

The Secretary's Office.

The Secretary, although he may not deserve it, has the most pleasant office in the building. It is not conveniently located for callers including two or three hundred people who each quarter are obtaining student free tuition vouchers. But for the Secretary isolation may be regarded as an advantage. It might be larger in order to provide for filing cabinets and book-cases but it will answer its purpose longer.

The vault, in which the official records are stored, as has been stated in a former paragraph, is wholly inadequate, inconvenient as to location and interior arrangement. It is a serious fire should break out the contents of the vault would almost inevitably be destroyed. It, however, the Auditor's office can adjust its needs to the increasing space requirements of the Secretary's material, the vault may be left as it is even when the additional space in the Press Building for administrative offices is provided.

In General.

There are employed in the administrative offices in the Press Building including those of the Press (omitting pressmen, composers, binders, etc.) eighty-six officers, clerks, and other employees. The number has been multiplied by four since 1903, while the space available for offices has not been proportionately increased. Offices too crowded are as uneconomical as offices too large or poorly correlated.

Reports from the several departments supporting the statement of conditions and needs here set forth are on file in the Secretary's office.

For the Future.

The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there should be offices for some, if not all, the increasing number of deans now confusingly scattered over the quadrangles. The removal of deans from Cobb Hall would provide much needed class-room space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might remove again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

When Lexington Hall is razed to clear the way for access to the University chapel, or when it drops to earth from seismic exhaustion, the operating office, the Bureau of Recommendations, together with the Correspondence Study Department now in

Ellis Hall would doubtless find refuge in the new administrative building. In this building would be located the Commons offices (now in Lexington Hall) and here, too, space could be provided for storage of supplies of this essential department.

The survey of the University now being made by representatives of the General Education Board will, doubtless, refer to the necessity for administrative concentration. One of these representatives has made a tentative suggestion to which attention may be called. The large increase of capacity for producing heat and light when the hospital and chapel are completed will, unquestionably, necessitate the building of a new power plant. Why not, he asks, use the present power plant site, utilizing all the space, placing the boilers and dynamos one or two stories below ground, as in modern skyscrapers, the coal to be supplied by gravity-moved cars through a tunnel from the housed stock on the land owned by the University on Harper Avenue and the Illinois Central right of way. A well-constructed and good looking wall on the Avenue would presumably secure permission for such use of the lots from the Zoning Commission. The coal supply stored at Harper Avenue would permit the use of all the space on the half block of the power plant, no coal piles being required larger than a day's supply; wasteful, open-air storage, so distasteful to neighbors thus being discarded. The private alley, east of the present plant, no doubt, could also be used if more room is demanded.

Superimposed upon the sunken power-plant let the proposed administration building be erected. The two frightful-looking smoke stacks would be superceded by a tower through which the chimneys would extend as in the Woolworth Building, New York. Such a building, constructed of brick, would, when the need arises, readily lend itself to the construction of additional floors without excessive cost.

Thus utility, economy, efficiency, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness could be removed from the face of the earth.

For the Present.

The present urgent need is for an addition to the Press Building to occupy all or part of the vacant lot 64 feet x 52 feet at its northwest corner. Therein much needed storage room could be obtained below ground. The Cashier's office could be arranged so as to permit entrance and exit from separated doors and the disposal of tellers' cages and other student facilities somewhat after the plan at Columbia.

The Press office force could move northward, the Auditor's force move westward, the University onward.

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This committee suggests that the Committee on Buildings and Grounds report to the Board of Trustees recommending that to relieve the situation of the business administration an architect (Coolidge & Hodgdon were architects of building) be employed to make sketches of an addition to the Press Building of two or three or four stories as the committee may decide, with estimates of cost and that the Auditor be requested to report the possible source of funds.

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Business Administration Offices

Needs, Recommendations

Report of Special Committee Appointed by the Committee on Buildings and Grounds

Last August the Board of Trustees, acting on a report of the Auditor which called attention to the inadequacy of the facilities for convenience and efficiency of the various administrative offices, referred the report to the Committee on Buildings and Grounds. The committee in turn, at its meeting of October 10, 1923, instructed the Business Manager and the Secretary to investigate the situation and to report their recommendations. It perhaps ought to be said that as the Secretary is more intimately related to the several administrative departments involved the responsibility for the views expressed in the following report is chiefly his, although both members of the committee are agreed upon the general conditions and the recommendations made.

When the Press Building was occupied in 1903 to the University libraries was given the entire second floor. After Harper Library was completed and the books were removed that part of the first floor where the Auditor's department first found space was filled by the Cashier's department, including the Housing and Employment Bureaus, and while the Auditor's office moved up stairs. After the bookstore was crowded out of the Press Building the Faculty Exchange, the Information Office and the Employment Bureau were moved into the vacated space. Practically the only additional space for administrative purposes afforded by the removal of the library and the bookstore is something more than half the area of the second floor. This space is now crowded even after capturing some of the book-storage space.

Much of the Press Building in which the business administration now centers is inconveniently and unsystematically arranged and has reached the limits of expansion.

Publication and Manufacturing Departments of the Press.

