dear Mr. Salisbury:

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

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

Very truly yours,

W. R. Harper

March 8th, 1901.

My dear Mr. Salisbury:

I recognize the difficulty

suggested in your letter of March 11th. There
is one important principle. That is, that we are
not to charge medical students more than they would
pay at Rush. This principle having been estab-
lished, everything else ought to take care of it-
self.

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

Very truly yours,

W. R. Harper

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO March 5, 1901.



Question to Laboratory Fees
My dear President Harper,-

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

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

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

over



should pay the regular laboratory fee for the courses he takes, and if he takes three or four in one quarter, he should pay the laboratory fee for all of them.

Very truly yours,

R. S. Zubur

Fees

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Faculties of Arts, Literature and Science

OFFICE OF THE DEAN

211

May 27, 1909.

President H. P. Judson,

Faculty Exchange.

My dear Mr. Judson:

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

Yours sincerely,

J. E. Vincent

311

The University of Chicago
The Faculties of Arts, Literature and Science

OFFICE OF THE DEAN

May 27, 1909.

President M. P. Johnson.

Faculty Exchange.

My dear Mr. Johnson:

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

Yours sincerely,
Edwards

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE DEAN

The Senior Colleges

May 20, 1909

My dear Mr. Vincent:-

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

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

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

May 30, 1909

My dear Mr. Vincent:-

I return herewith the letters from

Mr. Lovett to you and from yourself to the President with reference to the possible revision of fees for fourth courses.

So far as my observation permits me to judge the

conditions in the Senior College are quite different from those in the Junior College, if I correctly understand the implication of Mr. Lovett's letter. In any event I do not believe that

there is any good reason at the present time for changing the regulations with reference to this matter in the Senior College.

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fourth course are generally influenced by two motives; first,

the desire to make up a course which has for some reason--

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necessary to receive the Bachelor's degree. In other words, the

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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE DEAN

The Senior Colleges

May 20, 1909

2- G. E. Vincent

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

Yours very truly,

James R. Angell
Dean.

J. R. A

May 28, 1909

S. G. E. Vincent

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ably safeguarded. Even if it were desired to stimulate the
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particularly desirable is already provided for by an arrangement
in accordance with which students who have achieved marked
success in ^{a given} department are permitted to register for
additional courses in that department without charge.

Yours very truly,

Dean
S. G. E. Vincent

S. G. E. A

Mr. Angell
Ret

OFFICE OF THE DEAN

ANSWERED MAY 20 1909
gk

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Faculties of Arts, Literature and Science

Chicago, May 17, 1909.

My dear Mr. Judson:

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

Yours sincerely,

George E. Vincent

*of course the suggestion relates
to the Senior Colleges - not to
the Junior. H.P.J.*

President H. P. Judson,

University of Chicago.

The University of Chicago
The Faculties of Arts, Literature and Science

Mr. R. P. Judson
May 17, 1909

Chicago, May 17, 1909.

My dear Mr. Judson:

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

Yours sincerely,

George B. Vincent

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President R. P. Judson,
University of Chicago.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE DEAN
OF THE JUNIOR COLLEGES

The Faculties of Arts, Literature and Science

May 4, 1909.

My dear Vincent:-

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

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

May 4, 1909.

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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

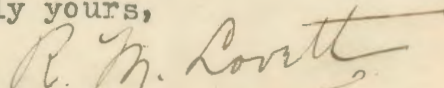
OFFICE OF THE DEAN
OF THE JUNIOR COLLEGES

The Faculties of Arts, Literature and Science

up to the present time engaged chiefly in enforcing the requirement of three courses as full work, with as few exceptions as possible. In the present quarter we have thirteen⁴⁴ students in the Junior Colleges who, with the permission of the Faculty, are taking one course, and 33 who are taking but two courses. I should note that Miss Talbot believes that we are going too far in bringing this pressure, in favor of three courses, to bear upon women students. On the other hand, it is true also that many combinations of three courses do not give students full work, usually not because the courses are too easy from the instructor's point of view, but because they are conducted in such a way that a student may pass them with a little attention to lecture notes and prescribed hand books. There are a good many courses in the Senior College list of this character. To encourage students to take four courses instead of three, however, is to put a premium on this lack of thoroughness which is so much to be deprecated. Personally, I feel very strongly that a student should, under no circumstances, spend more than four years in the pursuit of his Bachelor's degree, and that he should, if possible, secure it in three. I believe, however, that this is to be accomplished rather by Summer work than by the addition of a fourth course.

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

Very truly yours,



L.

Mr. G. E. Vincent.

The University of Chicago

The Faculties of Arts, Education and Science

OFFICE OF THE DEAN
OF THE JUNIOR COLLEGE

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do not give students full work, usually not because the courses
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they are conducted in such a way that a student may pass
them with a minimum of attention to facts and principles.
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You may be interested to know that only fourteen
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a fourth course in the present quarter.

Very truly yours,

W. B. Dorrance

W. B. Dorrance

L.

Mr. G. E. Vincent

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Faculties of Arts, Literature and Science

OFFICE OF THE DEAN

May 20, 1909.

Dean James R. Angell,

Faculty Exchange.

My dear Mr. Angell:

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

Yours sincerely,

George E. Vinant.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Faculties of Arts, Literature and Science

OFFICE OF THE DEAN

May 20, 1909.

Dean James R. Angell,

Faculty Exchange.

My dear Mr. Angell:

I enclose correspondence which explains

itself. Will you be kind enough to make your

comments upon the question herein discussed?

Yours sincerely,

Joseph L. Thompson

Thompson

May 31, 1909

Dear Mr. Vincent:-

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

Very truly yours,

A.P.G.

Dean G. E. Vincent,
The University of Chicago.

May 31, 1909

Dear Mr. Vincent:-

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

Very truly yours,

H. P. S.

Dean G. E. Vincent,
The University of Chicago.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the Registrar

*Tuition
Fees*

July 25, 1912

My dear Mr. Robertson:-

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

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

Yours very truly,

T. W. GOODSPEED, Registrar

Per John F. Moulds

Mr. David A. Robertson,

President's Office

Enc.

THE UNIVERSITY OF CHICAGO
OFFICE OF THE REGISTRAR
CHICAGO, ILL.

July 28, 1912

My dear Mr. Robertson:-

Your letter of July 25th, addressed to
Mr. Smith with regard to the attached letter from Mr. Collette,
has been referred to me.

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

Yours very truly,

T. E. GOODRICH, Registrar
for John D. Mearns

Mr. Charles A. Robertson,
President's Office

2157
The University of Chicago

The Botanical Gazette

October 20, 1915.

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

My dear President Judson:

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

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

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

Yours sincerely,

John M. Coulter

The University of Chicago

For the President

October 20, 1915

President H. P. Johnson
Office of the President

My dear President Johnson:

The committee appointed by the Senate (consisting of
Goulet, Agall, and Elligitt) to consider the question of
laboratory fees has had a preliminary conference.
It recognizes that the more equitable distribution of
student fees is a problem that deserves consideration. Before
making any recommendations, however, it raises the question
whether the larger problem of a general increase of tuition to
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It is evident, therefore, that the report of the
committee to the Senate will depend upon whether the larger
question is in contemplation. If it is, the committee will
ask to be discharged; if it is not, the committee will make
recommendations as to the more equitable distribution of student

fees.

