

fully invested savings in the case of the teacher, it is clear that the pension is a very potent financial argument.

A major with dependents in the active service after twenty-four years draws in pay and allowances \$6,988. Such a major retires on \$3,675, three fourths of his pay (allowances being excluded). For a teacher to provide himself a similar income would mean a saving of \$73,500 safely invested at 5 per cent. How many teachers in academic circles could see their way clear to saving that amount in a teaching period of twenty-four years or more on the salary scales now prevailing in American colleges and universities?

The Public Health Service employing a considerable number of medically trained investigators in many respects parallels the situation seen in the navy; while the higher ranking officers are less well paid, the terms of retirement are similar for the body of the service.

#### BUSINESS ENTERPRISES

The statement is frequently heard that now as never before the ambitious and alert young man is "going into business." The sons of teachers and other professional parents are seeing in the money game something more interesting than they see in the life of the teacher and researcher of the college and university. The term "business" includes many kinds of work, but in all of them the financial gain is the common motive. Not all going into business, however, expect to become wealthy. Many are indeed content with the outlook for a comfortable and ample income, but value highly the independence or opportunity for self-dependence offered by business.

It was deemed to be a matter of importance for this study to ascertain the rates of pay met with in one great line of business, that of the manufacturer. The scale of pay above the lower grades is considered to be significant, because up this scale the young college man must climb, and one of his great incentives in going into business is the thought that even the president's position may perhaps one day be his. In other words, the scale of opportunity in a business enterprise competes with that of the college or university in the mind of the young man laying his plans for life.

Through the great kindness of the chief executive of a well-known American manufacturing enterprise, I have been able to present here the salary scales of twenty business enterprises, a majority of them dealing with the making and selling of some kind of desired product. These enterprises range in magnitude from one having 400 employees to another commanding the services of over 35,000 persons. One

does an annual sales business of three million dollars; another sells products valued at over 150 million dollars. The materials dealt in cover, among others, oil, paper, rubber goods, leather, automobiles, chains, locks, machinery, cotton and life insurance.

Getting the effort of individuals directed and coordinated requires the distribution of responsibility. Such an effective distribution when set in working order constitutes an organization, and reflects the same laws of psychology and of motive whatever may be the product developed. Thus, a university, an army or navy unit, a manufacturing establishment obey the same laws of the human mind and form

TABLE IX  
ENTERPRISES GROUPED ACCORDING TO ANNUAL AMOUNT  
OF SALES

Amount of Sales	Number of Enterprises
Up to \$10,000,000.....	6
\$ 10,000,001 to \$20,000,000 .....	1
20,000,001 to 30,000,000 .....	2
30,000,001 to 40,000,000 .....	2
40,000,001 to 50,000,000 .....	0
50,000,001 to 60,000,000 .....	0
60,000,001 to 70,000,000 .....	1
70,000,001 to 80,000,000 .....	1
100,000,000 .....	2
160,000,000 .....	1
Three billion dollars .....	1
Not given .....	3
Total .....	20

structures of more or less definitely homologous parts. As responsibility broadens down from the head through the various grades of subordinates, similarities appear in all these types of organization. I believe it would be possible to find the homologue of the university president, dean, professor, instructor, etc., in the organizations here dealt with. However, in order to avoid distracting considerations that might enter were that to be attempted here, I have accepted the positions as ordinarily named in these enterprises and have not attempted to draw a close parallel between manufacturing and academic enterprises.

In order to give an idea of the various sizes of the concerns here dealt with, I have grouped them according to the number of employees on their rolls and the amount of sales made in a year.

In the tables that follow are shown the sums received by the various officers so grouped as to present the information in compact form. Range of payment is given and an average sum for the group is usually added.