Dear Dr. Harper,

Your letter relating to

a Commission appointed to

consider plans for new buildings

at the University has been

delayed reaching me in the

Sudden retreat.

Your suggestion that I

become a member of the

Commission opens a most

interesting subject and I
should be pleased to be of service.

Although unable to attend the first meeting April 13th, I shall be home in June and ready to attend any meeting after that date.

The anxiety of your illness was most keenly felt by Mr. Lein and myself, whom of the deepest sense of regret and joy at your recovery.

We earnestly hope you are again
February 1, 1933.

To the Committee on Buildings and Grounds,

University of Chicago.

Gentlemen:

I beg leave to report that I have this day signed contracts for work on the Ryerson Physical Laboratory, as follows:

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Work Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barney &amp; Rodatz,</td>
<td>Masons</td>
<td>$30,500.00</td>
</tr>
<tr>
<td>Henne &amp; Company</td>
<td>Cut Stone</td>
<td>61,300.00</td>
</tr>
<tr>
<td>M. Benner &amp; Company</td>
<td>Struct. Iron</td>
<td>2,540.00</td>
</tr>
<tr>
<td>Knisely Bros.</td>
<td>Roofing, etc.</td>
<td>4,987.00</td>
</tr>
<tr>
<td>Dearborn Foundry Co.</td>
<td>Orn. Iron</td>
<td>2,793.00</td>
</tr>
<tr>
<td>Campbell Bros. Mfg. Co.</td>
<td>Carpenter Work</td>
<td>21,000.00</td>
</tr>
<tr>
<td>Casey, Grimesaw Marble Co.</td>
<td>Marble</td>
<td>7,200.00</td>
</tr>
<tr>
<td>John Doyle &amp; Co.</td>
<td>Plaster</td>
<td>5,710.00</td>
</tr>
<tr>
<td>J. G. McCarthy &amp; Bro.</td>
<td>Painting &amp; Glazings</td>
<td>3,575.00</td>
</tr>
</tbody>
</table>

**Total**: $189,565.00

Respectfully submitted,

[Handwritten Signature]
December 24th, 1894.

To the Board of Trustees

of The University of Chicago.

Gentlemen:

I propose to give to The University of Chicago the sum of Ten thousand dollars to be expended in adding to the equipment of the Ryerson Physical Laboratory, the said sum to be payable one-half in January and one-half in July 1895.

Respectfully yours,

[Signature]

MARTIN A. RYERSON,martina@ryerson
December 4th, 1884

To the Board of Trustees

of the University of Chicago

Gentlemen:

I propose to give to the University of Chicago the
sum of Ten Thousand Dollars to be expended in aid of the study
work of the President's Infant Convent, the said sum to be paid
one-half in January and one-half in July, 1885.

Respectfully yours,

[Signature]
July 29th, 1895.

H. A. Rust Esq.,

Comptroller University of Chicago.

Dear Sir:-

I send herewith my check for $5000. to pay final instalment of my subscription of $10000. for the equipment of the Ryerson Physical Laboratory. Kindly notify the Secretary of this payment.

Very truly yours,

[Signature]

[Handwritten note: July 30, 1895]
H. A. Race, Ed.

Comptroller, University of Chicago

Dear Sir:-

I send herewith my cheque for $5,000.00 to pay freight in

settlement of my subscription to $1,000.00 for the equipment of the

Raytown Physicist Laboratory. Kindly notify the Secretary of this

payment.

Very truly yours,

[Signature]

[Handwritten notes:]

Pre, Zel Loomis
February 26th, 1909.

President Harry Pratt Judson,
University of Chicago.

My dear Dr. Judson:—

It is an awful thing to be a kernel of corn between the lower and upper mill stones, which pleasant position I apparently occupy at the present time. By this I mean that the very last words which Mr. Ryerson said to me before sailing were, not to let any contracts before he came home, which would be in July, and to be sure to make the changes in the model and in the building which he desired to have made. On the other hand, I receive your letter of the 23rd. in regard to the laying of the corner stone, which I can easily understand is a very real and important matter to you. Now the only way that I can see to reconcile these two opposite forces is to arrange for laying the corner stone, say on the porch or one end of the building, at the June Convocation, as you know has been done in other cases, and if you so desire I will work to that end.

I look at the Library as the most difficult problem which I have had to solve, and it is one which requires a great deal more study than it would to build an ordinary isolated building. One would naturally think on seeing the models that the plans of the building were already made, but it is not so. The models were made
President, MIT, Cambridge, Mass.

May 30, 1909

Dear Mr. A. Page:

It is an earnest pleasure to be a member of your board and a leader of the American Institute of Electrical Engineers, and I should be glad to have the opportunity of meeting you and your colleagues at your annual meeting, which is to be held in July.

I am a great believer in the value of the work of the American Institute of Electrical Engineers, and I am sure that the work of the Institute will be greatly strengthened by the addition of the organization of the American Institute of Electrical Engineers.

I am also a great advocate of the value of the work of the American Institute of Electrical Engineers, and I believe that the work of the Institute will be greatly strengthened by the addition of the organization of the American Institute of Electrical Engineers.

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I am also a great advocate of the value of the work of the American Institute of Electrical Engineers, and I believe that the work of the Institute will be greatly strengthened by the addition of the organization of the American Institute of Electrical Engineers.
first, from which to make the plans, and as there were many changes which the Building Committee were desirous of making, it was necessary to make these on the model before making the final drawings, and that is what I am attempting to accomplish now. As regards giving Dr. Goodspeed drawings for publication, and Mr. Littig, who wrote me the other day, a drawing of the library to put in his picture of the University, it is hard for them to understand that there are no drawings at the present time. However, I am trying to do what I can to please everybody in the matter and hope before long to be able to have everybody satisfied.

With kindest regards,

Very truly yours,

Dictated.

[Signature]
H. P. L.

It was necessary to make the plane, and as there were many accidents
within the British committee were getting of making it was necessary
to make these on the model before making the final drawings.

and that is what I am suggesting to consider here, to make
the drawings. Goodbye, greetings to Mrs. Tvrskova, and if it little, who
wrote me the other day a piece of the English of the library of that
picture of the University. If I am to take to them to understand that
there was no guarantee at the present time. However, I am writing
to see what I can to please everyone in the matter and hope to
see you to be able to have an answer satisfying.

With kind regards,

Very truly yours,

[Signature]
March 2, 1909

My dear Mr. Coolidge:

Your favor of the 26th of February received.

Of course Mr. Ryerson was quite right in desiring to have the contracts withheld until his return. In the matter of the cornerstone this is the situation.

If it is not laid at this June Convocation either it would have to be laid at the Convocation the last of August or at the December Convocation. The first is undesirable because most of the attendance at that time is on the part of students who are here for the summer quarter only. The second is undesirable because of the season. To have a public function sometime in the autumn quarter would be undesirable because it would necessitate a great many special arrangements. Moreover, in June the alumni and friends of the University are more largely in attendance. If, therefore, it is in any way practicable to lay the cornerstone in advance of letting the contract for the building I should think that would be the appropriate time. Perhaps Mr. Ryerson could return a little earlier than he now plans,
Mr. Geo. H. Cooker:

Your favor of the 5th of January rec'd.

Of course I will try to meet your right to be notified of the content with the utmost speed. In the meantime, however, it becomes time to express the

second thought on the situation.

If it is not found at the time the connection arises, it would be

connection. The first to understand becomes first of the action.

afternoon of last year to the best of our knowledge as this was before the

met disaster only. The second in understanding becomes of the action.

