

Original to Mr Tufts

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

ADMINISTRATION BUILDING

Specifications for the President's Suite

Office space to be provided for the President, two Vice Presidents, two Assistants, two Secretaries, seven Clerks, and one Statistician:

<u>President's Office:</u>	approximately.....600 sq.ft. Outer Office for Secretaries and Reception Room.....400 sq.ft.
<u>Vice Presidents:</u>	two private offices, each.....250 sq.ft.
<u>Assistants:</u>	two private offices, each.....200 sq.ft.
<u>Statistician:</u>	private office.....250 sq.ft.
<u>Clerks and Secretary:</u>	space for eight desks.....250 sq.ft.
<u>Conference Room:</u>	to be used by anyone.....400 sq.ft.
	Total..... <u>2350</u> sq.ft.

<u>Filing space:</u>	cupboards and current files.....71 l.ft.
<u>Bookshelves:</u>	for official publications.....200 l.ft.
<u>Storage cupboards:</u>	could be transferred from present quarters..... 45 l.ft.
	Total..... <u>316</u> l.ft.

Chicago to the White

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

ADMINISTRATIVE EXPENSES

Expenditures for the President's Office

Office space as provided for the President, two Vice Presidents, the Secretary, two Secretaries, seven clerks, and one stenographer.

President's Office	approximately.....\$25,000
Office of the Vice President	and Reception Room.....\$25,000
two private offices, each.....	\$25,000
two private offices, each.....	\$25,000
private offices.....	\$25,000
space for eight desks.....	\$25,000
to be used by anyone.....	\$25,000
Total.....	\$250,000

Stationery and current files.....	\$1,000
for official publications.....	\$25,000
books on transferred from	
previous quarters.....	\$1,000
Total.....	\$26,000

CHARLES A. COOLIDGE
CHARLES HODGDON

COOLIDGE AND HODGDON
ARCHITECTS,
134 SOUTH LA SALLE STREET, CHICAGO

November 5
1925

Dr. J. Y. Aitchison,
The University of Chicago,
Chicago, Illinois.

Dear Doctor Aitchison:

Following is an approximate estimate of the cost of
a restaurant building on top of the Administration Building with
dining room 60' x 228' x 15' high and a kitchen above 60' x 60'
x 11' high.

The restaurant and kitchen contain 235,500 cubic feet
@ 70¢ per cubic foot- - - - - \$164,000.00
Chairs and Tables- - - - - 11,000.00
Kitchen Equipment- - - - - 12,000.00
Refrigerators and Refrigerating Machinery- - - - - 15,000.00

\$202,000.00

This would provide for an attractive dining room with long
banquet tables.

Very truly yours,

Coolidge + Hodgdon

57
File
Administration Bldg

Copy to Mr. J. Y. Allison

COOLIDGE AND HOBEDON
ARCHITECTS
134 SOUTH LA SALLE STREET, CHICAGO

CHARLES A. COOLIDGE
CHARLES HOBEDON

November 5
1925

Dr. J. Y. Allison,
The University of Chicago,
Chicago, Illinois.

Dear Doctor Allison:

Following is an approximate estimate of the cost of
a restaurant building on top of the Administration Building with
dining room 60' x 228' x 12' high and a kitchen above 60' x 60'
x 11' high.

The restaurant and kitchen contain 235,500 cubic feet	
@ 70¢ per cubic foot	\$164,850.00
Chairs and tables	11,000.00
Kitchen equipment	12,000.00
Refrigerators and refrigerating machinery	18,000.00

\$205,850.00

This would provide for an attractive dining room with long
banquet tables.

Very truly yours,

Charles A. Coolidge

The University of Chicago

The Committee on Development

ROOM 1703, LYTTON BUILDING, CHICAGO

TELEPHONE WABASH 4170

Interoffice Correspondence

To: J. Y. Aitchison

From: E. J. Bemis

file
Date: Nov. 4, 1925.

Subject: Administration Building
Dining Room

Mr. Hodgdon telephoned that the approximate cost of the Administration Building dining room would be \$190,000. This includes everything except china, silver, linens, etc. He will try to get an estimate on this this afternoon and will let you know.

file

The University of Chicago

The Committee on Development

ROOM 1703, LYTTON BUILDING, CHICAGO
TELEPHONE WABASH 4170

Date: Nov. 8, 1935.

Subject: Administration Building
Dining Room

Interoffice Correspondence

To: J. Y. Allison

From: E. J. Bemis

Mr. Hodgson telephoned that the approximate cost of the Administration Building dining room would be \$130,000. This includes everything except china, silver, linens, etc. He will try to get an estimate on this this afternoon and will let you know.

3

File

The University of Chicago

Office of the Dean of Women

July 19, 1925.

Holderness. H. H.