The Press departments of publication and manufacturing need to expand in room as they have in volume of business. Printed books are now stored in three different places. The Publication Department requires 1,100 square feet more room. The Manufacturing Department requires more space for storage of plates and paper stock. If the Publication Department continues to increase its sales in the near future as in the past three years enlargement of the press-room will be necessary as no additional presses can be installed in the space now available.

The Cashier's Office.

The Cashier's department, which received in 1902-03 \$480,261 in students' fees, in 1922-23 received \$2,196,300, besides

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\$650,000 in students' deposits and \$255,486 in rents for University houses and apartments. In 1902-03 4,463 students were registered, in 1922-23 12,748. As most of these students must pay their tuition and laboratory fees in person as well as make arrangements for dormitory or other housing facilities in the Cashier's office, the crowding is, at times, almost indecent. At times of registration there are inconvenient, disagreeable and unsanitary conditions.

In order to cash their salary checks into the main office by the hundred come the Buildings and Grounds and the press-room operatives, in their work clothes unavoidably soiled by their useful and honorable labor. Here, too, students make and withdraw their deposits. In winter the ventilation is bad (notwithstanding the installation of an expensive ventilating apparatus) and in summer young women have fainted while waiting in the small congested space in front of the tellers' cages. The bottle-neck shape of the Cashier's main office and its relation to the public entrance to the building render it impossible to "route" the incoming and outgoing registering students expeditiously or comfortably.

In this office, also, are cashed professors' salary and student checks, as well as employes' wage checks. For such purposes \$1,615,000 was disbursed during the year. When the first-of-the-quarter pressure comes it is necessary to remove the Housing Bureau from the Cashier's office to another part of the Press Building and at the opening of the Summer Quarter to Haskell Hall.

The Cashier summarizes the situation as follows: "In work of this kind where nearly every transaction means a personal call of the individual to be served at the office, the situation is considerably different from what it would be if a considerable part of the work were of a mail order type. Although each individual transaction is of comparatively small amount, the necessity of meticulous care in handling every case and the large responsibility involved in the aggregate is perhaps not sensed by those not actually familiar with the work of the office. Our students from whom we collect over two million dollars in fees per year are, of course, our real "customers" and I am sure that all of us are anxious to be in a position to take care of them in the best possible manner".

Auditor's Office.

When the medical schools begin to function there will be need of more clerks in the Auditor's office. At present there is no spot on which to place another desk. If extra clerks are to be employed during the financial campaign they, too, must find desk-room elsewhere than in the Auditor's office. The Assistant Auditor and the Chief Accountant are obliged to sit where much of the time artificial light must be used. So many clerks are seated next to windows that even with window ventilators the ventilation is poor and sometimes bad.

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The vault now used by the Auditor and the Secretary, which is not fire-proof, is much too small. The account books, vouchers and letter-books crowd the shelves and even when the older records are stored in an inconvenient basement of Cobb Hall, the available shelf room, extending from the floor to the ceiling twelve feet above, is practically filled by records in current use. The shelf space now used by the Secretary's records (including the complete set of minutes of the meetings of the Board of Trustees since the incorporation of the University and certain minute books of the Theological Union and the old University of Chicago) is thirty linear feet instead of the ten required when the present Secretary was elected. As these records are of the utmost importance they cannot well be stored elsewhere. Moreover, they are in constant use.

Buildings and Grounds Office.

The situation in the case of the telephone operators is little short of disgraceful. The room (10 feet x 12 feet) is in use both day and night, four operators being on duty from 7:30 a.m. or 8:30 to 5:00 p.m. and one operator thereafter and until 7:30 a.m. Of the 10 feet x twelve feet space, 5 feet x 10 feet is required for the switchboard so that the actual room for the four day operators is only 5 feet x 12 feet. The chairs on which they sit almost touch the lounge on which they rest when off duty. There is only one window. The room is always disagreeable and in summer intolerable.

Furthermore, the switchboard has about reached its capacity. The Superintendent of Buildings and Grounds reports that a new switchboard at least sixteen feet long (twice the present length) is needed besides a separate rest-room for operators with a kitchenette. Compare the conditions with the facilities provided in telephone exchange buildings of the Chicago Telephone Company, and the wonder is that the University is able to secure operators.

This department stores the valuable microscopes (worth \$100 each on an average). The vault space for the storage of this apparatus, the total value of which exceeds \$55,000, is wholly inadequate. Delicate-adjusted instruments are frequently piled on the floor. Twice the amount of vault space is needed in the opinion of the Purchasing Agent who has general oversight of this material.

Toilet arrangements are not up to date. There is no rest-room for women clerks. The toilet room for men is used promiscuously by students, express messengers, errand boys besides University officers and clerks. There is a little more privacy than that of the proverbial gold-fish, but the promiscuous use of the one room is not conducive to the cleanliness and neatness of the room or the self-respect of the officials. There is need of another toilet room on the first floor.