To have a public function sometime in the summer quarter would be

understandable because it would necessitate a great many special arrangements.

Merrill in June the students and faculty of the University

were more regular in attendance. If therefore, it is in any way

practicable to keep the connection in advance of letting the connection

for the program I would think that would be the proper thing.

Permit me, therefore, to return a little earlier than I promised.
so as to be with us then. Of course we know where the corner is to be. Could the stone be laid under these conditions? You understand that we have no desire at all to hasten your work; we simply want no undue delay.

Cordially yours,

H. P. Judson

The faculty contribution of some $14,000 is desired by the contributors to be devoted to some particular feature of the Library which might be distinctive. I wonder whether you could make some suggestions along that line.

H. P. J.

Mr. Charles A. Coolidge,
Shepley, Rutan & Coolidge,
Ames Bldg., Boston, Mass.
The purchase price of the 60th St. frontage of the three blocks lying between Dorchester and Kenwood, Kenwood to Kimbark, Kimbark to Woodlawn is as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Area</th>
<th>Price</th>
<th>Price per front ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.W. cor. Dorchester</td>
<td>305 x 236</td>
<td>$57,304</td>
<td>$188.</td>
</tr>
<tr>
<td>S.W. cor. Kenwood</td>
<td>144 x 206</td>
<td>36,250</td>
<td>250.</td>
</tr>
<tr>
<td>Inside Kenwood to Kimbark</td>
<td>144 x 206</td>
<td>26,650</td>
<td>185.</td>
</tr>
<tr>
<td>S.E. cor. Kimbark Ainsworth Bldg.</td>
<td>87 x 157</td>
<td>90,000</td>
<td></td>
</tr>
<tr>
<td>S.W. cor. Kimbark</td>
<td>225 x 157</td>
<td>50,625</td>
<td>225.</td>
</tr>
<tr>
<td>Inside Kimbark to Woodlawn</td>
<td>50 x 157</td>
<td>15,300</td>
<td>300.</td>
</tr>
<tr>
<td>S.E. cor. Woodlawn Colmore Bldg.</td>
<td>100 x 150</td>
<td>120,000</td>
<td></td>
</tr>
</tbody>
</table>
The purpose of the existing system is to measure the flow of
water between monuments and Kappa, Kappa to Lambda, Lambda to
Kappa, as well as Follow:

<table>
<thead>
<tr>
<th>Price Per</th>
<th>Price</th>
<th>Area</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>2,700</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>2,400</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>2,200</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>2,000</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>1,800</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>1,600</td>
<td>E.W. coast, Montevideo</td>
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<tr>
<td>800.00</td>
<td>600.00</td>
<td>1,400</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>1,200</td>
<td>E.W. coast, Montevideo</td>
</tr>
<tr>
<td>800.00</td>
<td>600.00</td>
<td>1,000</td>
<td>E.W. coast, Montevideo</td>
</tr>
</tbody>
</table>
May
Fifteenth,
1915.

Shepley, Routan and Coolidge,
Chicago, Ill.

My dear Mr. Hodgson:

Has Mr. Keller, of the Powers Regulator
Company, seen you regarding their controller? I have
for some time been making a study of the subject of controllers
to be able to find exactly the article needed for our group
showers in the Ida Noyes Hall. The regulator manufactured by
the Hydrotherapeutic Company of New York, and that of Wellesley
is the best I have found, but the cost of that seemed prohibitive.
The entire installation of that system has to be done by the
Company. The Powers controller has many of the good points of
the one just mentioned, and seems to me exactly the thing we
need to have, and control which will make it possible for the
instructor to adjust the temperature of the water for fifty
showers by a simple turning of the key, and the temperature
changes very rapidly. In a unit system like ours with fifty
cells, individual control, would be out of the question. In
this regulator the automatic closing of the valves with any change
of water pressure reduces to the minimum the chance of hot water
rushing out and burning the student. Two controllers would
take care of the fifty cells with two shower heads in each cell,
and they could be placed so close together so that it would be
quite possible to manage them both at the same time.

For the showers for the pool, I think we
Mr. Keller

My dear Mr. Hodge:

The Houghton-Mifflin Company of New York and Chicago has been engaged in the manufacture of the "Horace" model since 1889. The company has been producing a variety of products over the years, and I believe that our company's history is well documented. I have even seen some evidence of the company's early days, although I am not sure if the documents were made public.

In the past I have always paid close attention to the details of the company, and I have read many of the early reports on its performance. I have tried to be as accurate as possible in my research, but I believe that the company has changed significantly since its inception.

The Houghton-Mifflin Company has been in business for over a hundred years, and I believe that it will continue to thrive for many more. I am proud to be associated with such a great company, and I am confident that it will make a positive impact on the world.

Sincerely,

[Signature]
should have one controller, temperature to be determined and control set for that, and for each of the sixteen shower heads, a cold water valve, chain or otherwise, so that the individual could determine the temperature for herself. With this system the controller would determine the highest temperature, and so can change the danger of burning which comes with individual control.

I should be very glad to know your opinion of this controller. I certainly hope it seems to you as well suited to our needs as it does to me.

Sincerely yours,
June
First,
1915.

Mr. Wallace Heckman,
134 South La Salle Street,
Chicago, Ill.

My dear Mr. Heckman:—

Your letter of May 26th awaited my return from the east yesterday. It seems quite inconceivable that an equipment as much a part of departmental work as is a shower control could be specified without consultation with the people who are to use said control.

Your report on the Ingham mixer in Bartlett is certainly very different from anything I have had either by report or experience. In Lexington I am positive that the showers have never been in condition to use for three consecutive days since they were installed. Even the new one, which Billy Ingham himself came over and put in for us, fails to work. But, suppose a mixer could be found that would work, for our group showers it would not meet the need. If the showers in the Ida Noyes are to fill the purpose for which they were planned, for they are to be used by classes as a part of the daily exercise, they must be under the control of one individual, and this control must be so adjusted that the temperature may be quickly changed from warm to cold, and changing for all shower heads alike. No mixer I have yet seen makes such control possible.

My experience with agents is so limited
June 1, 1915

Mr. Wallace Rockman
134 South 18th Street
Chicago, III.

My dear Mr. Rockman:

Your letter of May 26th awaiting my return

I am sure there is nothing that

comes under my care that will

receive

as much of my attention as a matter of immediate

importance. Without question, without consultation with the people

who are to be the next


Your report on the sugar market in a letter of

encourage and alter some of the methods I have heretofore

employed. I am prepared to use for future consultations

spare time that we have been using, though

I have every confidence that we will

have

far enough advance to bring about the necessary

changes. The above are the limits of the necessary

planning for the near future. I am sure that the

pole

are essential, and this constant must be

in conclusion to be ready at the proper time and

opportunity for all of them.

No matter how real and serious the


My experience with to-day is so

immediate.
that I know nothing of the "pressure" to which you refer. In the case of the Powers Regulator I pursued the subject being interested in a report given me by a worker in one of the Parks where the Regulator has worked successfully for some months. If there is a better regulator I should be glad to have it considered. I recommended this one because after much study it seemed to me to fit our need.

If you feel that we must use mixers, could they not be put in the showers for the pool, then the individual could take as much time as is needed to get the correct temperature, and assume her own risk of being burned.

You know in the seventeen years I have been in Chicago, we have never had usable shower baths. It seems to me now that every effort must be made to get the most use for the greatest number out of what we are to have. Certainly a mixer for group showers to be used in accordance with our plans for said showers, will from a standpoint of our department, be an absolute waste.