Yours sincerely,

John M. Goulet

Chicago, October 22, 1915

Dear Mr. Coulter:-

In answer to yours of the 20th inst.

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

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

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

Very truly yours,

H.P.J. - L.

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

Chicago, October 22, 1913

Dear Mr. Conliffe:-

In answer to yours of the 20th inst.

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

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

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

H. P. J. - L.

Mr. John M. Conliffe,
The University of Chicago.

15
The University of Chicago

The Botanical Gazette

October 28, 1915.

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

My dear President Judson:

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

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

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

The University of Chicago

The National Academy

October 28, 1915.

President H. P. Johnson,
Office of the President.

My dear President Johnson:

The action of the Senate which you quote in your letter of October 22nd puts a new phase upon the work of the committee on tuition and laboratory fees. When the committee met, Mr. Angell called attention to the fact that perhaps a very much larger problem is reference to fees was appearing above the horizon. It seems obvious that when our annual increase of income from the Rockefeller gift ceases, we would need to devise some other method of increasing income, and a natural method would be to increase the tuition fee. It seemed to me that if such a plan is to be considered, it should be decided upon rather soon, since it would be necessary to give notice several years in advance of the change.

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President H. P. Judson.

Of course the committee would like to make a report at the regular meeting of the Senate on November 20th, and the chief purpose of this letter is to get your advice. We can either report progress and buckle down to a larger job, or we can report that at present we think any change in the tuition fees inadvisable, and give as our reason that the larger problem needs to be settled first.

Yours sincerely,

John M. Coulter

President H. P. Judson.

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

Yours sincerely,

John M. Judson

Chicago, November 1, 1915

Dear Mr. Coulter:-

Yours of the 28th of October is at hand. I do not think that any attention has been given to the question of increasing the tuition fees excepting as the suggestion arose in connection with your recommendation about laboratory fees. The original plan of fees provided for a library fee for all students. Ultimately this was added to the tuition fee, and is now included in that. I hardly see why a library fee should be charged to any one group of students rather than to any other, as the library is open to all. Inasmuch as the resolution referred to your committee covered the entire question I should think it might be advisable to consider the entire field. Of course if you take that up you will desire to make inquiries and carry on correspondence with other institutions. This can be done through my office if you desire.

H.P.J. - L.

Very truly yours,

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

Chicago, November 1, 1915

Dear Mr. Conliffe:-

Yours of the 28th of October is at

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Very truly yours,

H. P. J. - L.

Mr. John M. Conliffe,
The University of Chicago.

Fees re 62

The University of Chicago

Department of Chemistry

March 3, 1916.

President Judson,

Faculty Exchange.

Dear President Judson:-

Last Tuesday we held the conference of the Medical Departments in regard to the administration of laboratory fees and the charging of students for supplies. Dean Angell and Professor Coulter of the Senate Committee on tuition ~~and~~ fees were present and all the departments involved were well represented. A resolution was passed by the conference to the following effect: "It is the ~~sense~~ of this conference that a generous allowance ~~be~~ made to students for their laboratory fees, to cover service, depreciation of equipment and materials, but that beyond this allowance extra charges be made for all materials used up or destroyed in any way." An approximate allowance ^{of \$6.00} for a laboratory fee of \$5.00 was considered generous.

In other words, the conference agreed fully with the recommendations made in my letter to you concerning the condition in the Physiology Department. I must add, however, that Dr. Carlson objected to the conclusion reached. Professor Mathews and all the others agreed with it. The Department of Physiology is making a study of the cost of courses from this point of view and expects to put the above resolution into force.

The University of Chicago

Department of Chemistry

March 3, 1915

President Johnson,

Faculty Exchange.

Dear President Johnson:-

Last Tuesday we held the conference of the Medical Department in regard to the administration of laboratory fees and the charging of students for supplies. Dean Angell and Professor Goulter of the Senate Committee on tuition and fees were present and all the departments involved were well represented. A resolution was passed by the conference to the following effect: "It is the sense of this conference that a generous allowance be made to students for their laboratory fees, to cover services, depreciation of equipment and materials, but that beyond this allowance extra charges be made for all materials used up or destroyed in any way." An approximate allowance for a laboratory fee of \$3.00 was considered generous. In other words, the conference agreed fully with the recommendations made in my letter to you concerning the condition in the Physiology Department. I must add, however, that Dr. Carlson objected to the decision reached. Professor Mathews and all the others agreed with it. The Department of Physiology is making a study of the cost of courses from this point of view and expects to put the above resolution into force.

The University of Chicago

Department of Chemistry

2.

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

Yours sincerely,

Julius Stieglitz

The University of Chicago

Department of Geology

2.

The conference also asked me to present the following to you: Fellow in all the science departments excepting Geology, Geography and Psychology are required to pay a laboratory fee as well as tuition fee and to that extent their fellowships are less valuable to them than fellowships of the same amount are to men in all the other departments. The ordinary fellow pays \$150 tuition fee during the term of his fellowship, the science fellow, with the exception noted above, may pay as high as \$150. I was requested to ask you whether some provision could not be made through yourself or the trustees either that fellow be exempt from laboratory fees or that in the case of the departments mentioned fellowships should carry a correspondingly larger stipend. I have suggested that it would cost about \$100 a year to the University to make the proposed change. May I say that I would look at this request from a somewhat different point of view than the matter of enabling students taking lower courses by giving them free materials, etc. The men involved in the present proposition are men doing research and I believe it is the proper policy of the University to put the burden of the expense rather on the lower classes than on the higher class of its graduates.

Yours sincerely,

John D. Hoffman

~~Mr. Stieglitz?~~

H.P.
The University of Chicago

Nov. 13-1913-

President H. P. Johnson
University of Chicago

My Dear President Johnson

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

Some of the reasons for this conclusion are:-

1. If, as Prof. Stieglitz states in p. 2 "Laboratory work is exhausting and in some ways more of a tax than classroom work", why should 3 hours per day be required of laboratory instruction, and only 2 hours per day of

Nov. 22-1915

President H. P. Johnson
University of Chicago
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largely vitiated by natural exceptions, founded on the known
basis of relation between the administration and the subject.
Hence the realization of common sense to be sound in applying
of logic and sympathy.

Some of the reasons for this conclusion are:-

1. If, as Prof. Sturtevant states in p. 5, "Laboratory work is
characterized and in some ways more of a free than class-
room work", why should I have for the purpose of
defining instruction, and only a few days of

Class-room instructors? Prof. Stieglitz admits the injustice of the law to one rule as between laboratory and class-room work; but the statements of the report are contradictory on this point. There is no group of men in the University who work harder or more consistently than the laboratory men, and there is no desire to escape work, but only to have it so organized that it is possible to keep in touch with the rapid advance of Science, and to contribute to that advance.

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

3. The requirements of attainments on the part of laboratory assistants are not uniform in all the scientific departments. In the biological departments it is practically impossible

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

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

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

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have to be, naturally, at different hours.

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

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

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

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

Respectfully submitted
Frank R. Lillie

facilities for work in Zoology during the summer term are now
ready. These summer students' study in their direction,
where Zoology is their specialty.