Dear Dean Tufts:

I was very much interested, and I may say surprised, to see a sketch of the proposed Administration Building of the University. I have been hoping ever since Mr. MacLeish made his generous gift ~~for~~ this building that those of us who are concerned with the different phases of the administration might be called upon to work out the needs to be met by such a building, and furnish details upon which the architect could proceed to make sketches. The very long and careful study given to the Women's Building even before Mr. Noyes' gift, resulted in a building as efficiently planned, to say the very least, as any building in the Quadrangles, and certainly very much better planned than many of the buildings. (The recent difficulty of which you are aware arose through the change in policy of the University.) It would seem to me that in a similar way not only the chief administrative officers, but experienced clerks and even students and people who have business relations with the University might make very helpful suggestions about the Administration Building. Personally and officially I regret extremely the introduction into some of our offices of some of the methods presumably efficient and actually very irritating which prevail in up-to-date commercial houses. It may be considered efficient to require me to stand at an open counter to make known to a seated and possibly lolling clerk the references I can give in case I wish to open an account, or the difficulties I have met with in dealing with some clerk or in purchasing some commodities. I am convinced, however, that while such treatment of me as a customer may seem to be justified I should resent extremely making known my difficulties concerning admission into the University, seeking the University's help in

The University of Chicago

Office of the Dean of Women

July 19, 1955

McKinnon B. B.

Dear Mr. McKinnon:

I was very much interested, and I may say surprised, to see a sketch of the proposed Administration Building of the University. I have been hoping ever since Mr. Macdonald made his generous gift of this building that those of us who are concerned with the different phases of the administration might be called upon to work out the needs to be met by such a building, and furnish details upon which the architect could proceed to make a sketch. The very long and careful study given to the Women's Building over the years, Mr. Hoyer's gift, resulted in a building as efficiently planned, to say the very least, as any building in the Quadrangles, and certainly very much better planned than many of the buildings. (The recent difficulty of which you are aware arose through the change in policy of the University.) It would seem to me that in a similar way not only the chief administrative officers, but experienced clerks and even students and people who have had past relations with the University might make very helpful suggestions about the Administration Building. Personally and officially I regret extremely the introduction into some of our offices of some of the methods previously efficient and actually very interesting which prevail in up-to-date commercial houses. It may be considered efficient to require me to stand at an open counter to make known to a seated and possibly frowning clerk the references I can give in case I wish to open an account, or the difficulties I have met with in dealing with some clerk or in purchasing some commodities. I am convinced, however, that while such treatment of me as a customer may seem to be justified I should resent extremely, making known my difficulties concerning admission into the University, seeking the University's help in

The University of Chicago

Office of the Dean of Women

- 2 -

selecting a place to live or remunerative employment, or passing through a group of persons waiting, and sometimes a bit curious, after an interview which has caused chagrin or disappointment. So far as the officers in the Quadrangles are concerned I think the students should be dealt with in the most delicate and personal way, and should never be required to make known their wants or to discuss their problems before anyone except the officer concerned. This is the one feature about the new building which I trust will be considered primarily from the standpoint of human relation rather than of business efficiency. In spite of the handicaps under which President Harper worked, there were many details about the administration of his office that might well serve as a guide in the future.

It may not be proper for me to take more of your time in making known other points, though I must urge that greater care be given to the conditions under which some of our very responsible clerks are to work. I think that here everyone's experience would be of inestimable value.

I presume you know without my telling you that I did not take any steps, as I always do before leaving for the summer, to make known promptly on the first of October to the fraternities and clubs the regulations of the University whose administration was entrusted to me.

Trusting that Mrs. Tufts has been making a rapid recovery, and that you yourself are not too wearied to enjoy a vacation which I presume you will soon have.

Sincerely yours,

Marian Talbot.

The University of Chicago

Office of the Dean of Women

- 2 -

selecting a place to live or remunerative employment, or passing through a group of persons waiting, and sometimes a bit anxious, after an interview which has caused chagrin or disappointment. So far as the officers in the Quartermaster are concerned I think the students should be dealt with in the most delicate and personal way, and should never be required to make known their wants or to discuss their problems before anyone except the officer concerned. This is the one feature about the new building which I trust will be considered primarily from the standpoint of human relation rather than of business efficiency. In spite of the handicaps under which President Harper worked, there were many details about the administration of his office that might well serve as a guide in the future.

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Trusting that Mrs. Tuttle has been making a rapid recovery, and that you yourself are not too worried to enjoy a vacation which I presume you will

soon have.

Sincerely yours,

Theresa Tuttle

an account
some
1925

Holderness, N. H.

July 19, 1925.

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Dear Dean Triggs:

Holborn, N. H.

July 19, 1925.

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Trusting that Mrs. Tufts has been making a rapid
recovery, and that you yourself are not too wearied to enjoy a
vacation which I presume you will soon have.

Sincerely yours,

(signed) MARION TALBOT.

MT:IS

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recovery, and that you yourself are not too worried to enjoy a
vacation which I presume you will soon have.

Sincerely yours,

(signed) MARION TALBOT.

MT:12

C O P Y

June 5, 1925.

My dear Mrs. Garrett:

As I indicated to you in the interviews, which you have been kind enough to accord to me, I have been working on a proposition to submit to you. May I ask your careful consideration of the facts which I now reduce to writing, so that you may have them in proper shape for consideration?

In my letter of May 15, I stated that I would present to you an opportunity to create one of the world's finest memorials. The memorial I have had in mind is the ADMINISTRATION BUILDING at the University of Chicago which is very greatly needed and which should be erected as soon as funds are available. This building will occupy a position at the architectural center of all the buildings on the main quadrangle. In many respects it will be the most important building of the University; In it will be the President's offices and the offices of the leading administrators of the University. To this building will come all the professors and instructors of the University, all students, citizens and friends of education who are related in any way to the life of the University. There is no building in all the group of more than half a hundred buildings now in use at the University which would be frequented more constantly than this new ADMINISTRATION BUILDING.