I regret that I cannot see "wisdom in this action" and that I fail to "find the present device satisfactory".

Sincerely yours,
I am not entirely sure what you mean by "premature sacrifice." In the case of the power regulator I imagine the manufacturer, in his report, gives me a product which will work successfully in one of the devices where the regulator has worked successfully for some months. If there is a better regulator I shall recommend this one.

However, if you feel that we must use it here, I cannot see how we can stop. The intentions could take as much time as we need to get the correct temperature and because of our lack of patience.

You know I am seventeen years old and have never had much power before. I seem to me that every effort must be made to get the most out of the best and best to make the most of what we have. Certainly a man for rougher work must have a different set of tools.

I regret that I cannot see wisdom in this.

"Education is not to find the present correct solution."

Sincerely yours.
Dear Sir:—

I have your house all laid out, and Grace and Hyde have been carefully over it with me and estimate the cost, if we build it all four sides of stone throughout and tile roof, hardwood finish inside, the house would cost $20,000.00, without the plumbing or heating. I have been thinking the matter over and I think now that I would advise your building the brick and stone house instead of the stone house, as I find it makes four or five thousand dollars different. The house is a very large one and I do not see where I can cut down the size and fulfill your requirements. If it meets with your approval I will proceed at once to work the house out in brick and stone, and take bids on it.

Yours respectfully,

Henry Ives Cobb.
Henry Ives Cobb  
ARCHITECT  
100 Washington St  
Chicago

Mr. George C. Walker,  
Lake Geneva, Wis.

Dear Sir:

Your letter of June 13th at hand. As I said in answer to your telephone, I started at once to remodel the drawings of the President's house to see if it is possible to get a house that will answer the purpose and reduce to the figures you send me. There is no question about my being able to build a first rate house for $23,000.00 and I hope to make one that will be satisfactory. I am reducing the size some, making the cost of the roof very much less and making it simpler wherever I can.

My idea is to take Rodatz, the lowest mason, and get a proposition from him for the mason work, then a proposition from the Frost Manufacturing Company, who are the lowest on the carpenter work and painting and glazing for everything else in the building. I hope in this manner to get it arranged so it is satisfactory. Just as soon as I can get reports from them I will let you know.

Yours respectfully,

June 21, 1894.

[Signature]
December 6, 1892.

Wm. R. Harper, Esq.,

Pres't University of Chicago.

Dear Sir:

Yesterday afternoon Mr. Charles T. Yerkes appointed me architect for the observatory he is to build for your University. He requested that I communicate with you and collect all the information I could respecting the requirements of such a building as he proposes to erect. If you will kindly put me into communication with the proper parties, I will get things in shape to present to him.

Yours respectfully,

[Signature]
Dr. Wm. R. Harper,

Prest. University of Chicago, City.

My dear Doctor:— I know you will be exceedingly busy when you return, but I wish you could manage to drop in here for a few moments to go over the chapel drawings with me before I color them up, so that I may be sure that everything is as you want it. I ought to start coloring them Monday or Tuesday in order to have them properly finished for the first of July.

I will have a plan and a large water color picture. If I should not happen to be in the office when you come Mr. Stewart or Mr. Eckert will show you the drawings, so as to use as little of your time as possible. If you will set a time, then I will arrange my plans to be here.

Yours respectfully,

[Signature]
Mr. Wm. R. Harper,

Pres. University of Chicago, City.

My dear Doctor:— I know you will be exceedingly busy when you return, but I wish you could manage to drop in here for a few moments to go over the chapel drawings with me before I color them up, so that I may be sure that everything is as you want it. I ought to start coloring them Monday or Tuesday in order to have them properly finished for the first of July.

I will have a plan and a large water color picture. If I should not happen to be in the office when you come, Mr. Stewart or Mr. Eckstom will show you the drawings, so as to use as little of your time as possible. If you will set a time, then I will arrange my plans to be here.

Yours respectfully,

Henry Ives Cobb
I have not yet had time to complete the \( \text{PP 10:17} \) phase of the project. I am confident that the work will be completed on time, but the current pace of work is not sufficient. I am currently working on the design phase, which is expected to be completed by the end of the month.

I am working closely with the client to ensure that the project stays on track. I have scheduled a meeting with the client next week to discuss the progress of the project and address any concerns.

I appreciate your support and look forward to continuing our collaboration on this project.

Best regards,

[Signature]
WASHINGTON, D.C., September 15, 1899.

William R. Harper, President,

The University of Chicago,

Chicago, Illinois.

My Dear Doctor:-

Your letter of September 8th. has just been forwarded to me.

I have been skirmishing over the country a great deal this summer trying to get some work to do, but it seems to be scarce, so I am not always able to give my letters the personal attention that they should have.

I am getting awfully tired of this knocking around the country, and wish there was something going on in Chicago that would keep me there; but building enterprises do not seem to be very active in that part of the world.

As you seem to think it advisable for me to invest $100 in the Paris Exposition, of course I have to take your advice. If there is any way that I can be of assistance to you in getting up the exhibit, I hope you will let me know, because I would gladly do anything that I can.

With kindest regards, I remain,

Yours very truly,

Henry Ives Cobb

Architect
May Nineteenth, 1915.

Mr. Wallace Hecknam,
134 South La Salle street.

My dear Mr. Heckman:

Saturday I wrote Mr. Hodgson rather fully regarding a Controller which I had hoped could be used for the group showers in the Ida Noyes Hall. Monday I learned that the Ingham Mixer had been specified. Today in conversation with Mr. Janson I find that you are the one with whom the question should be discussed. I have asked Mr. Kellar of the Powers Regulator Company to see you, and go over with you their Controller. I have been working on this matter for several months, and this Controller seems to me to be the best thing I have seen, with the exception of one manufactured by the American Hydrotherapeutic Company of New York. The price of this one seemed to me prohibitive. The Powers Controller has many of the good points of that manufactured by the New York firm, and seems to me, without a doubt, to be the thing we need for the showers. Of this I am certain, Mr. Heckman, that money spent for the Ingham Mixer will be money wasted. We have had them in our showers in Lexington for some years. Once out of every six times they may work, but even that is uncertain, and they are constantly being repaired. No mixer I have seen, and I have seen several, is safe, because they have no valvular
May

Washington, D.C.

Mr. W. Lee Heermann

Hill South. To the left.

My dear Mr. Heermann:

Secretary I wrote Mr. Hogg on October 20th,

regarding a contract which I had hoped would be ready for the

receipt. As a result of the long delays, I felt

troubled in the late hours of

today, in conversation

with Mr. Lane. I think that you are the one with whom the

discussion should be approached. I have asked Mr. Kelly of the

Power Committee to see you, and to express with you your

thoughts on the contract of the American Hydrophrenonator Company of New York.

I have been working on this matter for several

months, and the contract seems to me to be the best thing

that has been done with the exception of one manufacture of the

size of the American Hydrophrenonator Company of New York.

The Power Committee has

the power of the hydro pumps of the New York

water, and I seem to me, without a doubt, to be the only one who can

make any sense of it. I am heartily opposed to the New York

water. If I, as a member of the Committee, have

sent for the Tappan water with the best wishes.

Once out of the pump, it is in my opinion important for some reason,

and every six times that we have put new one in, I have seen

them at the committee's rate reduced.
W. H. #2.

adjustment for changing pressures, and the danger of being scalded is very great.