In my recent consultation for the budget for 1911-1912,
which I wish to have signed before receiving the report
of the committee, I have been able to secure the reduction of

the summer program and budget, and the recommendation
appears to have been entirely favorable.

Respectfully submitted,
Frank A. Miller

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The University of Chicago

The Botanical Gazette

November 28, 1913.

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

My dear President Judson:

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

Yours sincerely

John M. Coulter

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The University of Chicago

November 28, 1912.

The Mechanical Gazette

President H. P. Johnson,

Office of the President.

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The University of Chicago

The Botanical Gazette

November 28, 1913.

My dear President Judson:

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

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

My dear President Johnson:

I have studied carefully the report of the Director of Laboratories which you sent to me on November 18th. Of course I approve heartily the motive of the report, and you know that I shall co-operate with the administration in applying all of its recommendations that seem to me to be in the interest of increasing the efficiency of the department. In the very nature of things, however, no one knows what is for the best interest of the department as well as the man in charge of it. Knowing that you realize this, I want to make just the kind of statement I believe you want.

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President Judson (2)

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

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

I do not believe that it is effective, even from a business standpoint, to compare departments of the same university. I must

President Judson, (3)

keep in mind, not the other departments of this University, but the strong departments of Botany in other universities, and must at least furnish as good opportunities and a better staff.

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

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

In this same connection, I also want to maintain that a major of such laboratory work as we are doing in Botany, and this probably applies to most of the biological laboratories, means two hours continuous recitation at each laboratory period, what the

President Judson, (4)

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

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

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

President Judson, (5)

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

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

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

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The University of Chicago, Chicago.

December 3, 1913.

My dear President Judson:

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

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

2. Concerning the general part of the report, namely, the enforcement of the two major rule, I believe the recommendations made will result, if adopted, in crippling both teaching and research. My opinion is that the two major rule should not be enforced except at the request of the Head of the Department and in the case of an instructor, if any such there be, who refuses to do a proper share of work. In any event the distribution of the teaching in the department and the division of time between teaching and research should be left to the department. The autonomy of the Departments is vital to the University and the President should act on the ~~advice~~ recommendation of the Departments. No outsider can possibly know all the real difficulties and problems of a Department, as this report proves.

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

The University of Chicago, Chicago.

December 2, 1912.

My dear President Judson:

I have the following comment

to make on the report of the Director of Laboratories

sent me on November 14.

1. I think the name Director of Laboratories is for

obvious reasons unsuitable and should be changed.

2. Concerning the general part of the report, namely,

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quite wrong.

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

5. Concerning the special recommendations for the department of physiology, I agree most heartily with Professor Stieglitz that the amount of service in the Department is inadequate for keeping the laboratories

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

5. Concerning the special recommendations for the department of physiology, I agree most heartily with Professor Elieffitz that the amount of service in the Department is inadequate for keeping the laboratories

clean, for the proper care of apparatus, or for the most efficient work of the staff. I join with him in urging that the two additional service men, a curator and a store-keeper, or preparator, be added as soon as possible to the staff. In addition there should be a secretary for keeping accounts, card cataloging apparatus, doing stenographic work and so on. There should also be a lecture assistant, but perhaps the preparator might do that work for the present. At any rate the first two service men would help greatly. We have to pay our service out of the supplies and expense fund and this is one reason these funds are so early exhausted. In regard to reducing the staff, however, Dr. Stieglitz has, perhaps, not remembered that our big classes have to be divided into two or three sections which doubles the laboratory and trebles the recitation work of the instructors. It will be quite impossible to save money for the service from the instruction budget. He mentions Professor Koch as offering no course this quarter, as an example of bad use of the staff. The facts are these: Dr. Koch taught 5 majors of work in the summer quarter alone, four majors being to classes of 50-60 students. This quarter he is assisting me ^{as shown in the catalog,} in giving two majors of work without counting the five or six research students he aids. Our registration in the two majors, it is true, is lighter than usual owing to the heavy summer registration, but it is about 52 men which

clean, for the proper care of apparatus, or for the most efficient work of the staff. I join with him in urging that the two additional service men, a curator and a store-keeper, or preparator, be added as soon as possible to the staff. In addition there should be a secretary for keeping accounts, card cataloging apparatus, doing stenographic work and so on. There should also be a lecture assistant, but perhaps the preparator might do that work for the present. At any rate the first two service men would help greatly. We have to pay our service out of the supplies and expense fund and this is one reason these funds are so early exhausted. In regard to reducing the staff, however, Dr. Stillelitz has perhaps not remembered that our big classes have to be divided into two or three sections which doubles the laboratory and triples the recitation work of the instructors. It will be quite impossible to save money for the service from the instruction budget. He mentions Professor Koch as offering no course this quarter as an example of bad use of the staff. The facts are these: Dr. Koch taught 5 majors of work in the summer quarter alone, four majors being to classes of 50-60 students. This quarter he is assisting me in giving two majors of work without counting the five or six research students he aids. Our registration in the two majors is as true as lighter than usual owing to the heavy summer registration but it is about 82 men which

is about the average of 30 men to an instructor suggested by Dr. Stieglitz. *Dr. Koch up to the end of this quarter has more than fulfilled his total teaching requirements of the year.*

The inadequacy of the present staff in the department is shown by comparing our staff with that of any other first class school with as large classes. Harvard, for example, with smaller classes, has four full professors in the three departments of physiology, physiological chemistry and pharmacology. That is the minimum number we should have. How can we draw undergraduates, or graduate students, when they compare the catalogs of the two institutions? The Harvard men teach but three or four hours a day for four months of the year. In Columbia the situation is about the same as at Harvard. The Hopkins has at least three full professors, men of international reputation, besides assistant professors and instructors. In none of these institutions but Columbia do the departments have to teach college students in addition to the medical, and in none of them is the teaching supposed ^{to} cover 12 months of the year. To be at all comparable with them and to be organized on a four quarter basis our staff should be a third again as large as theirs, instead of being far smaller. Even Northwestern, certainly not a school of the first rank, has a more adequate teaching staff than we. In Pharmacology alone they have a professor, a former student of mine, with a salary at least as large as my own, an assistant professor, an instructor and two student assistants. They have, besides, a special janitor for that department alone and the services of an animal keeper.

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In other words ~~they have~~ for pharmacology alone with smaller classes they have a larger staff than I have for pharmacology and physiological chemistry put together, more service than we have here in physiology, physiological chemistry and pharmacology ^{combined} ~~put together~~, and they have to teach but nine months a year where we are supposed to make provision for twelve months. If we had a large number of graduate students of high grade, we might make some use of them as assistants, but we have not such students and I see no prospect of getting them as long as the University is content to occupy its present position in these sciences. It must be remembered that we have to compete with these schools both for our graduate students and for our assistants and instructors.

