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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 The two frightful-looking smoke stacks would be superceded by a tower through which the chimneys would extend as in the Woolworth Building, New York.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, efficienty, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness coal be removed from the face of the earth.

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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 Buikings 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 poved into the vacated space, Practically the only additional space for administrative purposes affored 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

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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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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 noffice to another part of the Press Building and at the opening of the Summer Quarter to Haskell Hall.

The Cashier summarizes the sttuation 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.

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The stuation 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 fequently 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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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 Buikings 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 poved into the vacated space, Practically the only additional space for administrative purposes affored 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 onlargement of the pressroom will be necessary as no additional presses can be installed

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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 Hackell 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 wault 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 5:30 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 does 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 wender 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 fequently piled on the floor. Twice the amount of vault space is needed in the opinion of the Furchasing 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'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 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 swed, 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 unconomical as offices too large or poorly correllated.

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 same, 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 semile exhaustion, the prewriting office, the Eureau of Repumendations, 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 (new 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, doubless, 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 aske, use the present power plant site, utilizing all the , space, placing the boilers and dynamos one or two stories below ground, as in modern skyserapers, the coal to be supplied by gravity-moved cars through a tunnel from the housed stock on the land owned by the University on Haper 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-locking 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, efficiently, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness coall 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 he 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.

If the grown of the Medical Schools should eventually require the use of the Press Building, the proposed addition could still, doubtless, be advantageously used.

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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 & Modgdon 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 decided with estimates of cost and that the Auditor be requested to report the possible source of funds.

(Signed) Wallace Heckman,
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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 x 12) is in use both day and night, four operators being on duty from 7:30 a.m. or 8:30 a.m. to 5:00 p.m. and one operator thereafter and until 7:30 a.m. Of the lofeet 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 besided 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.

Character and the total of the past non kines out , shoot karooom and . Lisus our down at , toons wall Jod at no new ne erallable shalf roun, extending from the floor to the colding they we are above, is practically filled by records in our ent uce. The chelf space new used by the Secretary's records (inthe present Secretary was elected. As these records are of the utmost importance they named well be stored electrons. More-. end tagismon at our year, tovo enilding and Grounds Office. all little enor of dispreservi. The room (10 x 12) is in use both day and night, four spensters being on duty from 7:30 a.m. ilian bus refreedent reference each bus .m.g po: ? ct .m.a of: b to 7:30 s.m. Of the lorest x twelve feet space 5 feet x 10 feet ent rot moon leutes and trult of breaddelive ent for beringer at four day operators is enly ; feet a la 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 slways disagreeable .eldarelojai rasmue ai bna capacity. The Superintendent of Buildings and Grounds reports that a new rwitchboard at least sixteen feet long (twice the sith a kitchensite. Compare the conditions with the laditions provided in telephone exchange buildings of the Chicago Paraghage ompany, and the wonder is that the University is able to secure +8101818C0 \$100 seen on an average). The vanit space for the storage of Alternation of the almost the transfer of the transfer of the area frequently for the contract of the contract piled on the floor. Twice the smouth of yoult space is needed in . 1. tratem ains to ou al could think to be us for ere atmembrane select alcocounty by electron, express setsengers, ormand boys herided University officers and clerks. There is a living more privacy acoll fails on no moor solios regions to

The Secretary's Office.

The Secretary, although he may not seserve 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 tuttion 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 officers, clerks and other aighty my 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 an uneconomical as offices too large or poorly correllated.

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 remove again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration huilding 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

The Secretary's Office. The secretary, although he may not seasive it, one the .a minuty notiful soul implure paintaido era refranç nese for the Secretary Laclation may be regarded as at advantage. might be larger in order the better to provide for filling sebinete and book-cases but it will ensure its purpose for years. the veult, in which the utilities records are given out as has been stated in a former pureyraph, to shouly inadequate, in a horizon and interior arrangement. If a berious interior arrangement. If a berious fire should break out the contents of the years would almost in--bs uso opilio s'assibut sar . asveyed . II . beyerisab ed vidsilye just its moods to the indressing space requirements of the Secretary's muterial, the valut may be left as it is even when evisarianal apace in the Frees Building for administrative .Deplyong at secilite . Istoned ni eress Bailding the those of the Fress (emitting present, compositors, binders, etc.) sevente officers, clerks and other employes. The number has been multiplied by four since 1903. applific es facimencomo na era bebwero cor sectio .beaseroni .borsilatroo viroco ro sersi cot Segretary's office. For the Future. -uco and of , section to , sections of of buck metrolos our mould be assembled the sucreon a start; the Jeorge et -the of the Buildings and Grounds Department, the telephone eronange and the Osenser's (with sebalulary buteous) and Meorraci's elerie. Mere, too, there weble be efficed for each, if Bot ell, the ingressing number of deans now continued over the cuaprangles in confusing situations in a removal of deads from Cook land. wente provide much needed class-roum aproc. Vaca che creation of the States of the remove again to the tress and lotter of the new so-. Todaeo evidataminhe and to the University chapel, or when it drops to earth from elais exhaustion, the type-widting office, the Bureru of Leopenandetions together with the Correspondence Study Department mow in Q

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. 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, wast 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 unboubtedly 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 nor thwest 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 felieve the situation of the business administration an architect [Coolidge & Hodgdon were architects of building) be employed to