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The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there should be offices for some, if not all, the increasing number of deans now confusingly scattered over the quadrangles. The removal of deans from Cobb Hall would provide much needed class-room space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might remove again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

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Business Administration Offices

Needs, Recommendations

Report of Special Committee Appointed by the

Committee on Buildings and Grounds

Last August the Board of Trustees, acting on a report of the Auditor which called attention to the inadequacy of the facilities for convenience and efficiency of the various administrative offices, referred the report to the Committee on Buildings and Grounds. The committee in turn, at its meeting of October 10, 1933, instructed the Business Manager and the Secretary to investigate the situation and to report their recommendations. It perhaps ought to be said that as the Secretary is more intimately related to the several administrative departments involved the responsibility for the views expressed in the following report is chiefly his, although both members of the committee are agreed upon the general conditions and the recommendations made.

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In order to cash their salary checks into the main office by the hundred come the Buildings and Grounds and the press-room operatives, in their work clothes unavoidably soiled by their useful and honorable labor. Here, too, students make and withdraw their deposits. In winter the ventilation is bad (notwithstanding the installation of an expensive ventilating apparatus) and in summer young women have fainted while waiting in the small congested space in front of the tellers' cages. The bottle-neck shape of the Cashier's main office and its relation to the public entrance to the building render it impossible to "route" the incoming and outgoing registering students expeditiously or comfortably.

In this office, also, are cashed professors' salary and student checks, as well as employes' wage checks. For such purposes \$1,615,000 was disbursed during the year. When the first-of-the-quarter pressure comes it is necessary to remove the Housing Bureau from the Cashier's office to another part of the Press Building and at the opening of the Summer Quarter to Haskell Hall.

The Cashier summarizes the situation as follows: "In work of this kind where nearly every transaction means a personal call of the individual to be served at the office, the situation is considerably different from what it would be if a considerable part of the work were of a mail order type. Although each individual transaction is of comparatively small amount, the necessity of meticulous care in handling every case and the large responsibility involved in the aggregate is perhaps not sensed by those not actually familiar with the work of the office. Our students from whom we collect over two million dollars in fees per year are, of course, our real "customers" and I am sure that all of us are anxious to be in a position to take care of them in the best possible manner".

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When the medical schools begin to function there will be need of more clerks in the Auditor's office. At present there is no spot on which to place another desk. If extra clerks are to be employed during the financial campaign they, too, must find desk-room elsewhere than in the Auditor's office. The Assistant Auditor and the Chief Accountant are obliged to sit where much of the time artificial light must be used. So many clerks are seated next to windows that even with window ventilators the ventilation is poor and sometimes bad.

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The vault now used by the Auditor and the Secretary, which is not fire-proof, is much too small. The account books, vouchers and letter-books crowd the shelves and even when the older records are stored in an inconvenient basement of Cobb Hall, the available shelf room, extending from the floor to the ceiling twelve feet above, is practically filled by records in current use. The shelf space now used by the Secretary's records (including the complete set of minutes of the meetings of the Board of Trustees since the incorporation of the University and certain minute books of the Theological Union and the old University of Chicago) is thirty linear feet instead of the ten required when the present Secretary was elected. As these records are of the utmost importance they cannot well be stored elsewhere. Moreover, they are in constant use.

Buildings and Grounds Office.

The situation in the case of the telephone operators is little short of disgraceful. The room (10 feet x 12 feet) is in use both day and night, four operators being on duty from 7:30 a.m. or 8:30 to 5:00 p.m. and one operator thereafter and until 7:30 a.m. Of the 10 feet x twelve feet space, 5 feet x 10 feet is required for the switchboard so that the actual room for the four day operators is only 5 feet x 12 feet. The chairs on which they sit almost touch the lounge on which they rest when off duty. There is only one window. The room is always disagreeable and in summer intolerable.

Furthermore, the switchboard has about reached its capacity. The Superintendent of Buildings and Grounds reports that a new switchboard at least sixteen feet long (twice the present length) is needed besides a separate rest-room for operators with a kitchenette. Compare the conditions with the facilities provided in telephone exchange buildings of the Chicago Telephone Company, and the wonder is that the University is able to secure operators.

This department stores the valuable microscopes (worth \$100 each on an average). The vault space for the storage of this apparatus, the total value of which exceeds \$55,000, is wholly inadequate. Delicate-adjusted instruments are frequently piled on the floor. Twice the amount of vault space is needed in the opinion of the Purchasing Agent who has general oversight of this material.

Toilet arrangements are not up to date. There is no rest-room for women clerks. The toilet room for men is used promiscuously by students, express messengers, errand boys besides University officers and clerks. There is a little more privacy than that of the proverbial gold-fish, but the promiscuous use of the one room is not conducive to the cleanliness and neatness of the room or the self-respect of the officials. There is need of another toilet room on the first floor.

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The Secretary, although he may not deserve it, has the most pleasant office in the building. It is not conveniently located for callers including two or three hundred people who each quarter are obtaining student free tuition vouchers. But for the Secretary isolation may be regarded as an advantage. It might be larger in order the better to provide for filing cabinets and book-cases but it will answer its purpose longer.

The vault, in which the official records are stored, as has been stated in a former paragraph, is wholly inadequate,, inconvenient and to location and interior arrangement. If a serious fire should break out the contents of the vault would almost inevitably be destroyed. If, however, the Auditor's office can adjust its needs to the increasing space requirements of the Secretary's material, the vault may be left as it is even when the additional space in the Press Building for administrative offices is provided.