Will you not have the ordering of any mixer delayed until either you, or Mr. Janson, or both, have had time to go into this matter more fully. I should be glad to go over with you any time exactly the need for our shower control, if you have time to listen to me.

Sincerely yours,
Sorry for any trouble, and the change of plans.

If you don't have the attention of any

which means until after you go. I'll
time to put the matter more fully. I want to
say to go over with you any time exactly the near you can

sincerely yours,
Miss Gertrude Dudley.

May 26, 1915.

My dear Miss Dudley:

Referring to your favor of May 15th, I will bring your communication to the attention of Buildings and Grounds, but I am unable to give you much encouragement that the change suggested will be made in the contract. As nearly as we are able to estimate the additional cost would be between $700 and $800.

The Powers Regulator, of which you speak, is up to the present time, so far as we are able to ascertain, not beyond the experimental stage. The mixer which has been specified is in satisfactory operation at Bartlett Gymnasium, also the Grand stands. We go over the details with considerable care, as you probably have observed, before the contracts are being let. The plans and specifications are open for inspection at the architect's office and studied carefully before contracts are closed so as to avoid any change in the way of extras after the contract has been let.

You probably have found, as we all do, that great pressure is brought to bear by agents of various devices in connection with these new buildings to get the University to experiment at its expense in the development or advertisement of new devices. This the board have not encouraged.

Trust you will see the wisdom of this action and find that the present device is a satisfactory one, I remain,

Yours very truly,

Wallace Heckman.
Office of Business Manager of U. of C.

May 26, 1956

Miss Gertrude Duggan

My dear Miss Duggan:

Referring to your letter of May 16th, I will bring your attention to the action of Mr. Biddle and Mr. Grawin, but I am unable to give you much encouragement.

As you are aware, the negotiations are to be made in the contract. The possible results of the negotiations will be made in the contract.

The Powers Regulator of which you speak is to be put to the best use and to be used with the best of me. The Powers Regulator is not only the latest in the scale of operations at the present time, but that we are able to carry out the best of the contract.

The Powers Regulator is the latest in the scale of operations at the present time. We can carry the contract with advantage.

The Powers Regulator is the latest in the scale of operations at the present time. We can carry the contract with advantage.

Please feel free to contact the contacts of the contacts. I hope you will see the advantage of this.

Yours very truly,

[Signature]
December 8, 1909

Dear Mr. Sloasen:

In reading your very interesting article on Johns Hopkins University in the late "Independent" my attention is called to some statements with regard to buildings at the University of Chicago. $800,000 is the total fund which we expect to have for the Harper Memorial Library. Of this, however, we are proposing to set aside $200,000 as endowment, the income of which will be used for the physical care of the building. Further, it should be noted that nearly all of our buildings are gifts of individuals and as such are memorials. Of course under those circumstances the special cost of the construction must be expected. In buildings which the University itself may erect, however, we can effect a large saving. Contracts now proposed, for instance, contemplate a cost of twenty-six cents per cubic foot, and one building already erected by the University cost twenty-eight and one-half cents per cubic foot, whereas the cost of memorial buildings which have been
given us has been as high as thirty-five cents per cubic foot. I should not wish you to have an impression that we are building Chicago with undue extravagance. Of course it is true that we are building in the main permanent structures, and that in doing so we have in view certain artistic considerations. At the same time we have several temporary structures, and I fancy that if you remember Lexington and Ellis Halls, for instance, you will be quite sure that artistic considerations hardly played much part in their building.

We have all been greatly interested in your series, and congratulate you on its fairness and on the excellent pictures it has presented of the various institutions.

Very truly yours,

H. P. Judson

Mr. Edwin E. Blossom,
"The Independent",
130 Fulton St., New York.
I have been as high as thirty-five cents per cuple foot.

Crispness with which we are capable.

Of course it would have been preferable to have preliminary notes, but we are making an impression on a larger scale.

We have not made experiments. Of course it is true that we are building in the main business connections and that to go to such a scale. We have in view certain articles of commerce and I think that if you go.

We have received confirmatory evidence, and I think that we will do further work in connection with certain commodities particularly playing much part in your

profitable

We have all seen recent developments in your recent and your

existence now on the face of the present business and can

prospects of the various institutions.

Very truly yours,

[Signature]

H.R. Judson

Mr. Robert E. Scroggin

The Independence,

[Address line]

30 Fulton St., New York.
July 5th, 1901.

My dear Mr. McLeish:

It occurs to me to offer the following suggestions.

First: A serious difficulty arises in reference to Mr. John D. Rockefeller, Jr.'s. plan for giving other architects an opportunity to draw plans for the gymnasium, in the fact that Shapley, Rutan & Coolidge have been legally employed to perform this service. An additional moral obligation is involved in the fact that they had already prepared the plans of a building which would have cost about four hundred thousand dollars. These plans were pushed aside a year ago when the Trustees asked them to prepare plans for a gymnasium on a smaller scale. They have put an immense amount of work on these plans and have cut them down on two different occasions and have taken actual bids for the present plans. Under these circumstances it would seem to be unjust and dishonorable to invite other architects to compete. Indeed, the
thing seems quite impossible; and of course Mr. John D., Jr., did not know these facts, or he would not have made his proposition.

Second: Bids were taken for the building four months ago. These bids aggregated $243,000, without the architects' fees. Some of the bids were extremely low, particularly the bid for cut stone. The architects have used the same plans and cut down the expense so that bids have now been received which make it possible to put up the building for $197,000, without the architects' fees. This low bid has been secured by using the old bid, made months ago, with modifications. The architects are very much disturbed lest the bidder should give up his bid; and it is stated that if the bid were to be given over again it would be at least ten thousand dollars higher for the one article of cut stone. Unless, therefore, the matter is settled within a short time, we shall lose the advantage of these old bids. This is something of which Mr. Rockefeller, Jr., was not informed.

Third: It is certainly true, as Mr. Rockefel-
Mr. M. L. Studies and research at the \textit{Johann Heinrich\textsuperscript{1} \& Wilhelm\textsuperscript{2} Reckershoek}.

For more information, please visit the official website or contact the institute directly.
ler states, that there is an opportunity to start afresh on the two blocks north of Fifty-seventh Street, and that the plans of the first building in general will set the pace for the buildings that are to follow. It should be noted, however,

a) That it is the general feeling of the faculty and of the Trustees that unity should be preserved as between buildings already built and those which shall be placed on the two blocks north of Fifty-seventh Street.

b) That, in view of the particularly fine buildings which are to be erected on the corner of Fifty-seventh Street and Lexington Avenue, a building directly across the street will be brought into close and critical comparison, and will be pronounced distinctly inferior if any serious modification is made.

c) That already $45,000 have been cut out of the original plans of the gymnasium, much of this to secure the simplification suggested by Mr. Rockefeller.

d) That the cost involved is a cost made necessary by the large space called for, the ac-
tual cost per cubic foot being really quite small in view of the character of the building.

Fourth: As Mr. Eyerson and Mr. Hutchinson have already indicated, Mr. Bartlett has been placed in a somewhat embarrassing position. His friends confidently expected his building to be started some time ago. His wife actually came from North Carolina in order to see the cornerstone laid in connection with the decennial exercises. Mr. Bartlett's own feelings are expressed in his letter of July third which I enclose, and which, I am sure, you can interpret better than I. I think that you might lay considerable stress upon this point. I am also sending you Mr. Gates' letter of July third, and I should like to have you in your letter indicate that his letter of July third is before you.