· gnibiling The survey of the University new being made by representathe 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 preducing heat -no , lis berelyage one legeno one inligeon one gody ideil for questionably, necessities the building of a new power plant. pround, as in modern sayserapers, the coel to be supplied by flew guided book bas below tenou flow A . van to fagir Lettned ta beiota vigous laur ent . netas hand gained and meri arel and lied say no socia od; ils to say end timing block sunsya regret block of the power plant, no cost often being required larger then a day's supply, wasteful, open-air storage, so distacted nelybors that being discarded. The private alley, east of the areaent plant, no doubt, could also se used if more room is deedministration be erected. The two frightful-locking emone stacks would be superceded by a tower through which the chimneys would extend a doub . Mrof well Bullding, Bush a bush a bush as bush as constructed of brick, would, when the need arises, readily land thes pullity, sections, situatency, beauty sould be on-. After say to seel and most bevere's ad block seently .Juneark ent tof Building to occurs all or part of the vacent lot 64 feet x 52 feet as its nor threst corner. Therein much needed atorage room ould be settined below ground. The Cashier's office could be arced betarages mert fire has constine firmed of as os beganning and thine's trabute tedre bue mayor 'wreller to Issequib our our * pidewico on male on reits deducate The Press off tog force outle sove northwest, the Acate 's force move weatherd, the Delvers to move even earch

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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COPY.

GENERAL EDUCATION BOARD

New York, February 18, 1924.

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

My dear Spencer:

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.

OOPY.

GENERAL EDUCATION BOARD

New York, February 18, 1924,

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

My dear Spencer:

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COPY

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With cordial regards, I am,

Yours very truly,

(Signed) Trever Arnett.

A R R O O

GENERAL EQUIATION BOARD

New York, February 18, 1924.

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

My dear Spencer:

I have read over your report entitled "Business Administration Offices - Noeds - Recommendations", and as 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 wividly 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 obvious. I think your recommendations are good and I hearfily concar in thes.

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Yours very truly,

(Signed) Trovor Amett.

COPY

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With cordial regards, I am.

Yours very truly.

(Signed) Trever Arnett.

COPY.

GENERAL EDUCATION BOARD

New York, February 16, 1924,

Dr. J. Spencer Mokerson, Secretary, University of Chicago, Chicago, Milincia.

My dear Spencers

I have read over your report entitled "Business Administration Offices - Needs - Recommendations", and an 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 abvises. I think your recommendations are good and I aboutly concur in these.

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Yours year ermoly.

(Signed Trever Americ.

COPY.

GREERAL EDUCATION HOARD

New York, February 18, 1924.

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

My dear Spencer:

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

With cordial regards, I am,

Yours very truly.

(Signed) Trever Arnott.

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GRACE REPRESENCE LARRIED

New York, February 18, 1924,

Dr. J. Spencer Dickerson. Secretary. University of Chicage. Onicego, Illinois.

My dear Spencert

I have read ever your report untiled "Eucinous Administration of five a Heads - Headmondations", and am impressed with the elear way in which you have described the demitions and needs of the several departments which the vepert emilia vividir to one's mind the report emilia vividir 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 abvisue. I think your recommendations are good and I shink your recommendations are good and I hearfily concar in their.

I hope that you are very well out that everything is going abouty with you.

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Yours very truly.

(Signal Trover (Semple)

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
Secretaries
E. C. Sage
W. W. Brierley
Assistant Secretaries
L. G. Myers
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Assistant Treasurer
Ernest A. Buttrick

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902
61 BROADWAY
NEW YORK February 18, 1924.

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Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

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

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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 ameto

Chisago, Ill.

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 onethird 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.

de ad lebers : vens of sensueller dell' drager : see to gill a committage contentograph

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.

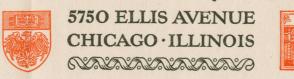
On the whole the Manufacturing Department is fairly well situated just at this time, but is bound to be in need of more space in the near future.

Very truly yours,

all Farland

ACM.NC

The University of Chicago Press



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:

A	ddition	Present	Total
Shipping and storing	g 500	3234	3734
Office	500	7000	7500
Operative	100	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 proximites 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).

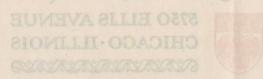
It is my impression that another twenty-five per cent increase in the next twenty-five years would take care of our requirements during that period unless, as does not seem probable, our business should develop in that period in the same proportion as in the last twenty-five years.

Yours very truly,

THE UNIVERSITY OF CHICAGO PRESS

DPB: EB

Che Chiversity of Chicago Press





8301 .S tedme vol

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

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Yours very bruly,

Marine marine on were an even

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. Superintendent LRF: JK

Nov. Soch , 1923. Mr. J. S. Dickerson, Auditor's Office. change is housed in a woolly inadequate room. twice its length, or at least sixteer feet, in a room not less than twelve feet yide, and possi ple.

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 accommodate 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

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. Petzel, the purchasing agent duthis 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,

Superintendent

LRF:S CC:Mr. Dinsmore The University of Chicago
Department of Scalibings and Geomes
Hovember 9, 1923

OFFICE OF THE SUPERINTENDENT

Mr. Dickerson

SUBJECT: Freen Building Floor Space

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Yours very truly,

D. M. Judos

CC:Mr. Dinemore

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
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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,

Mollington

Mr. J. S. Dickerson,

Faculty Exchange.

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 - 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 fwom
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 - b) Others.

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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-

on the meetings of the Senate, Faculties and Boards, conferences with Faculty, etc.

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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 Mniversity.
- 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 carriculum 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.

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