In General.

There are employed in the administrative offices in the Press Building including those of the Press (omitting pressmen, compositors, binders, etc.) eighty-six officers, clerks, and other employes. The number has been multiplied by four since 1903, while the space available for offices has not been proportionately increased. Offices too crowded are as uneconomical as offices too large or poorly correlated.

Reports from the several departments supporting the statement of conditions and needs here set forth are on file in the Secretary's office.

For the Future.

The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there should be offices for some, if not all, the increasing number of deans now confusingly scattered over the quadrangles. The removal of deans from Cobb Hall would provide much needed class-room space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might remove again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

When Lexington Hall is razed to clear the way for access to the University chapel, or when it drops to earth from senile exhaustion, the typewriting office, the Bureau of Recommendations, together with the Correspondence Study Department now in

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Ellis Hall would doubtless find refuge in the new administrative building. In this building would be located the Commons offices (now in Lexington Hall) and here, too, space could be provided for storage of supplies of this essential department.

The survey of the University now being made by representatives of the General Education Board will, doubtless, refer to the necessity for administrative concentration. One of these representatives has made a tentative suggestion to which attention may be called. The large increase of capacity for producing heat and light when the hospital and chapel are completed will, unquestionably, necessitate the building of a new power plant. Why not, he asks, use the present power plant site, utilizing all the space, placing the boilers and dynamos one or two stories below ground, as in modern skyscrapers, the coal to be supplied by gravity-moved cars through a tunnel from the housed stock on the land owned by the University on Harper Avenue and the Illinois Central right of way. A well-constructed and good looking wall on the Avenue would presumably secure permission for such use of the lots from the Zoning Commission. The coal supply stored at Harper Avenue would permit the use of all the space on the half block of the power plant, no coal piles being required larger than a day's supply; wasteful, open-air storage, so distasteful to neighbors thus being discarded. The private alley, east of the present plant, no doubt, could also be used if more room is demanded.

Superimposed upon the sunken power-plant let the proposed administration building be erected. The two frightful-looking smoke stacks would be superseded by a tower through which the chimneys would extend as in the Woolworth Building, New York. Such a building, constructed of brick, would, when the need arises, readily lend itself to the construction of additional floors without excessive cost.

Thus utility, economy, efficiency, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness could be removed from the face of the earth.

For the Present.

The present urgent need is for an addition to the Press Building to occupy all or part of the vacant lot 64 feet x 52 feet at its northwest corner. Therein much needed storage room could be obtained below ground. The Cashier's office could be arranged so as to permit entrance and exit from separated doors and the disposal of tellers' cages and other student facilities somewhat after the plan at Columbia.

The Press office force could move northward, the Auditor's force move westward, the University onward.

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Business Administration Offices

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Furthermore, the switchboard has about reached its capacity. The Superintendent of Buildings and Grounds reports that a new switchboard at least sixteen feet long (twice the present length) is needed besides a separate rest-room for operators with a kitchenette. Compare the conditions with the facilities provided in telephone exchange buildings of the Chicago Telephone Company, and the wonder is that the University is able to secure operators.

This department stores the valuable microscopes (worth \$100 each on an average). The vault space for the storage of this apparatus, the total value of which exceeds \$55,000, is wholly inadequate. Delicate-adjusted instruments are frequently piled on the floor. Twice the amount of vault space is needed in the opinion of the Purchasing Agent who has general oversight of this material.

Toilet arrangements are not up to date. There is no rest-room for women clerks. The toilet room for men is used promiscuously by students, express messengers, errand boys besides University officers and clerks. There is a little more privacy than that of the proverbial gold-fish, but the promiscuous use of the one room is not conducive to the cleanliness and neatness of the room or the self-respect of the officials. There is need of another toilet room on the first floor.

The Secretary's Office.

The Secretary, although he may not deserve it, has the most pleasant office in the building. It is not conveniently located for callers including the two or three hundred people who each quarter are obtaining student free tuition vouchers. But for the Secretary isolation may be regarded as an advantage. It might be larger in order the better to provide for filing cabinets and book-cases but it will answer its purpose for years.

The vault, in which the official records are stored, as has been stated in a former paragraph, is wholly inadequate, inconvenient as to location and interior arrangement. If a serious fire should break out the contents of the vault would almost inevitably be destroyed. If, however, the Auditor's office can adjust its needs to the increasing space requirements of the Secretary's material, the vault may be left as it is even when the additional space in the Press Building for administrative offices is provided.

In General.

There are employed in the administrative offices in the Press Building including those of the Press (omitting pressmen, compositors, binders, etc.) ~~seventy~~ ^{eighty-six} officers, clerks and other employees. The number has been multiplied by four since 1903, while the space available for offices has not been proportionately increased. Offices too crowded are an uneconomical as offices too large or poorly correlated.

Reports from the several departments supporting the statement of conditions and needs here set forth are on file in the Secretary's office.

For the Future.