The statement that physiology has about \$2500 too much for assistance and that pharmacology and physiological chemistry have \$1800 too much is then based on a misunderstanding due to a false premise. If the funds were reduced to this amount it would mean that we should have no one at all in pharmacology, and that in physiological chemistry we should have but one assistant and he would be but for two quarters, for we cannot get an assistant who is good for anything for less than \$450 for two quarters. It must be remembered that the training necessary for an assistant in any of these three branches is not only chemical but in addition there is required special training in these and allied branches of biology. The time required for the training is longer and the pay must be higher. The number of available men

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is less and the demand is keener than in chemistry. In fact when it is remembered that the number of first class men in these three subjects in this university is lower than ~~elsewhere~~^{and}, that the recompense offered is below that paid in ~~any~~^{any} Eastern schools and that the teaching duties demanded are far more excessive here, so that the research time is reduced, it is not surprising that we have difficulty in finding good assistants. The proposition to reduce the pay still further and to increase the teaching burden is one not calculated to fill our department with promising and enthusiastic young men. In fact if the suggestion made of reducing the instructing staff is carried out, it would mean that there would be but one man here in physiological chemistry and pharmacology in the spring quarter and one in the summer quarter. We have a registration of at least sixty men in each of these quarters, and in the other two quarters we could give but a single major course to classes of 90-100 men. I may mention, while I am on this subject, that not only is the staff as it stands inadequate but it is also underpaid. In these three departments the university is spending far less than it should in salaries compared to the universities about us. We are dropping steadily behind because other schools are going ahead.

I think the report shows most clearly in this part of it how impossible it is for an outsider, not familiar at first hand with the subject matter of a department and

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of the special methods necessary in teaching and of the training demanded of any student qualified to teach the subjects, to advise intelligently ~~what~~ what should be done in the deaprtment.

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

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

Very Truly Yours,

Albert P. Mathewz

of the special methods necessary in teaching and of the training demanded of any student qualified to teach the subjects, to advise intelligently ~~which~~ what should be done in the department.

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

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

Very truly yours,

Robert P. Henshaw

Mr. Stieglitz

Department of Anatomy, University of Chicago,
Chicago, December 10th., 1913

My dear Mr. Judson:

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

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

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

It is assumed in this report that the laboratory teaching in the different laboratories of the University is of so homogeneous a sort that general recommendations as to the kind and number of assistants may be made. I am sure that Mr. Stieglitz must have considered the possibilities that there are differences between subjects which are implicit in the material with which they deal, in the pedagogic methods, and in the subjects themselves, which may account fully for the disparity in cost. In each department the cost of instruction depends more or less on the relations of supply and demand in that subject, and the departments must

Department of Anatomy, University of Chicago,
Chicago, December 10th., 1918

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compete whether consciously or not, with similar departments in other institutions, both to retain the men whom they have and to induce others to come. Moreover, the material used varies greatly in source and in methods of handling. Anatomy deals with a very homogeneous material which can be suitably handled by laboratory servants, Chemistry can buy a great deal of its material ready made, Other departments have to use the services of men who are scientifically trained to prepare their material. In the teaching also the conditions vary. Some departments are able to divide their subjects into courses of relatively narrow scope, or to give laboratory courses in which the time of the student is largely consumed in mechanical manipulations. Such courses require less supervision and a lower grade of assistance. The courses in gross anatomy require men trained well in the whole subject, and assistants of the type which Dr. Stieglitz has in mind are of little use except to distribute the material and act as monitors in the laboratory. Too often men of this class are intrusted with important teaching duties to the disadvantage of themselves and the students whom they teach. In this department we ^{shall be} ~~are~~ glad if the University will help us to encourage such men to undertake teaching duties but only with the understanding that there will be no reduction in the number of men available as experienced teachers. I think, however, that it would be better to do this by increasing the number of fellowships. The general relations of the department in the University also influence the cost of teaching. Anatomy has a large body of undergraduate medical students who are forced to take its courses by state laws and by a more or less rigid medical curriculum. Because its classes are full the department receives a gratifying endorsement from Mr. Stieglitz from the standpoint of instructional economy. Another department in which the work is taken almost wholly as voluntary work might be expected

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be expected to cost more ,if the divisions of the departmental work are adequately represented in staff and courses. In short I am of the opinion that the differences which Dr. Stieglitz has discovered are pre-determined by the subjects themselves.

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

Mr. Stieglitz rightly insists on the necessity of adequate technical assistance in the departments engaged in laboratory work. Even in Anatomy where according to his report the service is well organised the amount of assistance of this sort which is provided is grossly inadequate. We can neither keep our laboratories clean, nor

be expected to cost more, if the divisions of the departmental work are adequately represented in staff and courses. In short I am of the opinion that the differences which Dr. Stieglitz has discovered are pre-determined by the subjects themselves.

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orderly, nor can we give sufficient care to the physical equipment of the department. The investigations of senior members of the department are hampered by the necessity of sharing the services of a technician who also prepares the class material. I am convinced that the policy of the University in respect to service must be more liberal in the future, if the best results are to be obtained from the expenditure of its funds for research.

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

I remain,

yours respectfully,

RR Bensley

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I remain,

Yours respectfully,

RR Barclay

JAN 14 1924

to Mr. Plimpton

Upon return send to FILES

Received files JAN 18 1924

The University of Chicago

Office of the Recorder and Examiner

March 29, 1923

11571

President Ernest D. Burton
Faculty Exchange

My dear Mr. President:-

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

1. Extract from the minutes of the Board of the Colleges of Arts, Literature, and Science, dated January 6, 1917, and of the Faculty of the Colleges of A. L. & S. dated January 13, 1917.
2. Copy of the report of the Committee as submitted to the Faculty of the Colleges of Arts, Literature, and Science, dated January 11, 1917.
3. Copy of a letter just received from the Secretary of the Board of Trustees, dated March 27, 1923.

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

Yours very truly,

Walter A. Payne
Recorder-Examiner

WAP:M

J. M. Is anything further required - WAP
1/17/24

no. I think not.
[Signature]

Mr. Plimpton
so this matter is settled?
yes. I think so.
[Signature]

The University of Chicago
Office of the Registrar and Examiners
March 29, 1923

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President Ernest B. Burton
Faculty Exchange

My dear Mr. President:-

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

1. Extract from the minutes of the Board of
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Science, dated January 8, 1917, and of the Faculty
of the Colleges of A. L. & S. dated January 15, 1917.
2. Copy of the report of the Committee on
submitted to the Faculty of the Colleges
of Arts, Literature, and Science, dated
January 11, 1917.
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1921-22, page 90.)

Yours very truly,

Walter A. Pope
Registrar-Examiner

WAP:M

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

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

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

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

For return send to 21145

General Line

Extract from minutes of the Board of the Colleges
of Arts, Literature, and Science, 1-8-17:

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G2

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

April 22, 1924.

Tuition free

President E. D. Burton,

Faculty Exchange.

Dear President Burton:

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

Yours very truly,

J. D. Benson

Secretary.

*Sent to
Mr. H. A. 23-24*

The University of Chicago

The Board of Trustees

OFFICE OF THE SECRETARY
510 UNIVERSITY STREET
CHICAGO, ILL.

April 22, 1924.

President E. D. Burton,

Faculty Exchange.

Dear President Burton:

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

Yours very truly,

John D. Burton
Secretary.

Sent to Mr. H. A. - 20-24

COPY:

January 11, 1917

To the University Recorder
Faculty Exchange

My dear Mr. Payne:-

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

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

Yours very truly,

(Signed) James R. Angell
For the Committee.

Marshall
Lovett

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Yours very truly,

(Signed) James R. Angell
For the Committee.