I remain

Yours very sincerely,

W. R. Harper
I was very much pleased to receive your letter of the 23rd of January, in which you express your interest in the position I have been in a somewhat expartaneous position. Mr. Bennett has been offered to a somewhat expartaneous position. His inexperience and youth are expected to be modified some time hence. We will certainly come from North Carolina in order to see the country.

In my letter of July 20th, I said that I was aware you were interested in the position. I think that you might find some interesting omissions.

Mr. Bennett has our feelings and express.

I think that you might find some interesting omissions.

I am also sending you my best wishes.

Yours very sincerely,

W.R. Harper
My dear Mrs. Ellis:

Dr. Goodeepe has placed in my hands your suggestions in reference to the Women's building. These seem to me most admirable. I have been planning for some time a women's quadrangle in which there will be one building given to a café, lunch room and club rooms similar to those which you have indicated. It will be most excellent if we can take up such things and get the women to help undertake the erection of such a building. It will be necessary to have a very large building for the number of women coming to the University now is constantly increasing, and we must do nothing to interfere with the further increase in the number.

Thanking you for your interest, I remain

Yours very truly,

W. R. Harper

Mrs. Sumner Ellis,
Chicago.
My dear Mrs. Eller:

Dr. Goodspeed prefaces in my finding your

suggestion in reference to the women's publica-

tion. There seems to me

most admirable. I have been planning for some time a woman's

publication to which space will be one publishing given to a college,

even. If room and stop room between to choose which you have intimated. If

we can use space and get the women to help

we will do most excellently. I have no cooperators and let the woman to help

undertake the execution of such a publication. It will be necessary to

have a very large publica for the number of women coming to the

University now in constant increase in the number.

Thanking you for your interest, I remain

Yours very truly,

W.R. Harper

Mrs. Minna Eller

College.
Dec. 5th, 1901.

Mr. James Gamble Rogers,
1219 Ashland Block, Chicago.

My dear Mr. Rogers:-

Your note of December second has been received. Your understanding of the case is correct, namely, that the electric current for both power and lighting, and the steam for the heating of the buildings will be taken from the central station, and the electric current and steam will be brought up to the walls of the buildings of the school of Education. I am quite sure that the central plant will furnish power enough for the Training School.

Hoping that you are making good progress on the buildings, I remain

Yours very truly,

W. R. Harper
Dear Mr. J. C. M. Holder,

1319 Grand Avenue, Chicago

My dear Mr. Holder:

Your note of December second has been received. Your instructions of the case as corrected correctly, your account of the electric current for both power and lighting and the steam for the plant will remain power enough for the Training School. I am duty sure that the contract will be complied with as per plans of the superintendent of the School of Instruction. I am happy that you are making good progress on the plant.

I remain

Yours very truly,

M. R. Harper
President W. R. Harper,

University of Chicago, City.

Dear Dr. Harper,

I am making the drawings and specifications of the buildings for the School of Education with the understanding that the electric current for both power and lighting and the steam for the heating of the buildings will be taken from the central station and that the electric current and the steam will be brought up to the walls of these buildings.

Am I right in this understanding?

Professor Belfield says that power will be required in all the manual training shops except the foundry. This plan assumes that the manual training school will have no power plant of its own as it does in its present quarters.

If the manual training school is to have a power plant of its own now is the time for you to order it put in.

Yours Very Respectfully

[Signature]
December 9th, 1911

Professor W. E. Harper,

University of Chicago, C.I.N.

Dear Dr. Harper,

I am sending the following and specifications
of the particulars for the School of Foreign Art and
graphic arts for the purpose of the Board of
instructing any one who may be interested in the matter of

Professor Ettlinger was sent soon after

reading in all the papers dealing with the subject. The
three names that the Board of Instructing School will have
on bank draft to the one or two to which I am pleased

If the report of the Board of Art can you do the same for him to order if

Yours very respectfully,

[Signature]
President William R. Harper,

University of Chicago, City.

December 30th, 1901.

Dear Dr. Harper,

I am writing the specifications with the idea of keeping the cost of the manual training school separate from the Elementary and Pedagogic school; that is to say I am requesting that the contractors give their bids as follows: one price for the manual training school, one price for elementary school and a price for both. Three different bids in all.

This will enable you to tell how much each part will cost you. Am I doing this in a way satisfactory to you?

Yours Very Respectfully

[Signature]
December 30th, 1901

Dear President William A. Marriott,
University of Chicago, Cify.

I am writing the specifications with the idea of keeping the cost of the manual training school separate from the elementary and preparatory schools, that is to say, I am desiring that the cost of the manual training school be given separate and extra to the preparatory school and to the elementary school. This will enable one to pay for the preparatory school and a part for both. Three different prices to fit all.

This will enable you to tell how much each part will cost you. Am I going right in my explanation to you?

Yours very respectfully,

[Signature]
President William R. Harper,

University of Chicago, City.

Dear Dr. Harper,

I am making the electric specifications on the basis of lighting the buildings at night, that is to say giving sufficient light to conduct classes and all exercises at night.

If you do not intend to use the school at night now or in the immediate future this is an unnecessary expense.

Shall I not make my specifications on this basis and when the bids are in we can discuss, before letting the contracts, what portion of the buildings we will equip for night work.

Yours Very Respectfully

JAS. GAMBLE ROGERS
ARCHITECT

1219 ASHLAND BLOCK, CHICAGO
TELEPHONE CENTRAL-1524
December 30th, 1901.
December 20th, 1907

President William R. Harper
University of Chicago, Ill.

Dear Dr. Harper,

I am writing the specifications for the new building on the east side of the university, and I am sending them to you in care of Dr. Harper.

Your immediate attention is needed to see that the building is constructed according to the specifications.

If you do not intend to use the School of Music, you may return the specifications to me.

Sincerely,

[Signature]
December 31st, 1901.

"Subject"
School of Education.

President William R. Harper,
University of Chicago, City.

Dear Dr. Harper,

I am pleased to answer your inquiry about the state of the plans and when they will be given out.

I am now working up the details, making the iron plans, the plumbing plans, electric plans and the heating and ventilation plans.

They will be ready to give the contractors for bids near the end of January.

Have you leisure to give me a few moments to talk over the temporary assembly room? I can meet any appointment if you will give me one days notice.

Yours Very Respectfully

[Signature]

JAS. GAMBLE ROGERS
ARCHITECT
December 31st, 1961

"Erik" Stjernholm
School of Law

Prentice Hall & Co.

Dear Dr. Hektor,

I am pleased to present this letter to you. My plane will arrive at the airport in two hours. I am new to the University and I am wondering if you would like to pick me up. I am flying from Los Angeles to New York and I am arriving at the airport.

I am looking forward to meeting you.

Yours truly, 

[Signature]
THE COUNSEL AND BUSINESS MANAGER

POLICY

Centrally located business fee rentals, secured by a permanent improvement by the tenant, is, in the judgment of this department, the particular class of improvement which the University ought to seek. The quality of quick merchantability which this class of investment lacks, and which gives to railway bonds their high value and low interest, has no attraction for the University. It is almost never necessary for the University to convert quickly any part of its Endowment Fund. Its present distribution, or any proper distribution, will always provide it with a sufficient quantity of quickly convertible securities.

Until something like a year and a half ago, the real estate of the University was to a considerable extent handled by real-estate agents. All of the property of the University is now handled through this office directly, except the Culver Fund property, which is in charge of Mr. Charles Hull Ewing. The total number of our tenants is 682.