The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there would be offices for some, if not all, the increasing number of deans now scattered over the quadrangles in confusing situations. The removal of deans from Cobb Hall would provide much needed class-room space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might move again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

When Lexington Hall is razed to clear the way for access to the University chapel, or when it drops to earth from senile exhaustion, the type-writing office, the Bureau of Recommendations together with the Correspondence Study Department now in

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When Lexington Hall is used to direct the way for access to the University chapel, or when it drops to earth from a mile extension, the type-writing office, the Bureau of Recommendations, along together with the Correspondence Study Department and in

Ellis Hall would doubtless find refuge in the new administrative building.

The survey of the University now being made by representatives of the General Education Board will, doubtless, refer to the necessity for administrative concentration. One of these representatives has made a tentative suggestion to which attention may be called. The large increase of capacity for producing heat and light when the hospital and chapel are completed will, unquestionably, necessitate the building of a new power plant. Why not, he asks, use the present power plant site, utilizing all the space, placing the boilers and dynamos one or two stories below ground, as in modern skyscrapers, the coal to be supplied by gravity-moved cars through a tunnel from the housed stock on the land owned by the University on Harper Avenue and the Illinois Central right of way. A well constructed and good looking wall on the Avenue would presumably secure permission for such use of the lots from the Zoning Commission. The coal supply stored at Harper Avenue would permit the use of all the space on the half block of the power plant, no coal piles being required larger than a day's supply, wasteful, open-air storage, so distasteful to neighbors thus being discarded. The private alley, west of the present plant, no doubt, could also be used if more room is demanded.

building Superimposed upon the sunken power-plant let the proposed administration be erected. The two frightful-looking smoke stacks would be superceded by a tower through which the chimneys would extend as in the Woolworth Building, New York. Such a building, constructed of brick, would, when the need arises, readily lend itself to the construction of additional floors without excessive cost.

Thus utility, economy, efficiency, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness could be removed from the face of the earth.

For the Present.

The present urgent need is for an addition to the Press Building to occupy all or part of the vacant lot 64 feet x 52 feet at its northwest corner. Therein much needed storage room could be obtained below ground. The Cashier's office could be arranged so as to permit entrance and exit from separated doors and the disposal of tellers' cages and other student facilities somewhat after the plan at Columbia.

The Press office force could move northward, the Auditor's force move westward, the University move onward.

This committee suggests that the Committee on Buildings and Grounds report to the Board of Trustees recommending that to relieve the situation of the business administration an architect (Coolidge & Hodgdon were architects of building) be employed to

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The Press office force could move northward, the Auditor's force move westward, the University more compact.

This committee suggests that the Committee on Buildings and Grounds report to the Board of Trustees recommending that to relieve the situation of the business administration an addition (Columbia & Hoagland were architects of building) be designed to

make sketches of an addition to the Press Building of two or three or four stories as the committee may decide, with estimates of cost and that the Auditor be requested to report the possible source of funds.

Committee.

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three or four stories as the committee may decide, with estimates
of cost and that the Auditor be requested to report the possible
source of funds.

Committee.

L

C O P Y .

GENERAL EDUCATION BOARD

New York, February 18, 1924.

Dr. J. Spencer Dickerson,
Secretary, University of Chicago,
Chicago, Illinois.

My dear Spencer:

I have read over your report entitled "Business Administration Offices - Needs - Recommendations", and am impressed with the clear way in which you have described the conditions and needs of the several departments which the report embraces. The report calls vividly to one's mind the rapid changes which a few years at the University have brought about. The growth ordinarily is unobserved from day to day, but in looking over a period of years it is obvious. I think your recommendations are good and I heartily concur in them.

I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am,

Yours very truly,

(Signed) Trevor Arnett.

C O P Y .

GENERAL EDUCATION BOARD

New York, February 18, 1924.

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Chicago, Illinois.

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C O P Y .

GENERAL EDUCATION BOARD

New York, February 18, 1934.

Dr. J. Spencer McKernan,
Secretary, University of Chicago,
Chicago, Illinois.

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C O P Y .

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Dr. J. Spencer Mickerson,
Secretary, University of Chicago,
Chicago, Illinois.

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C O P Y .

GENERAL EDUCATION BOARD

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C O P Y .

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(Signed) Trevor Arnett.

COPY.

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With cordial regards, I am,

Yours very truly,

(Signed) Trevor Arnold.

Officers

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General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY

NEW YORK February 18, 1924.

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Albert Shaw
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Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

Dr. J. Spencer Dickerson,
Secretary, University of Chicago,
Chicago, Ill.

My dear Spencer:

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I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am

Yours very truly,

TA AM

Trevor Arnett

Members

Frederick T. Carr
J. D. Rockefeller, Jr.
Alfred Shaw
William B. Smith
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General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1903

31 BROADWAY

NEW YORK February 18, 1924

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W. W. Smith
Assistant Secretary
J. C. Smith
J. M. Smith
James H. Smith
James H. Smith
James H. Smith
James H. Smith
James H. Smith

Dr. J. Spencer Dickinson,
Secretary, University of Chicago,
Chicago, Ill.

My dear Spencer:

I have read over your report entitled "Business Adminis-
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the clear way in which you have described the conditions and
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tions are good and I heartily concur in them.

I hope that you are very well and that everything is

going nicely with you.