Upon expression of willingness on your part to transfer in fee simple to the University of Chicago the title to the real estate listed on the sheet attached to this letter, I shall be glad to recommend to the Board of Trustees that they should covenant and agree with you to carry out the suggestions hereinafter set forth.

Before coming to the statement of the proposals in detail I wish to call to your attention some facts regarding the ability and responsibility of the University to handle advantageously such properties as are listed in the accompanying memorandum.

1. The University maintains a real estate department with four managers and a large staff of maintenance and repair men. This enables the University to manage properties of this character efficiently and at a minimum expense.
2. During the more than thirty years of its history friends of the University have deeded to it a large amount of various types of real estate.

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1. The University maintains a real estate department with four managers and a large staff of maintenance and repair men. This enables the University to manage properties of this character efficiently and at a minimum expense.
2. During the more than thirty years of its history friends of the University have bequeathed to it a large amount of various types of real estate.

3. The University now owns and manages at least sixty such pieces of property located in various parts of Chicago.
4. The University is now managing properties in the central part and outlying regions of the city. This gives to the University familiarity with the rentals and sales markets of just such properties as are included in your list.
5. To bring out the best income-producing qualities of many of the properties under consideration an outlay of money will have to be made in several of the properties. The University is in financial position to deal with each property as may be necessary.

An acceptance by you of the plan I am suggesting would relieve you of all future responsibility and annoyance for the management of said properties or annual loss on account of payment of taxes, insurance, assessments, attorney's fees and other incidental expenses, the total of which undoubtedly now amounts to a sum equivalent to more than four per cent per annum on a million dollars.

I am prepared to recommend to the Trustees of the University that, upon receipt of the transfer of title, in accordance with terms previously set forth, of all of the properties named in the accompanying statement, the University of Chicago should covenant with you as follows:

1. That the University receive such transfer as the equivalent of a cash gift of \$1,400,000.
2. That the University erect the ADMINISTRATION BUILDING at a cost of not less than \$1,250,000. This figure includes the sum needed for the erection of the building itself, for ordinary furnishings and also provision for an endowment fund of at least \$400,000, the income of which only to be used to provide for the permanent maintenance and upkeep of the building. This building would be known as the GARRETT ADMINISTRATION BUILDING, with the name carved in stone over the entrance of the building. A proper memorial tablet should be placed in the main entrance of the building, indicating that the funds for the building were contributed by Mrs. Ada Sawyer Garrett. Of course the details regarding the proper wording of such a tablet would be subject to your approval.
3. That the University start at once upon the preparation of plans and as soon thereafter as possible begin the construction work.
4. That the University set up an account on its books to be known as the ADA SAWYER GARRETT FOUNDATION and all records of expense and profits in connection with the

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properties received from you shall be kept separately from all other accounts, and the University shall covenant with you that if and when the total investment or income-producing value of your gift shall exceed the amount of \$1,250,000, the surplus shall be set aside as a separate account to your credit to be used for such other purpose in connection with the work of the University as you and the Trustees of the University may agree upon.

5. That in addition to the erection of the proposed GARRETT ADMINISTRATION BUILDING the University shall pay you an annual annuity of \$6,000 a year, one twelfth of which would be paid to you on the first day of each month for the remainder of your life.

The suggestion that I am making to you is not unlike a circumstance which occurred in connection with a gift received a few years ago. Mr. Hobart Williams owned real estate on Wabash Avenue near Madison Street and was anxious to invest the capital, so represented, in the best way he could as a memorial to his parents. He was unknown to the University and without the knowledge of any Trustee studied the problem confronting him with great care. After due consideration he made known to the business manager of the University the fact that he had decided to establish a Hobart Williams Foundation in connection with the University of Chicago. He deeded to the University properties worth approximately \$2,000,000. In connection with making this gift, Mr. Williams volunteered the information that he considered the University of Chicago handled its properties and used its income more wisely than any other philanthropic institution he had known, and that he considered a memorial in the hands of the Trustees of the University of Chicago the best he could devise. You have doubtless read the story of this gift as told on pages 279 and 287 in the first volume of Dr. Goodspeed's Biographical Sketches.

I am making this statement in all good faith. It is only fair, however, to all interests concerned to state that in the event others should offer to furnish the funds needed for this project before you act in the matter, any statement made by me herein does not obligate the University in such manner as to prevent the acceptance of such other gift.

It would be most gratifying if you could reach a decision in time to permit us to make an announcement of your gift at the next Convocation, which is held June 16. This is the largest attended and most significant Convocation held in the University year at which a large number of graduates will receive their degrees.

If the above suggestions commend themselves to you and you will kindly so indicate, I shall be glad to place my recommendations before the Trustees of the University at once.

