

IV. THE REQUIREMENTS FOR 1919-20

The chief problems of the present year arise from the increase in wages and the cost of material, but the problem of books also has several special aspects, and even the problem of building is again becoming pressing at some points. The situation with regard to the main items of the expenditure follows:

Books and Binding. The normal special appropriation for books as agreed on between the Faculty and Trustee Committees and further confirmed by the estimate for the present drive is \$25,000. This appropriation obtained in 1916 but the amount was decreased during the war. Last year it was \$5,000 and met minimum needs under war conditions where many courses were omitted, professors absent, and balances accrued on interest from endowments increased by the same situation of diminished demand and the difficulty of obtaining books from the Continent. This year the need is increased, *first*, by the return of professors and revival of courses; *second*, by the fact that the balances carried over for 1919-20, are over \$5,000 less than for 1918-19, as explained above; *third*, by the fact that absence makes it necessary for the professor to make up arrears of recent books, and *fourth*, by the increased cost of binding.

Salaries. The normal standard for salaries as suggested in a special study and report on the subject, October 1915, at the time when the standard for books was fixed, was \$45,000. Owing to the increase in wages at the present time the normal would call for not less than \$60,000 for the same amount of service. The special appropriation for last year was \$21,540. In addition to this, expenditures from the so-called Library fund and petty cash for salaries brought the total expenditures for the year on salary account up to \$32,844.52, including student help to the amount of \$2,085.93. This latter amount was provided by the Graduate Council. The inadequacy of last year's figure for this year, is suggested, *first*, by the fact that the amount is less than it was before the war; *second*, that the actual increase in wages for the same service during the war has been not less than \$10,000; *third*, because in the meantime the Library has increased by nearly one hundred thousand items to be cared for; *fourth*, because the force is still rapidly shifting and some further advances must be made to keep trained workers; *fifth*, because the resumption in operations, with an increased number of freshmen, increases the demand of service over last year and even over pre-war times; *sixth*, because of the need of preparing for the inevi-