With cordial regards, I am

Yours very truly,

James H. Smith

TA:AM



The University of Chicago Press
Chicago • Illinois

5750 Ellis Avenue
Phone Midway 0800

October 24, 1923

Mr. J. Spencer Dickerson
Secretary, Board of Trustees
The University of Chicago

My dear Mr. Dickerson:

With reference to space needed by the Manufacturing Department of the Press I report as follows.

In the office we could use about one-third more space than we have in order that we might have the office records which are now stored in the vault in the basement close at hand for easy reference. Aside from this, the office is pretty well situated.

In the plant itself we can get along under present conditions for say the next three or four years. If, however, the Publication Department work continues to increase as it has for the past two years, we will be unable to handle it without some expansion within that time. With the new equipment we are installing the entire available manufacturing space is being occupied, and no more cylinder presses, for instance, could be installed without enlarging the pressroom.

The question of storage space is more acute, particularly in connection with the plate vault in the basement. This is now filled almost to capacity, and of course the plates of new books are being constantly added. The Manufacturing Department could use to advantage the entire basement in the enlargement of the plate vault and in the increase of paper storage space. The needs in this connection will of course increase steadily year by year.

JSD - 2

One thing of which we have felt the need has been some sort of an assembly or club room where the employees could get together out of working hours. This was taken care of more or less unsatisfactorily during the life of the men's clubroom in Ellis Hall, which is no longer available. To make such a clubroom effective it should be situated in the Press Building.

On the whole the Manufacturing Department is fairly well situated just at this time, but is bound to be in need of more space in the near future.

Very truly yours,

Wm. Farland

ACM.NC

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has been some sort of an assembly or club room
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ing hours. This was taken care of when the new
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such a club room effective it should be situated in
the Press Building.

On the whole the manufacturing department
is fairly well situated just at this time, but it
should be in need of more space in the near future.

Very truly yours,

Wm. A. ...

The University of Chicago Press



5750 ELLIS AVENUE
CHICAGO · ILLINOIS



November 2, 1923

Mr. J. S. Dickerson
Faculty Exchange
University of Chicago

Dear Mr. Dickerson:

The most pressing and immediate space requirements as far as the Publication Department is concerned can be taken care of by an addition of about eleven to fifteen hundred feet, divided as follows:

	<u>Addition</u>	<u>Present</u>	<u>Total</u>
Shipping and storing	500	3234	3734
Office	500	7000	7500
Operative	<u>100</u>	400	500
	1100		

These figures depend upon the re-organization of the amount of space which we now have in the following particulars:

- a. The collection of our stock of books and journals in one place, instead of three places as now located.
- b. The moving of the Library and Editorial Departments from the third floor to closer proximities to the rest of the office.

The additional space needed and the arrangement of our present facilities could be adequately taken care of by the wing proposed in the earlier proposal by Mr. Plimpton, Mr. McFarland, and myself (the details of the plan are worked out in the chart submitted by Mr. McFarland).

It is my impression that another twenty-five per cent increase in the next twenty-five years would take care of our requirements during that period unless, as does not seem probable, our business should develop in that period in the same proportion as in the last twenty-five years.

Yours very truly,

Donald P. Beahm

THE UNIVERSITY OF CHICAGO PRESS

DPB:EB

The University of Chicago Press



5730 ELLIS AVENUE
CHICAGO, ILLINOIS



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Faculty Exchange
University of Chicago

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Yours very truly,

James M. McFarland

THE UNIVERSITY OF CHICAGO PRESS

DBB:EB

The University of Chicago
Department of Buildings and Grounds

OFFICE OF THE SUPERINTENDENT

Nov. 20th, 1923.

Mr. J. S. Dickerson,
Auditor's Office.

Dear Mr. Dickerson:

In connection with the improvement in the Administration Offices, careful consideration should be given to the problem of the telephone exchange.

As you doubtless know, the present exchange is housed in a wholly inadequate room. The present switchboard should be extended to twice its length, or at least sixteen feet, in a room not less than twelve feet wide, and it should have a room adjoining large enough for a rest room and kitchenette for the operators.

Such a telephone room should preferably be in a tower or an upper floor, as far away from the building noises or street noises as possible.

Yours very truly,


L. R. Flook
Superintendent

LRF:JK

The University of Chicago

Department of Buildings and Grounds

Nov. 20th, 1923.

OFFICE OF THE SUPERINTENDENT

Mr. J. S. Dickerson,
Auditor's Office.

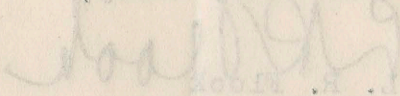
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J. S. Dickerson
Superintendent

LR:JK

PURCHASING AGENT

Re:

Ans. yours of

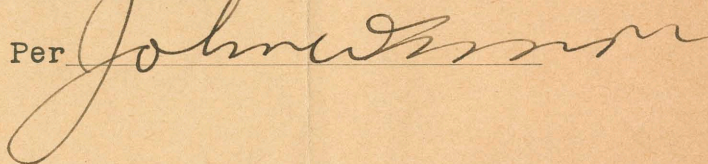
To Mr. Dickerson:

The carbon copy of Mr. Flook's memorandum to you dated November 9th, concerning requirements of this department in planning a new location for the office, states that we will need a vault nearly as large as the present one. We should have a vault twice as large as the present vault in order to adequately accomodate our microscopic equipment. Under the present arrangement, much of this equipment has to be piled on the floor at certain times of the year.