With sincerest personal regards, I am

Cordially yours,

Mrs. Ada Sawyer Garrett,
Chicago, Illinois.

signed - J.Y. AITCHISON

copy

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a few years ago. Mr. Robert Williams owned real estate on W. Madison
Avenue near Madison Street and was anxious to invest the capital,
so represented, in the best way he could as a memorial to his
parents. He was unknown to the University and without the knowledge
of any Trustees studied the problem confronting him with great care.
After due consideration he made known to the business manager of the
University the fact that he had decided to establish a Robert
Williams Foundation in connection with the University of Chicago.
He donated to the University properties worth approximately
\$2,000,000. In connection with making this gift, Mr. Williams
volunteered the information that he considered the University of
Chicago handled its properties and used its income more wisely
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will kindly so indicate, I shall be glad to place my recommendations
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With sincerest personal regards, I am
Cordially yours,

Mrs. Ada Sawyer Garret,
Chicago, Illinois.
Signed - J. V. ALDRICH

A Biological Science Building \$1,200,000

Through historical accident, modern science has been split up into a series of departments and departmental subdivisions. These subdivisions have been required to enable intense cultivation of a limited field. These departmental divisions are, however, artificial. The material studied is continuous and does not submit to exact classification by departments. So the need exists for cooperation and synthesis. All departments recognize that fields of interest and material overlap and that the greatest good can come only from cooperative attack. Hence this request for a single laboratory building to house the seven member sciences of the biological group. It would provide laboratories for research from each of the seven sciences. Cooperation would be possible, not by enforcement, but by contact, exchange of ideas and mutual stimulation. The mere fact of working together is a tremendous force for united effort and exchange of stimulating ideas.

Psychology Building \$1,000,000

Located now in an old and utterly inadequate house, the department of Psychology needs urgently a modern and adequate place to work. Psychology studies the individual human personality, the wellsprings of its action, the measurement of its possibilities, and may be expected to offer important suggestions as to the means of directing personality into useful and happy expression. This building is an essential tool in the progress of effectual research.

Hygiene and Bacteriology Building \$1,000,000

It is an old but potent adage that an ounce of prevention is worth a pound of cure. This is precisely the approach of this department which is concerned with public health. The maintenance of public health depends on understanding the nature and spreading of the bacteria which cause epidemics and its continuous endeavor toward the prevention of contagious disease. Important work is now under way on influenza, infantile paralysis and other terrible infectious diseases. This department asks a place to work as a means of continuing its admirable work in the prevention of disease and the promotion of public health.

Nurses' Home \$1,000,000

Provision of a nurses' home is an essential part of a well run medical enterprise. Here it has a triple function: it houses those who take care of the sick in the hospital in an attractive and convenient home; it gives to young nurses during the period of study a controlled environment and the advantage of living together and with older nurses; and finally, it offers housing facilities to graduate nurses doing special work in the graduate school of nursing. It is an essential part of the medical enterprise and is needed immediately.

Student Infirmary \$500,000

The present student health service is housed in the Albert Merritt Billings Hospital and the space which it uses will shortly be needed for extension of the regular activities of the Clinics. Therefore an infirmary, near the hospital, to provide for sick students, is needed. This is an important opportunity to be influential in the lives of young men and women. The building could of course be named at the direction of the donor.

Biological Sciences Building \$1,500,000

Through historical accident, modern science has been split up into a series of departments and departmental subdivisions. These subdivisions have been regarded as scientific disciplines, but in fact they are merely artificial. These departmental divisions are, however, artificial. The material studied is continuous and does not admit to exact classification by departments. So the need exists for cooperation and synthesis. All departments recognize that fields of interest and material overlap and that the greatest good can come only from cooperative attack. Hence this request for a single laboratory building to house the seven major sciences of the biological group. It would provide laboratories for research from each of the seven sciences. Cooperation would be possible, not by enclosure, but by contact, exchange of ideas and mutual stimulation. The mere fact of working together in a common building for united effort and exchange of stimulating ideas.

Psychology Building \$1,000,000

Located not in an old and utterly inadequate house, the department of Psychology needs urgently a modern and adequate place to work. Psychology studies the individual human person after the workings of his action, the measurement of his possibilities, and why he acts. It is a science of directing personality into better and more useful channels. This building is an essential tool in the progress of scientific research.

Nursing and Radiological Building \$1,000,000

It is an old but potent stage that an ounce of prevention is worth a pound of cure. This is precisely the approach of this department which is concerned with public health. The nursing and radiological fields depend on understanding the nature and spreading of the bacteria which cause epidemics and the continuous endeavor toward the prevention of contagious diseases. Important work is now being done in the study of the bacteria and other terrible infectious diseases. This department asks a place to work as a means of continuing its scientific work in the promotion of disease and the promotion of public health.

Nurses' Home \$1,000,000

Provision of a nurses' home is an essential part of a well-run medical enterprise. There is no crisis situation: it houses those who take care of the sick in the hospital in attractive and convenient homes; it gives to young nurses during the period of study a comfortable environment and the advantage of living together and with other nurses; and finally, it offers housing facilities to graduate nurses doing special work in the graduate school of nursing. It is an essential part of the medical enterprise and is needed immediately.

Student Building \$500,000

The present student health service is housed in the Albert Einstein Hospital and the space which it now will occupy is needed for extension of the regular activities of the student. Therefore an addition, near the hospital, to provide for sick students is needed. This is an important opportunity to be influential in the lives of young men and women. Building could of course be named at the discretion of the donor.