Marshall
Dewett

COPY

March 27, 1923

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

My dear Mr. Payne:

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

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

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

Very truly yours,

(Signed) J. S. Dickerson

Secretary.

copy

March 27, 1934

Mr. W. L. Payne
Recorder's Office
University of Wisconsin

My dear Mr. Payne:

Thank you for the copy of the report of the Committee on the University of Wisconsin. I have read it and find it very interesting. At the meeting of the Committee on March 27, 1934, the following action was taken, approving the report of the President with reference to this matter:

The Secretary presented a minute from the Committee on Expenditures recommending that, beginning with the Summer Quarter, 1935, those students who through some necessity are obliged to leave their homes for a quarter with the consent of their Board be charged on a pro rata basis for the actual number of weeks for which they are permitted to register. It appearing that the previous regulation provided a student taking two weeks was charged for the full amount of tuition charges for three weeks was not based on the action of the Board and that the President of the University had ruled as recommended by the Committee on Expenditures.

"It was moved and seconded to approve the ruling of the President of the University, and beginning with the Summer Quarter, 1935, to permit students taking fewer than three weeks to pay the rate for the actual number of weeks for which they are permitted to register, and a vote having been taken the motion was declared adopted."

Very truly yours,

(Signed) J. E. Peterson

Secretary



ASSIUT COLLEGE

ASSIUT - EGYPT

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Indianola Iowa Sept. 11 1923.

G2

Pres. Ernest Dewitt Burton, D.D.

University of Chicago

Chicago Ill.

223903

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

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

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

Sincerely Yours,

W. W. Hickman

64

Indiana Iowa Sept. 11, 1923.

ASSISTANT COLLEGE
ASSISTANT - EGYPT
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الاسكندرية

223903

Prof. Ernest Dettl Burton, D.D.

University of Chicago

Chicago Ill.

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

Sincerely yours,

W. W. Hinkman

Mr. Higley

H. P. J.

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

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

3. - The character of the laboratory work in most of our Physiology courses is such (work on animals under anaesthetics, etc.) as to require well trained and competent laboratory assistants. It

Handwritten notes and signatures at the top of the page.

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3. - The character of the laboratory work in most of our Physiology courses is such (work on animals under anaesthetics, etc.) as to require well trained and competent laboratory assistants. It

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

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

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

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

A. Carlson

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4. - A common store-room keeper for the Department of Physiology and of Psychological Chemistry offers serious difficulties, and that matter cannot be settled until the research work on R.T. Fred Week (present store-room keeper for Physiology) is completed, that is, not within the next three years.

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

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

Alford

Harvard

"Voted, unanimously, that commencing with the academic year 1916-1917, the tuition fee charged to new students in the following departments be \$200:

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

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

1914-1915, the tuition fee charged to new students in
the following departments be \$200:
Harvard College, the Graduate School of Arts and Sciences,
the Graduate School of Business Administration, the School of
Architecture and Landscape Architecture, and the Bussey Insti-
tution with the School of Forestry;
and that no William Brewster Laboratory or Graduate fee be
charged to any student paying a tuition fee of \$200 or more."

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

(From the Annual Report of President Butler
of Columbia University, November 1, 1915, -
pages 7-8).

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

The statute relating to academic fees
has been revised and simplified and each student in
the University will hereafter be called upon to pay
three, and but three, necessary fees. He will pay
each year a university fee of \$10, or if a student in the
Summer Session or Extension Teaching a fee of \$5.

Payment of this fee marks his membership in the Univer-
sity as a whole, and is evidence of the fact that he is
entitled to its general facilities, opportunities and
privileges. He will also pay a tuition fee which,
in all parts of the University except the School of
Law and Barnard College, is calculated upon the point
system; that is to say, the student will pay a tuition
fee of \$6 per point, a point being defined as academic
work involving one hour of attendance a week for a
half-year. In the School of Law and in Barnard College
the flat fee is still retained and is fixed at \$180 and
at \$200, respectively. All special fees for registra-

(From the Annual Report of President Butler
of Columbia University, November 1, 1915, -
pages 7-8).

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

The statute relating to academic fees
has been revised and simplified and each student in
the University will hereafter be called upon to pay
three, and not three, necessary fees. He will pay
each year a university fee of \$10, or if a student in the
Summer Session or Extension Teaching a fee of \$5.

Payment of this fee earns his membership in the Univer-
sity as a whole, and is evidence of the fact that he is
entitled to its general facilities, opportunities and
privileges. He will also pay a tuition fee which,
in all parts of the University except the School of
Law and Bernard College, is calculated upon the point
system; that is to say, the student will pay a tuition
fee of \$5 per point, a point being defined as academic
work involving one hour of attendance a week for a
half-year. In the School of Law and in Bernard College
the flat fee is still retained and is fixed at \$50 and
at \$200, respectively. All special fees for registra-

3
tion, matriculation, gymnasium privileges, laboratory privileges and other similar purposes have been abolished. The third necessary fee is the graduation fee, fixed by long custom in this country and abroad, to be paid by each student who presents himself for examination for graduation. In addition to these three stated and normal fees, the university fee, the tuition fee and the graduation fee, no payments of any kind are required of students save for room rent, in the case of those who live in one of the Residence Halls; for deposits in the case of students who, in a few laboratory courses, are given temporary possession of valuable and destructible material, which deposits are returned to them if the material is returned in good order; and for the privilege of delayed registration or a special examination if these are applied for.

It is calculated that, assuming a registration of the present size, the university fee will produce ~~produce~~ sufficient revenue to offset the loss from the fees that have been abolished. In effecting this readjustment of fees, the tuition fee has been slightly raised, the unit having been advanced from \$5 to \$6 per point. This is equivalent to saying that the fee, if estimated on the old basis, has been increased from \$150 to \$180. This has been done for the

purpose of distributing more equitably over those who enjoy the privileges of the University the annual cost of maintenance. This cost has increased very greatly during the past generation, while the tuition fees have remained substantially stationary. As a result the students have been offered an extraordinary and greatly increased educational opportunity at the expense of the income of the teaching staff.

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

Med. 25.26
G 19

The University of Chicago
The Graduate School of Arts and Literature

OFFICE OF THE DEAN

January 29, 1925

Dean James H. Tufts
Faculty Exchange

Dear Mr. Tufts:

Re: Tuition fees of graduate students.

Here is a table that shows how graduate students in Arts,
Science, and Medicine have registered for the present quarter

(Winter Quarter, 1925):

	1/2 Mj.	1 Mj.	1 1/2 Mj.	2 Mj.	2 1/2 Mj.	3 Mj.	More than 3 Mj.	Total
Arts	5	115	4	118	4	255	107	608
Sci.	2	42	2	55	18	158	73	350
Med.	1	5	2	26	12	102	11	159
	8	162	8	199	34	515	191	1117
	\$160	\$1620	\$240	\$3980	\$340	= \$6340	Total	

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

The University of Chicago
The Graduate School of Arts and Literature
January 29, 1925

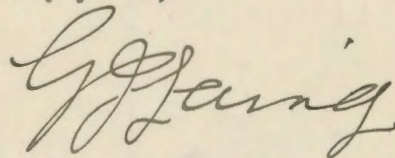
OFFICE OF THE DEAN

Dean James H. Tufts #2

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

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

Sincerely yours,

A handwritten signature in cursive script, appearing to read "G. J. L. M.", written in dark ink.