November 15th, 1923
JCD*H

PURCHASING AGENT

Per

A handwritten signature in dark ink, appearing to read "John Dickerson", written over a horizontal line.

PURCHASING AGENT

Re:

Ans. yours of

To Mr. Dickerson:

The return copy of Mr. Fison's memorandum to
you dated November 21st, concerning the purchase of this
equipment in England is now located in the office.
States that we will need a vessel nearly as large as the
present one. We should have a vessel nearly as large
as the present one in order to adequately accommodate
our microscopical equipment. Under the present arrange-
ment, much of this equipment has to be piled on the floor
at certain times of the year.

PURCHASING AGENT

November 15th, 1955

JCHH

Per

The University of Chicago
Department of Buildings and Grounds

OFFICE OF THE SUPERINTENDENT

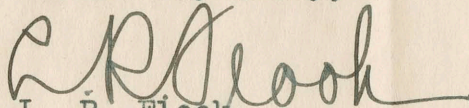
November 9, 1923

Mr. Dickerson
Auditor's Office

SUBJECT: Press Building Floor Space

The floor space in the press building, occupied by Mr. Petzel, the purchasing agent ~~and~~ this department, appears to be to be adequate except for vault and toilet facilities. The purchasing department needs a vault for microscopes almost as large as the present vault, and this department needs a vault of about the same size, particularly for key cabinet for keys to University buildings and to lockers, as well as for some office records. For toilet facilities, I would like to have a room somewhere on the first floor with urinal and lavatory for the use of the men in this department, and better facilities on the second floor for use of the women, arranged, if possible, with a small rest room, at least large enough for a couch and two or three easy chairs. We frequently have a sick girl and have practically no facilities for taking care of her.

Yours very truly,


L. R. Flook
Superintendent

LRF:S
CC:Mr. Dinsmore

The University of Chicago

Department of Buildings and Grounds

November 9, 1923

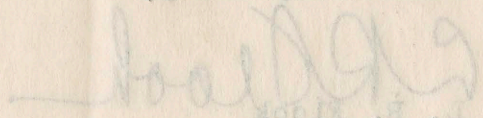
OFFICE OF THE SUPERINTENDENT

Mr. Dickerson
Auditor's Office

SUBJECT: Press Building Floor Space

The floor space in the press building, occupied by Mr. Fennel, the purchasing agent for the department, appears to be adequate except for vault and toilet facilities. The purchasing department needs a vault for microscopes almost as large as the present vault, and this department needs a vault of about the same size, particularly for key cabinet for keys to University buildings and to lockers, as well as for some office records. For toilet facilities, I would like to have a room somewhere on the first floor with urinal and lavatory for the use of the men in this department, and better facilities on the second floor for use of the women, arranged, if possible, with a small rest room, at least large enough for a couch and two or three easy chairs. We frequently have a sick girl and have practically no facilities for taking care of her.

Yours very truly,


L. R. Dinsmore
Superintendent

LRR:B
CC:Mr. Dinsmore

The University of Chicago

Office of the Auditor

November 15, 1923.

My dear Mr. Dickerson:

In response to your request for a statement concerning space in the Press Building required by the Auditor's office, may I preface my comments on this subject by referring to my letter to the Board of Trustees under date of August 9, 1923? It is not my intention to raise the question so much with reference to space for the Auditor's office, as for the proper housing of all the University's administrative activities. As Dr. Burton pointed out to me a few days ago, there seem to be but two officers in the University properly housed: the President and the Director of the Libraries. None of the other offices is arranged with reference to a general plan of administration, but the officers have been placed in spaces that happened for the moment to be available.

With particular reference to the Auditor's office, may I say that if we should replace our present desks with desks somewhat smaller in size, we possibly could accommodate one or two more employees. On the other hand, the magnitude of the financial operations of the University has been increasing to such a degree that there is very little space for expansion in this office. I anticipate that when the medical school is in operation, it will be impossible to accommodate in this office ^{all of} the accounting work of the University. In this connection I might call attention to the fact that at the present time we cannot accommodate in this office the force of public account-

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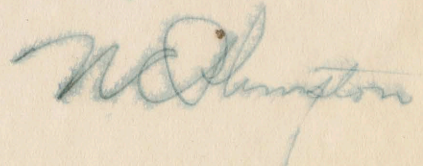
ants engaged in auditing the University's books of account, and for the last two years have been using the office of the General Editor. Since this place is now occupied by Mr. Laing, it is no longer available, and I see no option but to place the auditing force in the library and general conference room of the Press.

As you know, the work of the University Press in the last few years has expanded considerably. The total receipts of the University Press, excluding those of the Bookstores, in 1916-17 were approximately \$397,000. Last year they amounted to approximately \$622,000., resulting in an increase in the period of approximately sixty per cent. The great expansion in the Press, as you are aware, has occurred within the last few years, and it seems to be indicative of what may be expected in these activities in the future. It will not be long, at the present rate of expansion, before the space will be overcrowded.