Hospital for Contagious Diseases \$500,000

Funds are already in hand for part of this project and the addition of \$500,000 would carry with it the name privilege. A hospital for isolation and study of patients with contagious diseases is an important unit in the medical program. These diseases can and must be studied clinically as well as fundamentally in the bacteriology laboratories. This hospital would be an additional unit also for the most expert care of persons ill with contagious diseases.

Social Science Building \$500,000

This gift of \$500,000 to the endowment carries the name privilege of the new Social Science Laboratory. This will be the first laboratory building exclusively for research in the Social Sciences in the country. It will be devoted to projects and problems of great practical significance to the community. It will, in the main, house the activities of the Local Community Research group which are taking as their field of study the city of Chicago. Because of the high standard of work in the Social Sciences here, this pioneer building will attract unusual attention. It will be for the Social Sciences what Ryerson Laboratory, with its two Nobel Prize winners, has been for the Physical sciences.

Building for the School of Commerce and Administration \$1,500,000

The scientific study of business is a steadily growing factor in American life and a great opportunity exists to make of the School of Commerce and Administration at Chicago a unique institution in the West. A thoroughly first-rate school of Commerce will need adequate quarters. The present building, a remodelled club-house, will have to be removed to make way for the construction of the Oriental Institute. Funds for a new building are therefore urgently needed.

Geography Building \$1,000,000

Geography deals with the relationship of man to his environment, -- to the configuration of the earth, its plains, rivers, oceans, mountains; to its plant and animal life; to its fuel and building resources. It is at once a natural and a social science and its study is basic to economics. A good geographer is essential to business pioneering as he prevents costly mistakes and directs profitable effort. The present Geology Building, Rosenwald Hall, now houses the Geography Department also. But Rosenwald Hall is inadequate for both departments and does not provide the space or facilities precisely needed by Geography. Here is an unusual opportunity to support the work of this eminent department.

Home Economics Building \$750,000

Everyone agrees now that problems of the home, no less than problems of business and industry, need study and research. Rule of thumb methods will no longer do. The scarcity of servants, the importance of good diet, methods of child care, must all be subjects of effective teaching and systematic research. From the standpoint of the undergraduates, this department opens a career to women students as teachers and also provides valuable training to girls who are to become wives and mothers. Important research work is even now being conducted on the nutrition problems of children. Present housing of the department is ridiculously out of proportion to its national prominence and to its possible significance in the community. This is an urgent need.

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School of Education:

Graduate School Building \$1,117,603
High School Building 1,117,603

For the Graduate School of Education: This department suffers seriously from congestion and has maintained its leadership among American schools of education under unusual handicaps, especially those for space. The department has in every quarter the largest registration of graduate students of any department in the University. There is little space for laboratories and only one graduate library room.

High School: The High School is part of the laboratory schools run under the Department of Education. Its present quarters are badly lighted and ill-ventilated, and it has maintained its position only by reason of its excellent corps of teachers. The addition of the new Bernard E. Sunny Gymnasium will relieve the strain on the physical education side of the work but the academic side is likely to suffer by contrast.

Administration Building \$1,000,000

This building has been called "the flagship of the University" and so it is. It would do for the University what the brain does for the man; it would permit of coordination and efficient direction of the now scattered offices of the administrative group. It would, of course, be the center of the University's contacts with the outside world, with the thousands of visitors to whom it would stand as the symbol of the University.

A College Lecture Hall \$1,000,000

This is an urgent need. It would give the colleges their individual, central meeting hall to provide lecture rooms seating 500 and 300, and a number of classrooms seating from 35 to 60 each. It would form an excellent center for the development of a unified undergraduate life. The space released in Cobb Hall by this building could be used to advantage for administrative offices and instructors' offices.

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PROPOSAL TO BUILD AND ENDOW AN ADMINISTRATION BUILDING
AT THE UNIVERSITY OF CHICAGO

The Work of a University

A University exists to carry on for the rest of the community the duties of teaching and research—the search for new knowledge by the faculty, and the training of students to find and use knowledge. This is the work of a university. But these functions are not performed by magic, and from another point of view a university is a very large and very complicated administrative machine which must work efficiently if the primary duties are to be properly carried on. Administration locks all parts of the machine together, determines emphasis in various lines of endeavor, meets the world outside the university, makes promotions, pays salaries, invests funds, registers students, confers degrees, and handles the thousands of small problems which arise in an organization of seven hundred faculty members and fourteen thousand students. A railway system has a block tower unit which organizes and directs the movements of its hundreds of daily trains; there is no room for inefficiency in this system. It must work to save life and conserve property. In the same way, a university must have its block tower from which the activity of the whole plant is rapidly and efficiently directed. No second-rate apparatus can do this important work economically. The proposed administration building is a vital need to healthy activity in the University.

The Administrative Problem

The University consists of two graduate schools, a college and six professional schools. These schools and colleges are divided into some sixty-four departments. The University registers something over fourteen thousand students, and has a faculty of over seven hundred members. Each

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of these students and faculty members is an administrative problem and each works more or less efficiently as administration of the whole unit is efficient.