UNIVERSITY BUILDINGS

The following table indicates the time of erection and the cost of the various University buildings:

<table>
<thead>
<tr>
<th>Building</th>
<th>Date</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cobb Hall</td>
<td>1892</td>
<td>$221,956.03</td>
</tr>
<tr>
<td>Graduate and Divinity Halls</td>
<td>1892</td>
<td>172,805.22</td>
</tr>
<tr>
<td>Kent Laboratory</td>
<td>1893</td>
<td>202,270.19</td>
</tr>
<tr>
<td>Ryerson Laboratory</td>
<td>1893</td>
<td>200,371.41</td>
</tr>
<tr>
<td>Snell Hall</td>
<td>1893</td>
<td>53,086.41</td>
</tr>
<tr>
<td>Foster Hall</td>
<td>1893</td>
<td>62,966.36</td>
</tr>
<tr>
<td>Beecher Hall</td>
<td>1893</td>
<td>62,126.05</td>
</tr>
<tr>
<td>Kelly Hall</td>
<td>1893</td>
<td>62,149.21</td>
</tr>
<tr>
<td>Walker Museum</td>
<td>1893</td>
<td>109,275.11</td>
</tr>
<tr>
<td>Haskell Museum</td>
<td>1896</td>
<td>103,017.49</td>
</tr>
<tr>
<td>Hull Laboratories</td>
<td>1897</td>
<td>325,000.00</td>
</tr>
<tr>
<td>Yerkes Observatory</td>
<td>1897</td>
<td>325,000.00</td>
</tr>
<tr>
<td>Green Hall</td>
<td>1898</td>
<td>72,000.00</td>
</tr>
<tr>
<td>Foster Hall Addition</td>
<td>1900</td>
<td>20,466.04</td>
</tr>
<tr>
<td>Ellis Hall</td>
<td>1901</td>
<td>24,983.89</td>
</tr>
<tr>
<td>Hitchcock Hall</td>
<td>1902</td>
<td>150,499.08</td>
</tr>
<tr>
<td>Press Building</td>
<td>1903</td>
<td>105,841.72</td>
</tr>
<tr>
<td>Bartlett Gymnasium</td>
<td>1903</td>
<td>237,907.70</td>
</tr>
<tr>
<td>Power Plant</td>
<td>1902</td>
<td>389,467.80</td>
</tr>
<tr>
<td>School of Education—Temporary Gymnasium</td>
<td>1902</td>
<td>10,000.00</td>
</tr>
<tr>
<td>School of Education</td>
<td>1903</td>
<td>394,323.04</td>
</tr>
<tr>
<td>Tower Group</td>
<td>1903</td>
<td>411,509.09</td>
</tr>
<tr>
<td>Law Building</td>
<td>1904</td>
<td>277,150.39</td>
</tr>
<tr>
<td>Manual Training School</td>
<td>1905</td>
<td>220,128.84</td>
</tr>
<tr>
<td>Lexington Hall</td>
<td>1903</td>
<td>49,078.45</td>
</tr>
</tbody>
</table>

Total: $4,264,490.52

University campus, total 66.12 acres.
Total cost of University campus, including improvement of grounds $2,712,430.05
University Press, total investment exclusive of building $122,598.42
THE PRESIDENT’S REPORT

BUILDINGS AND GROUNDS

LIST OF UNIVERSITY BUILDINGS, WITH FLOOR AREA, CUBIC CONTENTS, RADIATION SURFACE, ETC., JUNE 30, 1902

<table>
<thead>
<tr>
<th>Building</th>
<th>Description</th>
<th>Floor Area</th>
<th>Cubic Space</th>
<th>Radiation</th>
<th>Distance from Power House</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Direct</td>
<td>Indirect</td>
</tr>
<tr>
<td>Cobb Lecture Hall</td>
<td>Four-story recitation building; basement and attic in use</td>
<td>72,686 sq. ft</td>
<td>856,822 sq. ft</td>
<td>6,664 sq. ft</td>
<td>6,129 sq. ft</td>
</tr>
<tr>
<td>North Hall</td>
<td>Four-story dormitory building; basement in use; 62 rooms; 44 beds</td>
<td>15,780</td>
<td>158,245</td>
<td>2,592</td>
<td>300</td>
</tr>
<tr>
<td>Middle Divinity Hall</td>
<td>Five-story dormitory building; basement and attic in use; 86 rooms; 89 beds</td>
<td>25,584</td>
<td>250,000</td>
<td>3,532</td>
<td>400</td>
</tr>
<tr>
<td>South Divinity Hall</td>
<td>Four-story dormitory building; basement in use; 62 rooms; 45 beds</td>
<td>15,780</td>
<td>168,245</td>
<td>2,592</td>
<td>300</td>
</tr>
<tr>
<td>Haskell Oriental Museum</td>
<td>Three-story museum building, containing administrative offices and recreation rooms; basement in use</td>
<td>22,068</td>
<td>295,590</td>
<td>3,592</td>
<td>300</td>
</tr>
<tr>
<td>Walker Museum</td>
<td>Three-story museum building; in use</td>
<td>22,724</td>
<td>294,561</td>
<td>3,406</td>
<td>250</td>
</tr>
<tr>
<td>Nancy Foster Hall</td>
<td>Five-story dormitory building; basement in use</td>
<td>24,210</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kelly Hall</td>
<td>Four-story dormitory building; basement in use</td>
<td>15,570</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Hall</td>
<td>Five-story dormitory building; basement in use</td>
<td>26,400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beecher Hall</td>
<td>Four-story dormitory building; basement in use</td>
<td>15,750</td>
<td>809,046</td>
<td>11,320</td>
<td>160</td>
</tr>
<tr>
<td>Ryerson Physical Laboratory</td>
<td>Three-story laboratory building; basement in use</td>
<td>42,980</td>
<td>620,060</td>
<td>2,054</td>
<td>1,215</td>
</tr>
<tr>
<td>Kent Chemical Laboratory</td>
<td>Three-story laboratory building, with auditorium annex; basement in use</td>
<td>40,560</td>
<td>677,075</td>
<td>4,544</td>
<td>1,204</td>
</tr>
<tr>
<td>Botany Building</td>
<td>Four-story laboratory building; greenhouse on roof; basement in use</td>
<td>20,340</td>
<td>274,724</td>
<td>3,408</td>
<td>2,100</td>
</tr>
<tr>
<td>Zoology Building</td>
<td>Four-story laboratory building; greenhouse annex; basement in use</td>
<td>20,340</td>
<td>321,164</td>
<td>3,887</td>
<td>2,196</td>
</tr>
<tr>
<td>Anatomy Building</td>
<td>Four-story laboratory building; basement in use</td>
<td>20,340</td>
<td>321,164</td>
<td>3,900</td>
<td>2,196</td>
</tr>
<tr>
<td>Physiology Building</td>
<td>Four-story laboratory building; greenhouse annex; basement in use</td>
<td>20,340</td>
<td>272,324</td>
<td>3,408</td>
<td>2,100</td>
</tr>
<tr>
<td>Snell Hall</td>
<td>Four-story dormitory building; basement in use; 64 rooms; 50 beds</td>
<td>16,605</td>
<td>150,480</td>
<td>2,134</td>
<td>175</td>
</tr>
<tr>
<td>Lexington Hall</td>
<td>Temporary recitation building and gymnasium; one story</td>
<td>22,050</td>
<td>298,300</td>
<td>4,460</td>
<td></td>
</tr>
<tr>
<td>President’s House</td>
<td>Three-story residence; heat and light, but no janitor service, provided by the University</td>
<td>2,940</td>
<td>9,900</td>
<td>1,100</td>
<td>125</td>
</tr>
<tr>
<td>5th Ave.</td>
<td>Two-story recitation building; used temporarily by Department of Psychology</td>
<td>2,940</td>
<td>15,900</td>
<td>225</td>
<td>200</td>
</tr>
<tr>
<td>Power House</td>
<td>Central heat, light, water, and power plant</td>
<td>17,330</td>
<td>350,100</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Ellis Hall</td>
<td>One-story temporary recitation building</td>
<td>900</td>
<td>135,000</td>
<td>1,348</td>
<td>400</td>
</tr>
</tbody>
</table>