Dean.

GJL:M

The University of Chicago

The Graduate School of Arts and Sciences

January 17, 1933

Office of the Dean

Dear Mr. Tolson:

Of the old system of fees and the scale of the present one.
Notice that of those who paid full tuition, twenty-seven
per cent paid an extra amount.

Sincerely yours,

W. B. Ewing

Dean

W. B. Ewing

Tuition Remissions

PROPOSED REGULATIONS

COVERING THE ISSUANCE OF OFFICERS' AND EMPLOYEES' VOUCHERS

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

a) Appointees of the Board of Trustees and their wives.

Persons in this group shall be entitled to full remission of the regular tuition rates. Such remissions shall be charged to an account in the budget entitled Tuition Remissions.

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

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

PROPOSED REGULATIONS

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following groups:

a) Appointees of the Board of Trustees and their wives.

Persons in this group shall be entitled to full remission of the regular tuition rates. Such remissions shall be charged to an account in the budget entitled

Tuition Remissions.

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dents in the University the vouchers shall be

charged to the Tuition Remission account; for chil-

dren in the High School and Elementary School the

vouchers shall be charged to Laboratory School Tui-

tion Remissions.

Tuition Remissions

2. Assistants and Associates appointed for three quarters, or the successors of such appointees in case of resignation before the completion of the period of appointment, shall be entitled to receive vouchers for the full amount of their tuition, and for laboratory fees for courses taken in the departments with which such appointees may be connected. Such vouchers shall be charged to the instruction budgets of the several departments, and shall not be considered as remission of tuition, but as compensation for service. Assistants appointed for the Summer Quarter receiving at least One Hundred Dollars cash salary may be given vouchers for tuition and laboratory fees on the same basis as is indicated in this section for Assistants and Associates appointed for three quarters.
 3. Since laboratory fees are fixed with reference to the actual expense of the University in connection with the laboratory courses, and since officers of instruction appointed by the Board of Trustees are permitted to use laboratory equipment, supplies, and service in connection with their research without charge, there shall be no remission of tuition for laboratory fees except for courses taken in the department with which such appointees are connected. The amount of such laboratory remissions shall be considered as a remission of fees and charged to the Tuition Remission account.
 4. Hereafter all officers' and employees' vouchers shall be issued from the office of the Secretary of the Board of Trustees since all records of appointments are kept in his office.
-

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4. Hereafter all officers' and employees' vouchers shall be issued from the office of the Secretary of the Board of Trustees since all records of appointments are kept in his office.

OFFICE OF THE DEAN

The University of Chicago
The Graduate School of Arts and Literature

January 12, 1925

President E. D. Burton
Harper Memorial Library

Dear Mr. President:

Re: Fees paid by graduate students.

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

Since rely yours,

G. J. L. M.

GJL:M

Dean.

The University of Chicago
The Graduate School of Arts and Sciences
January 12, 1928

President E. D. Burton
Harvard Medical Library
Dear Mr. President:

Re: Fees paid by graduate students

I notice that a good many graduate students take only one course or two courses, and so instead of paying the usual \$80 per quarter for tuition, pay only \$20 or \$40. It seems to me that this system must be proving rather expensive for the University. It must involve a much smaller revenue from graduate students than the number of students might be expected to yield. Moreover, the theory on which this system of fees is based does not seem to be a sound one. It is based on the assumption that all a student gathers is what he gets out of some course in which he is definitely registered. No account is taken of the privileges he has in the library and laboratories and in the opportunity of consulting the professors in the department in which he is working. I understand that the former plan was to take half the total amount of the regular fee for the student. This would be exacted from students who take only one course. Students taking more than one course would be expected to pay full fees. I doubt very much whether other graduate schools are as generous in scaling down the fees for graduate students as we are. This is a matter that you and Mr. Arnold will naturally be interested in investigating.

Sincerely yours,

W. F. Floyd

Dean

GUL:2

g 19
January 23, 1925.

My dear Dean Laing:

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

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

Should we in the meantime prepare material for consideration by those who are to attend the conference? I have in mind

Deans Hall, Abbott and Spencer, Dr. Judd of the School of Education, Mr. Arnett, Mr. Plimpton, and probably others.

Very truly yours,

P1 P

January 23, 1925.

My dear Dean Lathrop:

President Burton referred to me your letter of January 13th in which you discuss the matter of fees paid by Graduate students.

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

Should we in the meantime prepare material for consideration by those who are to attend the conference? I have in mind

Deans Hall, Abbott and Spencer, Dr. Ladd of the School of Education, Mr. Arnett, Mr. Plimpton, and probably others.

Very truly yours,

Hold for immediate consideration

*In the meeting
B. J. Jr.*

Will

Marshall 00600

Yes

The University of Chicago
The School of Commerce and Administration

May 4, 1923

President Ernest D. Burton
Faculty Exchange

My dear Mr. Burton:

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

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

- a. Too great a stimulus to register in Political Economy rather than in Commerce and Administration (on the basis of the foregoing recommendation there will still be a stimulus to do this, but not too great a one).
- b. After they have registered in Political Economy they will be wishing to take courses in Commerce and Administration for which, at present, a \$10.00 fee is charged. This will cause continual discussions and bickerings with them. If the recommendation given at the beginning of this letter meets your approval we should cut this fee down to \$5.00 and the reasonableness of that can be defended because of the frequent occasions upon which mimeographed and other materials are made available in the Commerce and Administration classes.

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

Yours very sincerely,

LC Marshall

The University of Chicago

The School of Commerce and Administration

May 4, 1933

Dear Mr. [Name]

President [Name]
[Address]
[City, State, Zip]

I am very sorry that I am unable to attend the conference with you. I am sorry that I am unable to attend the conference with you. I am sorry that I am unable to attend the conference with you.

The essential point is that the difference between \$20.00 and \$30.00 is not a difference in the amount of money, but a difference in the amount of money. It will mean, as I have said, that the difference between \$20.00 and \$30.00 is not a difference in the amount of money, but a difference in the amount of money.

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Yours very sincerely,

[Signature]

Marshall 6000
722

The University of Chicago
The School of Commerce and Administration

May 4, 1923

May 12, 1923.

W. Burton

My dear Mr. Marshall:-

My dear Mr. Marshall:

I am very sorry that it was impossible for after conferring with Mr. Maids, I recommend that by executive action you me to give sufficient attention to your letter of May 4th and Administration to the old rate of \$70.00; undergraduate tuition would go before leaving for the East to be able to present a

recommendation respecting it to the Board of Trustees at its meeting of May 8th. This is the more regrettable difference. It will seem, as best we can judge, two things because there will be no other meeting of the Board

a. Too great a stimulus to register in Political Economy rather than till after the opening of the Summer Quarter. The foregoing recommendation there will still be a stimulus to do this, but not too great. I will take up the question of the possibility

of Committee action in such case and also the merits of wishing to take courses in Commerce and Administration for which, at present, your proposal as soon as possible and see whether any-thing can be done. We'll see the force of your arguments, and the reasonableness of that can be defended because of the frequent but also some difficulties, graphed and other materials are made available in the Commerce and Administration classes.