The administrative units include the president's office, the business office downtown, the business office on the quadrangles, the offices of the deans of schools and colleges, and the work of records, admission, alumni contact, and public relations through the office of the Secretary of the University. These administrative functions are now scattered in eight buildings over the campus. To work harmoniously they should work together. Men with common problems should be in adjoining offices or on nearby floors. The president's office should be near those of his vice-presidents, and of business and contact officers. The president should be near his graduate and college deans. Undergraduate registration is a tangled and difficult process because of the scattered location of officers to whom undergraduates must report. On every hand are difficulties because of sheer lack of working space--no place for records, clerks, secretaries, and sometimes for university officers themselves. Space is being used for administration which was never intended or designed for that purpose to the point of handicapping other activities. For example, the first floor of Harper Library is used to considerable extent by the President's staff, thus greatly diminishing the efficiency of the building as a library.

To all of these problems, there is but one solution, an Administration Building, where there is adequate space, free contact between university officers, and elimination of inefficient procedures.

Location

This building, as Mr. Sunny calls it, "the Flagship of the University" will have the flagship's position of honor. It will stand at

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the architectural and strategic center of the University. Further details can be submitted as to location, contents and floor plan.

Picture of Building

Submitted herewith. The architecture will be of the Gothic type in which the whole University is designed. It will be characterized by strength, simplicity and efficiency.

Name

The building will carry the name of the donor of such appropriate name as he suggests. A proper memorial tablet will be placed in the main entrance to the building.

The Cost

The cost of the building, as now planned, will be \$1,250,000. This sum will include cost of equipment and endowment for repairs and replacements as the building is used.

In many respects this administration building will be the most useful building on the campus. It will be of daily importance by increasing the efficiency of the teaching and research staff. Distinguished educators, administrators, students, alumni, citizens will all pass through its doors and use its facilities. It will be a permanent memorial of the highest beauty and significance.

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The Administration Building
of The
University of Chicago

A University that has increased its enrollment from 4,580 to approximately 14,000 a year and has increased its assets from \$17,000,000 to ^{\$100,000,000} over \$80,000,000 in thirty years finds its administrative duties increased in like proportion. The University has taken great strides toward the goal of its ^{like} achievement, a "great University". New classrooms, laboratories and chapels, the creation of distinguished service professorships and the increases in the salaries of professors characterize its progression. The administration which has accomplished all this has had the same administration offices for thirty years, ~~scattered over the campus and many a light building~~ The offices of the President, the Vice-President and Dean of Faculties, the Secretary, the University Examiner, the Cashier, the Housing Bureau, the Social Director, the Appointments Secretary, the Public Lectures Committee and others to whom the students must regularly report are wide^{ly} distributed through buildings intended for classroom use, for the Press and for Libraries. With the governing bodies of the University scattered through as many as seven buildings it is impossible to administer the increased business of the University in the efficient manner necessary to the furtherance of its progress.

To point out the urgency of the need, a more detailed presentation of the problems of space is presented. Law
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Bldg?

^{comptroller} The Auditor's Office on the second floor of the University Press Building has had no increase whatever in the space available for the services performed in the ^{comptroller's} Auditor's Office in spite of the great growth in the University's expenses. Further expansion is necessary to handle the growing ^{comptroller's} volume of the Auditor's staff. ? paper
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Principals from high schools, teachers and other executives come to the Board of Recommendations seeking teachers from among our listed University graduates at all times of the year and especially in summer. The facilities of the Bureau of Recommendations are so limited in Lexington Hall that there is not enough room for the visitors to sit down while waiting for conferences.

The Press Building was originally planned for the exclusive use as one of the University Press, classed among the oldest and largest in the country. More than one fourth of this space has been occupied for years by business administrative offices, those of the ^{Comptroller} Auditor, the Cashier and Faculty Exchange. Books belonging to the Press are stored in buildings outside the Press Building involving much inconvenience in handling, and, although a new press should be added due to the increase in publishing, nothing can be done until the ^{entire building is turned over} Press is allowed the entire building.

Another striking instance of how the crowded condition of the administrative departments has affected the University's facilities is shown at Harper Memorial Library. Originally built for library purposes only, the Library now contains not only the offices of the President and Vice-President with their staffs but also the Offices of the Secretary, the Recording Secretary and the Publicity Department. Thousands of books have been kept out of circulation because of the lack of space for shelving and cataloguing. The wide scattering of books means extreme disadvantages for those using the Library.

No building in all the group now in use at the University will be more frequented than the Administration Building. It would be the "flagship" of the University, the center of the University's contacts with all the outside world. The main floor would be planned for the offices which the students have most occasion to visit; the upper floors for those with which

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The estimated cost of the Administration Building is \$1,000,000. If a donor ^w could be found for a substantial part of the cost, the MacLeish Fund would make it possible ~~for us~~ to proceed with ~~the~~ construction at once, provided the donor is willing to have the building bear the MacLeish name.

A picture of the proposed Administration Building is submitted with this pamphlet. The architecture will be of Gothic type in which the whole University is planned. It will be characterized by strength, simplicity and efficiency. The building will carry the name of the donor or such appropriate name as he suggests. A proper memorial tablet will be placed in the main entrance of the building.