$346,720 \text{ sq. ft.} \quad 6,576,619 \text{ sq. ft.} \quad 65,763 \text{ sq. ft.} \quad 19,062 \text{ sq. ft.}$

LIST OF UNIVERSITY BUILDINGS, WITH FLOOR AREA, CUBIC CONTENTS, RADIATION SURFACE, ETC., JUNE 30, 1904

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</tr>
<tr>
<td>Nancy Foster Hall</td>
<td>Five-story dormitory building; basement in use</td>
<td>24,210</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### THE COUNSEL AND BUSINESS MANAGER

**List of University Buildings, with Floor Area, Cubic Contents, Radiation Surface, etc., June 30, 1904—Continued**

<table>
<thead>
<tr>
<th>Building</th>
<th>Description</th>
<th>Floor Area</th>
<th>Cubic Space</th>
<th>Radiation</th>
<th>Distance from Power House</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Direct</td>
<td>Indirect</td>
</tr>
<tr>
<td>Kelly Hall</td>
<td>Four-story dormitory building; basement in use.</td>
<td>15,870</td>
<td></td>
<td>1,320</td>
<td>100</td>
</tr>
<tr>
<td>Green Hall</td>
<td>Five-story dormitory building; basement in use.</td>
<td>25,400</td>
<td></td>
<td>3,000</td>
<td>1,116</td>
</tr>
<tr>
<td>Beecher Hall</td>
<td>Four-story dormitory building; basement in use.</td>
<td>15,750</td>
<td>800,946</td>
<td>1,319</td>
<td>160</td>
</tr>
<tr>
<td>Ryerson Physical Laboratory</td>
<td>Three-story laboratory building; basement in use.</td>
<td>42,780</td>
<td>636,000</td>
<td>3,054</td>
<td>2,176</td>
</tr>
<tr>
<td>Kent Chemical Laboratory</td>
<td>Three-story laboratory building, with auditorium annex; basement in use.</td>
<td>40,363</td>
<td>677,075</td>
<td>3,544</td>
<td>1,504</td>
</tr>
<tr>
<td>Botany Building</td>
<td>Four-story laboratory building; greenhouse on roof; basement in use.</td>
<td>20,340</td>
<td>274,724</td>
<td>3,408</td>
<td>2,100</td>
</tr>
<tr>
<td>Zoology Building</td>
<td>Four-story laboratory building; greenhouse annex; basement in use.</td>
<td>20,340</td>
<td>321,164</td>
<td>3,587</td>
<td>2,166</td>
</tr>
<tr>
<td>Anatomy Building</td>
<td>Four-story laboratory building; basement in use.</td>
<td>20,340</td>
<td>321,164</td>
<td>3,050</td>
<td>2,196</td>
</tr>
<tr>
<td>Physiology Building</td>
<td>Four-story laboratory building; greenhouse annex; basement in use.</td>
<td>20,340</td>
<td>272,324</td>
<td>3,408</td>
<td>2,100</td>
</tr>
<tr>
<td>Snell Hall</td>
<td>Four-story dormitory building; basement in use; 94 rooms; 90 beds.</td>
<td>16,665</td>
<td>170,460</td>
<td>3,134</td>
<td>175</td>
</tr>
<tr>
<td>Lexington Hall</td>
<td>Temporary recitation building and gymnasium; one story.</td>
<td>22,050</td>
<td>298,200</td>
<td>4,260</td>
<td>1,650</td>
</tr>
<tr>
<td>President’s House</td>
<td>Three-story residence; heat and light but no janitor service, provided by the University.</td>
<td></td>
<td>88,940</td>
<td>1,100</td>
<td>125</td>
</tr>
<tr>
<td>5700 Ellis Avenue</td>
<td>One-story building; office of Business Manager and Superintendent of Buildings and Grounds.</td>
<td>880</td>
<td>16,800</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>5704 Ellis Avenue</td>
<td>Two-story recitation building used temporarily by Department of Psychology.</td>
<td>3,040</td>
<td>18,000</td>
<td>225</td>
<td></td>
</tr>
<tr>
<td>Charles Hitchcock Hall</td>
<td>Four-story dormitory building; basement in use; 90 rooms; 95 beds.</td>
<td>30,039</td>
<td>355,162</td>
<td>5,700</td>
<td>3,300</td>
</tr>
<tr>
<td>Power Plant</td>
<td>Central Heat, Light, Water, and Power Plant.</td>
<td>17,210</td>
<td>359,100</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>School of Education, Emmons</td>
<td>Four-story recitation building.</td>
<td>72,380</td>
<td>946,900</td>
<td>9,500</td>
<td>8,500</td>
</tr>
<tr>
<td>Blaine Hall</td>
<td>One story and assembly hall.</td>
<td>6,040</td>
<td>195,300</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Temporary Gymnasium, School of Education</td>
<td>Manual Training School</td>
<td>41,580</td>
<td>578,300</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Hybrid Assembly Hall</td>
<td>Assembly Hall.</td>
<td>20,373</td>
<td>390,185</td>
<td>930</td>
<td></td>
</tr>
<tr>
<td>Reynolds Club</td>
<td>Three-story Students’ Club House; basement in use.</td>
<td>20,666</td>
<td>217,639</td>
<td>2,412</td>
<td></td>
</tr>
<tr>
<td>Hutchinson Hall</td>
<td>Commons Building.</td>
<td>21,090</td>
<td>485,130</td>
<td>1,111</td>
<td></td>
</tr>
<tr>
<td>Mitchell Tower and Cloister</td>
<td>Tower Group of Buildings.</td>
<td>2,520</td>
<td>77,620</td>
<td>760</td>
<td></td>
</tr>
<tr>
<td>The Frank Dickinson Bartlett</td>
<td>Gymnasium Building</td>
<td>58,660</td>
<td>995,042</td>
<td>4,507</td>
<td></td>
</tr>
<tr>
<td>Press Building</td>
<td>Four-story building used by University of Chicago Press and General Library.</td>
<td>47,131</td>
<td>447,509</td>
<td>5,293</td>
<td></td>
</tr>
<tr>
<td>Law School</td>
<td>Three-story recitation building; one floor library stack room.</td>
<td>38,581</td>
<td>618,242</td>
<td>3,193</td>
<td></td>
</tr>
<tr>
<td>Ellis Hall</td>
<td>One-story temporary recitation building.</td>
<td>20,690</td>
<td>335,569</td>
<td>1,818</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recapitulation of Floor Area, etc.</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1902-'3</td>
<td>1903-'4</td>
<td>Increase</td>
<td></td>
</tr>
<tr>
<td>Number of buildings</td>
<td>22</td>
<td>34</td>
<td>12</td>
</tr>
<tr>
<td>Floor area</td>
<td>546,793</td>
<td>909,703</td>
<td>362,910</td>
</tr>
<tr>
<td>Cubic space</td>
<td>6,577,619</td>
<td>11,827,811</td>
<td>5,250,192</td>
</tr>
<tr>
<td>Direct radiation</td>
<td>65,763</td>
<td>101,510</td>
<td>35,747</td>
</tr>
<tr>
<td>Indirect radiation</td>
<td>19,622</td>
<td>67,477</td>
<td>48,855</td>
</tr>
</tbody>
</table>
THE PRESIDENT'S REPORT