Very truly yours,

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

Yours very sincerely,

L C Marshall

May 12, 1923.

My dear Mr. Marshall:-

I am very sorry that it was impossible for me to give sufficient attention to your letter of May 4th before leaving for the East to be able to present a recommendation respecting it to the Board of Trustees at its meeting of May 8th. This is the more regrettable because there will be no other meeting of the Board till after the opening of the Summer Quarter.

I will take up the question of the possibility of Committee action in such case and also the merits of your proposal as soon as possible and see whether anything can be done. I see the force of your arguments, but also some difficulties.

Very truly yours,

Mr. L. O. Marshall,
The University of Chicago.

MBB:CB

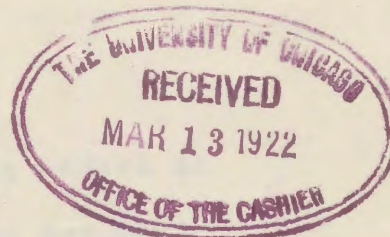
88

Mr. Imhof
?
H. R. ...

The University of Chicago
The Graduate School of Arts and Literature

OFFICE OF THE DEAN

March 9,
1922.



President Harry Pratt Judson,
Faculty Exchange.

My dear Chief:

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

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

Sincerely,

Albion W. Small

Dean.

AWS Y

The University of Chicago
The Graduate School of Arts and Sciences



Respectfully,
Very truly,
Your obedient servant,
[Signature]

Enclosed for the Graduate School of Arts and Sciences are two copies of the report of the Committee on the Administration of the University of Chicago, 1910-1911. The report is a summary of the work of the Committee during the year, and is intended to be a guide to the administration of the University in the future.

The report is divided into two parts. The first part is a general statement of the work of the Committee, and the second part is a detailed statement of the work of the various departments of the University.

The report is a valuable document, and it is hoped that it will be of great use to the Graduate School of Arts and Sciences.

[Signature]

The University of Chicago
The Graduate School of Arts and Literature

March 9,
1922.

March 15, 1922.

My dear Mr. Small:-

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

It seems to me that the function of the Cashier, May I have your judgment in the matter?

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

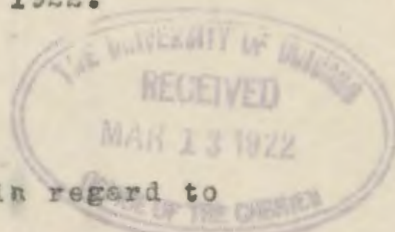
Sincerely,

Albion W. Small

HPJ:CB

Dean.

ANS 2



March 15, 1933.

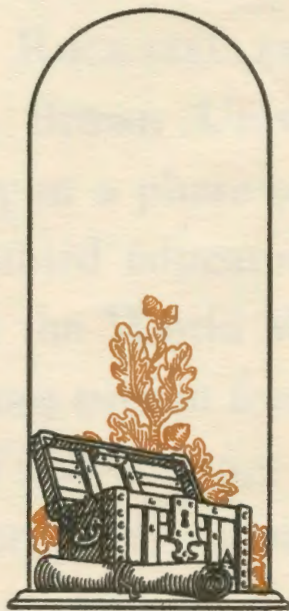
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else we can do. It is the duty of the Cashier to
receive fees and to receipt for them. On the other
hand he has no means of enforcing payments. The only
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fective is through the Dean's office in requiring a student
to withdraw from his class if he has not cleared up his
accounts. It is true that such minor matters as that
to which you call my attention may occur from time to
time, but I infer that they are not numerous.
Very truly yours,

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

EPJ:CS

TUITION FEES
AND
COLLEGE FINANCING

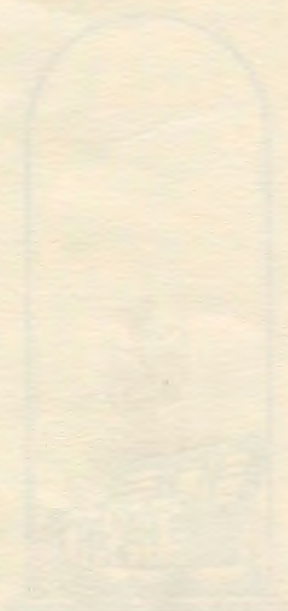


THE
JOHN PRICE JONES CORPORATION
150 NASSAU STREET
NEW YORK CITY

TELEPHONE: BEEKMAN 1981



COLLEGE FINANCING
AND
TUITION FEES



JOHN PAUL JONES CORPORATION
125 NASSAU STREET
NEW YORK CITY

ESTABLISHED 1900

THE JOHN PAUL JONES CORPORATION

TUITION FEES AND COLLEGE FINANCING

MR. JOHN D. ROCKEFELLER, JR., speaking recently at Brown University, focussed public attention upon a phase of college financing which has troubled educators and boards of trustees ever since the World War; namely, the problem of adjusting tuition fees to a fairer relation to the cost of instruction.

Mr. Rockefeller, like others, rightly differentiates between society's obligation to the present type of undergraduate instruction and to the training of professional men and investigators in graduate schools. For the financial problems of the colleges, insofar as they involve current budgets, he urges a steadily rising scale of tuition fees, with more adequate loan funds.

How far have the privately endowed colleges and universities gone in raising their tuition fees for undergraduates? How have the increases compared with the general trend of economic conditions?

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

Fees On Upward Swing

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

Just what may this upward swing accomplish?