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A Presentation of a few of the problems due to lack of space.
In structure, the Administrative Building should be one of the dominant structures of the University's imposing architectural assembly, of a massive and impressive style of architecture with an air of solidity, differentiated in tone from the ecclesiastical aspect of other structures on the main quadrangle, yet in harmony with the whole, maintaining the general character of Collegiate Gothic.

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its achievement, a truly great University. New classrooms, laboratories and

in like proportion. The University has taken great strides toward the goal of

\$55,000,000 in twenty-five years finds its administrative duties increased

approximately 14,000, has increased its assets from \$17,000,000 to over

A University that has increased its enrollment from 4,580 to

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teachers and other school executives come at all times of the year and especially in summer seeking teachers from among ^{the} listed University graduates. So limited are the facilities at the Bureau of Recommendations that there is not enough room for the visitors to sit while waiting for conferences.

The University Press stands in the front rank among all the University presses in the country. It is the oldest and the largest among such establishments. ~~By 1924 it aggregated approximately \$1,000,000~~
At the time the Press demands the whole of the building, more than
More than one-fourth of the Press Building has ^{at} (for years) been occupied by business administrative offices. ~~at the time~~

~~The whole of the Press Building is needed by the Press and having~~
the President's Offices, the offices of the Vice-President, the Dean of Faculties with their staffs, the Publicity Office, the office of the Secretary in Harper Memorial Library affects the facilities of that organization.
Stack rooms and cataloguing rooms for thousands of volumes ^{are} being withheld from circulation because of lack of space.

W. J. Johnston

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effectively and economically the University proposes to build a General Administration Building on the ~~line of~~ Fifty-eighth Street, ~~and~~ at either Ellis or University Avenue. ^{Dominating} ~~In structure, it should be one of the dominant structures of the University's imposing architectural assembly, massive and impressive in style of architecture with an air of solidity and~~ differentiated in tone from the ecclesiastical aspect of other structure on the main quadrangle, yet in harmony with the whole, ^{the} ~~The main floor will be planned for the offices which the students have most occasion to visit; the upper floors~~ ^{by} those with which they have less contact. Thus the Offices of the Deans and of the Cashier will be on the first floor; those of the President, the Vice-Presidents, the Auditor, the Recorder, the Purchasing Agent ~~will be~~ on the upper floors.

The total cost of the proposed building is estimated at \$1,000,000. ~~It will be of daily importance by creasing the efficiency of the teaching and research staff. Distinguished educators, administrators, students, alumni, citizens will all pass through its doors and use its facilities. It will be the center the nucleus of the University, the center of contact with all the outside world.~~

In spite of the great growth in the university's expenses, there has been no increase whatever in the space available for the services performed in the Auditor's office on the second floor of the University Press Building. Further expansion of the Auditor's staff is necessary to handle the growing volume of ~~the-Audite~~ ^{now} business but no room can be provided without a building. The cashier's office on the ground floor of the Press Building has long since been insufficient. The telephone ~~serve-is~~ service is inadequate, ~~four operators occupy a room 8 x 12 feet, at a board overloaded with work.~~ ^{four operators in a room 8 x 12 ft} ~~The exchange serves~~ ^{take care of} 450 telephone connections on the ~~A~~ Quadrangles with 19 incoming and 26 outgoing trunk lines. The Bureau of Recommendations at Lexington Hall, ^{is in} a temporary structure soon to be razed ~~to make way for the~~ Here principals from high school,

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"the flagship" is now its most urgent need. and would assure the perfect coordination needed, the center of the University's contacts with the outside world and with the thousands of visitors to whom it would stand as a symbol of the U.

The General Administration Building is to be one of the dominant structures of the University's imposing architectural assembly. It will be of massive and impressive architecture with an air of solidity, differentiated in tone from the ecclesiastical aspect of other structures on the main quadrangle yet in harmony with the whole, still maintaining the general character of Collegiate Gothic. It will recall the early Norman Castel.

The Administration Building will be erected on the axis of the Quadrangle, at Fifty-eighth and either at Ellis or University Avenue. It will be three and one-half stories in height, of subdued gray stone with a massive central tower and two minor pointed towers over each end wing. It will form the gateway to the heart of the great expanse of University grounds with

An impressive pointed archway

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Office finds its administrative
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A University that has increased its enrollment from 4,580 to approximately 14,000, ~~and~~ ^{finds-} has increased its assets from \$17,000,000 in 1903 ¹⁹⁰⁹ to over \$54,000,000 in 1929? ~~demanding an increasingly imperative need for a~~ centralized administration. ~~A centralized administration~~ finds it increasingly imperative to have a centralized administration. Although ~~the U. is over thirty years old, it has never had a General Administration Building.~~ The offices of the President and Vice-Presidents are in Harper Memorial Library, where the problem of space is a serious one. The Secretary, the Auditor, the Cashier and the Faculty Exchange are located in the Press Building, ^{the} This building was originally intended and ^{for} is urgently needed by the University Press. The offices of the Deans, the Examiner, the Recorder and the Board of Admissions occupy the equivalent of several classrooms in Crowded Cobb Hall. They too, are handicapped by lack of space. ~~The governing activities of a University are great and with the governing bodies scattered through as many as seven buildings it is impossible to administer the business of the University in an efficient manner.~~

Through the recent development program, the campus as increased in beauty has produced a background of learning the University