You are, of course, familiar with the conditions in the Cashier's office at the opening of the quarters, which require a crowding of the student body that is altogether undesirable.

The space provided for the telephone exchange is utterly inadequate, and I think a part of the unsatisfactory service we receive is due to the unfavorable conditions under which the operators work.

Yours very truly,



Mr. J. S. Dickerson,
Faculty Exchange.

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RMH ✓

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En 7

Written at Sea, Sept. 9, 1924.
Copied at Chicago, Sept. 18, 1924.

My dear Mr. Swift:

I have been thinking over my work for next year and the emphasis which I must put on the several departments of my work. It is evident that there will be so many demands upon me that I cannot adopt a mere opportunist policy, doing each day what seems at the moment to be most pressing. I must plan my work and, while allowing for some flexibility, must hold pretty firmly to my schedule.

As I see it the following are the principal lines of my effort for this very important year:

1. Internal development.--Planning for the future of the University in its various departments. This involves

- a) Conferences with Deans and heads of Departments,
- b) Longer conferences and meetings of the Senate,
- c) Correspondence and creative thinking.

(This work should have as its immediate aim)

- (1) The improvement of the University educationally and the shaping of its policy to this end.
- (2) The creation of situations and the elaboration of plans that will contribute to the raising of money. To this end this work is indispensable. We cannot raise money, except on the basis of attractive plans, with an element of originality.

This phase of the work will include the further study of the college scheme, the development of plans for the School of Education and of the interest of the faculty as a whole in them, the study of building proposals, including those for the athletic buildings, the chapel, etc.

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Copied at Chicago, Sept. 18, 1934.

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2. Meetings of the President's Council for the purpose of keeping in touch with all the affairs of the University and of coordinating the work of the different divisions.

3. Literary work, including

- a) The preparation and delivery of addresses, and the writing of articles for publication,
- b) Cooperation with the publicity department in the issuance of material,
- c) Preparation of Convocation statements and communications to Alumni.

4. Consultations with the Vice President and Deans on important questions of internal administration--appointment of new members of the Faculty etc.

5. Preparation and Presentation of plans for the future of the University to the great corporations--General Education Board, Rockefeller Foundation, Carnegie Corporation, etc.

6. Effecting social contacts with people of Chicago, dinner parties like that to Mr. Insull, etc. etc. A good deal of this will have to be done.

7. Personal solicitation of gifts from

- a) Members of the Board
- b) Others.

For both 6 and 7 the way should be prepared and suggestions made by those engaged exclusively in the financial campaign, by members of the Faculty, and members of the Board of Trustees.

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To my mind it seems clear that all of these seven lines of activity must be kept up, and that to sacrifice the first six for the sake of giving the major portion of my time to 7 would be a self defeating policy. Time must be saved for it, and the situations falling under this head must be met, but they cannot be successfully met, still less can the whole result be achieved if the other six matters are neglected.

It is impossible to divide one's time accurately in advance among these matters, but I think it is safe to say approximately one-fourth of my time will have to be given to each of the following, 1 and 2, 3 and 4, 5 and 6, 7.

This is somewhat contrary to the suggestion of Mr. Duncan. But I do not think that we can assume that he sees the whole situation, or takes an impartial view of it.

You have a much more comprehensive view of the situation, and I should be glad to discuss it with you.

Very truly yours,

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Ill.

P. S. This letter was written, as you see, before I received yours dealing with the same general subject. I have decided to send it on as showing the way the matter looked to me in-

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dependently, and as along with your letter furnishing the basis for a discussion of the matter when I reach Chicago. The question is not, as I see it, whether I shall make all my efforts head up in the "Great Effort", but what things are necessary in order to accomplish this, and how I can best open my day. I do not yet see how long hours at a down town office are going to accomplish this. But I shall be glad to talk it over with you when I return to Chicago.

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4

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File 7a

OUTLINE of remarks at dinner at Quadrangle Club, April 16,
1924, Harman, Quantrell, Stagg, Swift, Bond,
Sherer, Gilkey, Axelson, Scott Brown, being present.

Some things settled:

1. That we are going to have a policy of inclusion, not of exclusion.
2. That we are going to have a University - not simply a research institute nor simply a college, but a University.
3. That we are not only going to try to make it a better university, but to make it the best possible.
4. This means study - and we are at work, but meetings, we already know.
5. That the fundamental purpose of the college is the development of personalities.
6. That that implies not merely better class room work, but an inclusive programme of curriculum requirements, voluntary activities and social contacts.
7. That it means that the colleges shall not be overshadowed by the Graduate School, but shall stand out by themselves.
8. To this end I think it may be considered practically settled that we shall begin very soon to develop our college work on the South Side of the Midway:

Central building
Colleges, east and west
Intensive college life in each
Inclusive college life in them all together.
9. In this programme athletics will have a large part. This means better development of intramural athletics, but also the continuance of the inter-university athletics.

OUTLINE of remarks at dinner at Quadrangle Club, April 18,

1934, Harman, Quentrell, Stagg, Swift, Bond,

Shorer, Gilkey, Axelson, Scott Brown, being present.

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