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

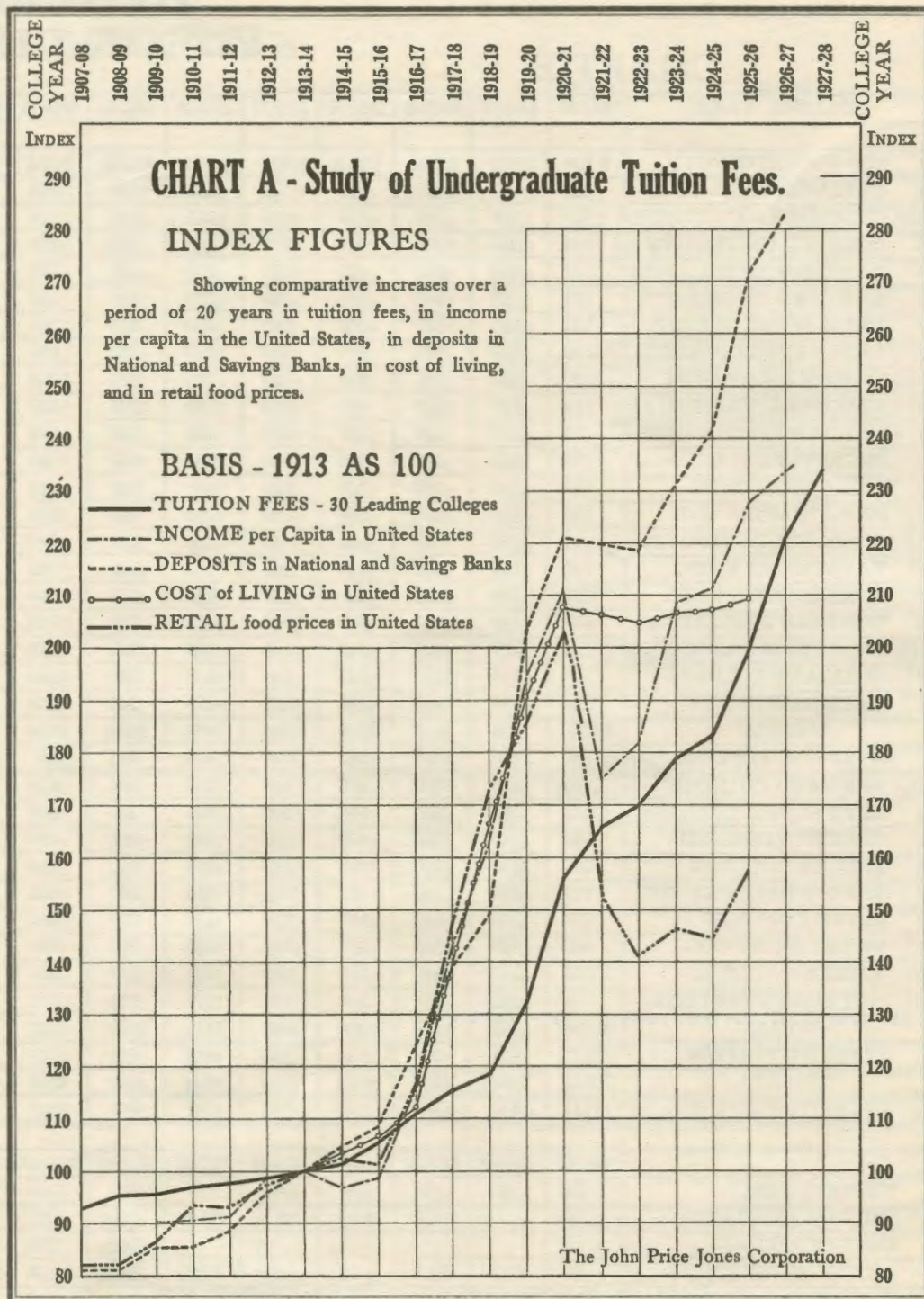


CHART B

	INDEX FIGURES										
	1907-08	1908-09	1909-10	1910-11	1911-12	1912-13	1913-14	1914-15	1915-16	1916-17	1917-18
TUITION FEES	92	94	94	97	97	99	100	103	106	110	114
INCOME PER CAPITA			90.9	93.3	93.9	97.8	100	97	99	117	142.8
COST OF LIVING							100	103	107.4	113.3	140.5
RETAIL FOOD PRICES	82	84.3	88.7	93	92	97.6	100	102.4	101.3	115.7	146.4
DEPOSITS - NATIONAL & SAVINGS BANKS	75.3	75.5	80.6	87	89	96.2	100	105	108	123.8	139.0

######

a step further, in providing a slightly higher salary scale. And it may well be expected that many well managed institutions will find that higher tuition fees will yield a small surplus.

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

The Price of Progress

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

The Service of The John Price Jones Corporation

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

1. A survey of an institution's fund-raising potentialities—the case it presents, its leadership, its active friends, and its field for solicitation.
2. A plan for fund-raising, with an outline of the required organization, a program of publicity, a method of solicitation, and a budget.
3. Active assistance to an institution in a fund-raising campaign, in counsel and trained personnel.
4. Counsel and aid in the establishment and direction of alumni funds.
5. Counsel and aid in quiet efforts to secure special gifts.
6. Permanent promotion through publicity and fund-raising.

College and University Clients

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

Armour Institute of Technology
Barnard College
Boston University
Bryn Mawr College
Cornell University
Goucher College
Harvard Law School
Illinois Women's College
Johns Hopkins University
Lehigh University
Northwestern University
Ohio State University
Pennsylvania Military College
Pennsylvania State College
Smith College
Temple University
Trinity College
Tufts College
University of Chicago
University of Pennsylvania
University of Pittsburgh
Wellesley College

THE
JOHN PRICE JONES CORPORATION

150 NASSAU STREET, NEW YORK CITY

TELEPHONE: BEEKMAN 1981

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ROBERT F. DUNCAN, Vice-President

HAROLD J. SEYMOUR, Vice-President

CHESTER E. TUCKER, Vice-President

DIRECTORS

GEORGE A. BRAKELEY, Vice-Provost, University of Pennsylvania

ROBERT F. DUNCAN, Vice-President

GUY EMERSON, Vice-President, Bankers Trust Company

F. W. GEHLE, 2nd Vice-President, Chase National Bank

JOHN PRICE JONES, President

H. K. McCANN, President, The H. K. McCann Co.

BAYARD F. POPE, President, Stone & Webster and Blodget, Incorporated

HAROLD J. SEYMOUR, Vice-President

CHESTER E. TUCKER, Vice-President



COMPARATIVE FEE SCHEDULE

1920-21

1921-22

	Liberal Arts		Law		Medicine		Engineering		Dentistry		Pharmacy		Agriculture			Liberal Arts		Law		Medicine		Engineering		Dentistry		Pharmacy		Agriculture	
	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.		Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.	Res.	N. Res.
Minnesota	\$72	\$84	\$66	\$66	\$150	\$150	\$60	\$60	\$99 180	\$99 180	\$54	\$54	\$42	\$84		\$60	\$90	\$90	\$120	\$180	\$210	\$90	\$120	\$180	\$210	\$90	\$120	\$60	\$90
Ohio	30	80	60	110	150	200	30	80	100 150	150 200	30	80	30	80		40	140	60	160	150	250	30	130	100 150	150 250	30	130	30	130
Wisconsin	24	148	24	148	24	148	24	148					24	148		24	148	24	148	24	148	24	148					24	148
Illinois	30	30	30	30	120 155	120 155	30	30	120 150	120 150	60 95	60 95	30	30 50		50	50	50	50	120 155	120 155	50	50	120 150	120 150	60 95	60 95	30 30	50 50
Iowa	55	55	75	100	150	175			165 175	190 220	75	75				55	55	75	100	150	175			165 175	190 200	75	75		
Michigan	80 76	105 101	105 101	125 121	140 136	165 161	95 91	120 116	140 136	175 171	95 91	120 116				80 76	105 101	105 101	125 121	140 136	200 196	95 91	120 116	140 136	200 196	95 91	120 116		
Missouri	45	55	45	55	45	55	45	55					45	55		75	85	75	85	75	85	75	85					75	85
Chicago	180	180	195	195	225	225										180	180	195	195	225	225								
Michigan Agricultural	90	90											90	90		90	90											90	90
Cincinnati City	150	150	100	100	250	250	150	200								0	150	100	100	300	300	150	200						
Kentucky	34	34	49	49			39	39					34	34		34	34	49	49			39	39					34	34
Kansas	20	30	35	45	35	45	20	30			35	45				20	30	35	45	35	45	20	30			35	45		
Utah	20	50	70	100	95	125	20	50			75	100				25	50	75	100	95	125	25	50			75	100		
Utah Agricultural	20	25					20	25					20	25		25	50					25	50					25	50
Washington	30	30	30	30	30	30	30	30			30	30				45	150	45	150	45	150	45	150			45	150		
Indiana	50	85	65	100	125 150	125 150										50	85	65	100	125 150	125 150								

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

U. S. Trust

Fries