~~In other ways the University has developed in proportionately. Rich Gothic classrooms, laboratories and chapels meet the advancing needs of the various departments in the achievement of a great University. The administration~~

~~In a great many ways the University~~

The University has made great strides in the achievement ^{during the last five} has taken great strides toward the goal of its achievement, a ~~very~~ great University, ~~The administration of this university (indicate)~~ Gothic classrooms, laboratories and chapels, the accomplishment of the Development ^{new} Drive have met the academic ^{progression} needs of the University, The symbol of the University,

~~The greatest~~
~~Its new classrooms, laboratories & chapels, etc~~

the installation of distinguished service professors,
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A University that has increased its enrollment from 4,580 to approximately 14,000 and has increased its assets from \$17,000,000 to over \$80,000,000 in thirty years finds its administrative duties increased in like proportion. The University has taken great strides toward the goal of its achievement, a "great University". New classrooms, laboratories and chapels, the creation of distinguished service professorships and the increases in the of professors characterize its progression. The administration which has accomplished all this has had the same administration offices for thirty years, *widely distributed these buildings intended for other academic purposes*. The offices of the President and the Vice-President and Dean of Faculties are in Harper Memorial Library, where the problem of space is a serious one. The Secretary, the Auditor, the Cashier and the Faculty Exchange are located in the Press Building, the Building originally intended for and urgently needed by *the offices of the U. S. etc. are widely distributed* the University Press. The offices of the Deans, of the Examiner, the Recorder and the Board of Admissions occupy the equivalent of several classrooms in crowded Cobb Hall the Undergraduate classroom building. They too, are handicapped by lack of space. With the governing bodies of the University scattered through as many as seven buildings it is impossible to administer the increased business of the University in the efficient manner necessary to the furtherance of its progress.

A presentation of a few of the problems due to lack of space may point out

To point out the urgency of the need ^{is} ~~for an administration building~~ a slightly more detailed presentation of the problems of space is presented, ~~in each case the administrative offices utilize space in buildings~~

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~~that rightfully belongs to that building and is greatly needed by that building.~~

The Auditor's Office is on the second floor of the University Press Building and in spite of the great growth in the University's expenses, ~~there has~~ ^{been} no increase whatever in the space available for the services performed in the Auditor's Office. Further expansion is necessary to handle the growing volume of the Auditor's staff. Only a new building will provide the needed space.

Four operators who take care of 450 telephone connections on the quadrangles with 19 incoming and 26 outgoing trunk lines occupy a room 8 x 12 feet. With the growth of the University, more trunk lines will be needed. and even this number of lines is inadequate for the size of the University.

The Bureau of Recommendations at Lexington Hall is in a temporary structure soon to be razed. Here, principals from high schools, teachers and other executives come at all time of the year and especially in summer seeking teachers from among our listed University graduates. So limited are the facilities at the Bureau of Recommendations that there is not enough room for the visitors to sit down while waiting for conferences.

The Press building was originally planned for the University Press ^{exclusive use of the} ~~only~~. More than one fourth of this space has been occupied for years by business administrative offices, ^{those of} the Auditor, the Cashier and ~~the~~ Faculty Exchange ~~Offices~~. Books belonging to the Press are stored in buildings outside the Press Building involving much inconvenience in handling, and due to the increase in ~~growth~~ ^a publishing, new presses should be added, more space is necessary for stocking bookplates and books.

Another striking instance of how the crowded condition of the administrative departments has affected the University's facilities is shown at Harper Memorial Library. Originally built entirely for library purpose, the Library now contains not only the offices of the President and Vice President with their staffs, but also the Office of the Secretary, the Recording Secretary, and ~~the~~ ^{the} Publicity ~~Offices~~.

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Occupy a position at the architectural center of all the buildings on the main quadrangle. In many respects, it will be the most important building of the Unit. It will be the President's Offices and the offices of the leading administrators of the University.

Erect the Admin. Building at a cost of not less than \$1,250,000. This figure includes the sum needed for the erection of the building itself, for ordinary furnishings and also provision for an endowment fund of at least \$400,000 the income of which only to be used to provide for the permanent maintenance and upkeep of the building.

The building would be known by the name of the donor with the donor's name carved in stone over the entrance of the building. A proper memorial tablet would be placed in the main entrance of the building, indicating that the funds for the building were contributed by the donor.

Requirement that the building should be given the MacLeish name, rather than that of the prospective donor.

"the flagship of the University. would permit the coordination and efficient direction of the now scattered offices of the administrative group. It would be of course, the center of the University's contacts with the outside world, with the thousands of visitors to whom it would stand as the symbol of the University.

Administration Building \$1,000,000

At present the administrative offices of the University are widely distributed thru buildings intended for classroom use or libraries. Much of this space now occupied is ill adapted to administrative purpose and even with careful management it is impossible to function in an inefficient manner.

Wide distribution of such offices as those of the University Examiner, the Cashier the Housing Bureau, the Social Director, the Appointments Secretary, the Public Lectures Committee, the Information Clerks and others to whom the students must regularly report, causes endless irritation and delay in transacting the simplest item of Uni. business.

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Administration
Bldg

Negatives of new
building with 4th story
July, 30, 1927.







