

"FUND OF \$30,000,000 NOW NEEDED"—BUTLER

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ues, "any donor who would venture to attempt to bind a university, either as to the form or the content of its teaching or as to its administrative policies, would be a dangerous person."

President Butler declares it imperative that the salaries of teachers in the University be raised and that the burden of sacrifice and deprivation which scores of cultivated men and women are bearing for the sake of cultivated men and women are bearing for the sake of their profession and their ideals be lifted. He advocates a new salary scale, as follows: For full professors, \$6000-\$8,000; for associate professors, \$4500-\$5000; for assistant professors, \$3000-\$3500; for instructors, \$2000-\$2400; for assistants, \$1000-\$1200. If this scale is established it may be necessary to limit the number of professorships, promotions or appointments being made only on the death, retirement, or resignation of professors, or when circumstances clearly require additional teaching positions in the higher grades of service. "A system which holds out hope that every newly appointed assistant will one day be promoted to a full professorship will bankrupt any university or all but the most opulent of governments," declares Dr. Butler.

TEACHERS' PENSIONS

The report deals at some length with the question of teachers pensions. Columbia first instituted non-contributory pensions in 1890. These were continued by the University until the establishment of the Carnegie Foundation in 1905. Columbia being one of the universities eligible to benefit under this plan, took advantage of the fact, and since its establishment the Carnegie Foundation has paid to the Treasurer of Columbia more than \$400,000 for teachers' pensions. Feeling, however, that the non-contributory plan was financially unsound, the Foundation after exhaustive study, caused to be organized under the laws of the State of New York the Teachers' Insurance and Annuity Association of America to continue and enlarge the work under a contributory basis. On April 7, 1910, the Statutes of the University were amended so as to provide for the cooperation of the University with newly appointed teachers and other officers in obtaining for them the benefits of this plan.

ARE NOT RADICALS

President Butler attacks the charge that university teachers are radical and revolutionary. He states that

the most significant thing that has happened to the university teacher during the past decade is the number and variety of contacts that he has established with the practical affairs of life. The university teacher has some time since ceased to belong to a class apart, to an isolated group leading a life carefully protected and hedged about from contact with the world of affairs. The university teacher is now prominent everywhere as adviser, as guide, and as administrator; and as his personal service extends over a constantly widening field, so his influence marks the increasing interpretation of the university and practical life.

INDIVIDUAL CONTACT

Considering the enormous enrollment of the University, the report says that Columbia has been extraordinarily successful not only in preserving, but increasing individual contact between teacher and student. This is due to the fact that though the enrollment itself is very great, the several units of which it is composed are in very few cases excessive. "There is no real distinction of an educational kind," he says, "between a small college and a large university, save that the large university provides opportunity for a greatly increased number of contacts with intellectual life and with interesting undertakings. Whether personal relationship be established between teacher and taught does not depend upon the size of the institution, but upon the spirit and method of its administration."

The fee system of the University is explained and characterized as simple, definite, and logical, resting not upon tradition, but upon the facts of the University's present life. Each one of the three fees is treated as a thing apart and increased or decreased from time to time as circumstances suggest or justify.

LARGE BUILDING PLAN

A building program calling for several millions of dollars is advocated by President Butler. "The proper and long-considered development of the University's site demands that the buildings on the Quadrangle be given over entirely to educational administration and instruction and that all buildings for residence or for dining room be placed on South Field or elsewhere." Suggestions are made for the erection on 114th Street of a building to contain the University Commons and subsidiary lunch rooms, rooms for student organizations and activities, and several residence floors. President Butler also urges the immediate construction of two large residence halls, one on Broadway, south of Furnald, and one at the corner of Amsterdam Avenue and 114th Street. His program fur-

ther includes the erection of the School of Business building, the construction of a \$300,000 Faculty Club at the corner of Morningside Drive and 117th Street, the enlargement of Havemeyer Hall, and the erection of two new buildings for the Departments of Botany and Zoology, and the Faculties of Philosophy, Political Science, and Pure Science.

INNOVATIONS SUCCESSFUL

President Butler comments briefly on the success of the psychological tests, on student self-government at Columbia, and the work of the Student Board, and on the new Contemporary Civilization Course. He traces at length the position of the classics at Columbia and explains the difficulty of reviving interest under present conditions. He regrets this new viewpoint and the real loss it entails, emphasizing the true value of the classics, and of languages in general. "The experience of those young Americans who served in Europe during the war," says Dr. Butler, "seems likely to affect them in one of two ways: some of them will have gained an insight into the necessity and value of knowing a foreign language, while others will only have acquired an increased contempt for those foreigners who are so unfortunate as not to be able to speak English."

CLASSICS ARE DYING

"The center of gravity of a University's interest moves from point to point," he continues. "Fifty years ago the center of gravity lay in the classical languages and literatures. It seems likely that in the near future the most important subjects in Columbia University are to be public law, international relations, public health, chemical engineering, business administration, training economic advisers for industrial and financial institutions, and the teaching of French and Spanish."

The remainder of the report, which is largely devoted to the professional schools deals chiefly with the School of Engineering and the School of Business. Dr. Butler stresses the advantages of the combined college-engineering course. Regarding the School of Business, he deals chiefly with the successful way in which it is fulfilling a comparatively recent, though great, need. He speaks of measures which have been taken abroad to fill a similar want for trained business men, and also mentions the increasing cooperation between the Business School and the New York Chamber of Commerce. Greater support for the Columbia University Press is urged.

The Treasurer's report for the year records gifts and bequests to the extent of \$2,381,356.43.