MAINTENANCE OF BUILDINGS AND GROUNDS

<table>
<thead>
<tr>
<th></th>
<th>1903-'3</th>
<th>1903-'4</th>
<th>Increase 1903-'4 over 1903-'3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Per cent.</td>
<td></td>
</tr>
<tr>
<td>Superintendence.</td>
<td>$3,270.00</td>
<td>$3,600.00</td>
<td>$330.00 10.10</td>
</tr>
<tr>
<td>Power-plant wages.</td>
<td>5,221.00</td>
<td>14,117.00 $8,896.00 170.50</td>
<td></td>
</tr>
<tr>
<td>General fuel and light.</td>
<td>36,646.00</td>
<td>44,230.00</td>
<td>7,584.00 44.33</td>
</tr>
<tr>
<td>Engineer's supplies.</td>
<td>474.00</td>
<td>2,639.00</td>
<td>2,165.00 456.75</td>
</tr>
<tr>
<td>Janitors.</td>
<td>14,330.00</td>
<td>26,600.00</td>
<td>12,270.00 85.75</td>
</tr>
<tr>
<td>Carpenters.</td>
<td>720.00</td>
<td>1,500.00</td>
<td>780.00 108.33</td>
</tr>
<tr>
<td>Painters.</td>
<td>720.00</td>
<td>720.00</td>
<td>...</td>
</tr>
<tr>
<td>Botany gardener.</td>
<td>690.00</td>
<td>720.00</td>
<td>30.00 4.33</td>
</tr>
<tr>
<td>Campus improvement.</td>
<td>1,154.00</td>
<td>971.00</td>
<td>-183.00 -15.75</td>
</tr>
<tr>
<td>Campus labor.</td>
<td>2,700.00</td>
<td>2,633.00</td>
<td>-67.00 2.50</td>
</tr>
<tr>
<td>Furniture.</td>
<td>4,820.00</td>
<td>7,725.00</td>
<td>2,905.00 43.50</td>
</tr>
<tr>
<td>Janitor's supplies.</td>
<td>739.00</td>
<td>1,141.00</td>
<td>402.00 54.33</td>
</tr>
<tr>
<td>Repairs.</td>
<td>4,833.00</td>
<td>8,328.00</td>
<td>3,495.00 72.33</td>
</tr>
<tr>
<td>Buildings and Grounds miscellaneous.</td>
<td>957.00</td>
<td>957.00</td>
<td>...</td>
</tr>
<tr>
<td>Insurance and taxes.</td>
<td>4,190.00</td>
<td>7,742.00</td>
<td>3,552.00 84.75</td>
</tr>
<tr>
<td>Telephones.</td>
<td>1,846.00</td>
<td>2,810.00</td>
<td>964.00 52.50</td>
</tr>
<tr>
<td>Total</td>
<td>$76,353.00</td>
<td>$121,433.00</td>
<td>$45,080.00 59.00</td>
</tr>
</tbody>
</table>

Cost of Janitor Service per Square Foot

<table>
<thead>
<tr>
<th></th>
<th>1903-'3</th>
<th>1903-'4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of square feet</td>
<td>546,729</td>
</tr>
<tr>
<td></td>
<td>Total cost</td>
<td>$14,330.00</td>
</tr>
<tr>
<td></td>
<td>Cost of square foot per year</td>
<td>0.024</td>
</tr>
</tbody>
</table>

Increased cost of janitor service in 1903-'4 over 1903-'3: 0.003 cent per square foot.

The University buildings and grounds are under the direct supervision of the Superintendent of Buildings and Grounds.

The management of the University Press is in charge of the Director of the Press.

The disbursements for each current year commencing with each July are provided for in a budget prepared six months before the year opens, and so closely have these expenditures been gauged that a Contingent Fund of only $20,000 has, up to the present, been deemed sufficient to provide for unexpected items.

The total budget expenditures for the year ending July 30, 1903, were $1,020,224.92. The total income from all sources for the same period was $982,609.94.

The total budget expenditures for the year ending June 30, 1904, were $1,032,533.39. The total income from all sources for the same period was $1,034,486.32.

Respectfully submitted,

WALLACE HECKMAN,
Counsel and Business Manager.
January 11th, 1902.

President William R. Harper,
University of Chicago, City.

Dear Dr. Harper,

Could you have sent to the heads of the various departments of the Academic and Peagogic School and of the Manual Training School the following notice:

"Please go at once to Mr. Rogers office, 1219 Ashland Block and see that the details of your department are correctly arranged. Please telephone Mr. Rogers - telephone No. Central 1524 - to arrange for an appointment. Any delay in seeing these drawings will delay the progress of the building just that much."

I would send these notices myself but I am not sure about the names of the heads of the departments nor of their addresses.

Yours Very Respectfully
January 12th, 1903

Professor William P. Herber
University of California, L.A.

Dear Professor Herber,

I copy you the parts of the articles

Qualified Training School for Teachers Nicer

1310 Vinson Hall, and one part of the National
Of your Teasemary, the most suitably structured
Please refer to your reports - telegrams
No. 906 March 1st - 1903 I have read the
ments with great interest and the whole text

I want some more technical material and I am

not sure what the name of the period of the correspondence

Your very respectfully,
President William R. Harper,
University of Chicago, City.

Dear Dr. Harper,

In reply to your inquiries yesterday morning in regard to the possibilities of being able to find room in the buildings I am now building for you for the following students:

Pedagogic = 250
Elementary = 250
South Side Academy = 250
Chicago Manual Training School = 250

Total = 1000

I would say that the manual training school is planned to accommodate more than 250. Therefore we will eliminate this from the calculations.

This leaves us 750 pupils to be accommodated in the Pedagogic and Elementary School.

By seating the pupils as they are seated in the Chicago Public Schools we have seating space for 756 distributed as the different schools may wish. This you see is six more than you asked for.

This counting is made on the basis of seating them in class rooms etc., but not in the following rooms:
President William R. Harper, Cont'd.

#2.

Presidents rooms; Deans rooms; wood manual training room; French room; history and literature rooms; oral reading and music room; library, reading rooms and office; physics department; biology department; chemistry department; geography and geology rooms; domestic science and art rooms; art museum; clay modelling and drawing rooms.

Trusting that this is what you wish, I am

Yours Very Respectfully

[Signature]
Dear Mr. Wilson and Mr. Harper,

I am writing to express my appreciation for the work you have done on my behalf. Your dedication and professionalism have been invaluable. I am especially grateful for the time and effort you have invested in my case.

Please let me know if there is anything else I can do to support your efforts. I am confident that your expertise and experience will lead to a successful outcome.

Thank you for your hard work and commitment.

Sincerely,

[Your Name]
Dr. William H. Harper,

President of the University of Chicago.

Dear Sir,

In response to your inquiries about estimates for certain deductions for changes in the School of Education Building I respectfully submit the following:

If the roof was built, instead of all steel and tile as it now is designed, of iron trusses and braces and wood for the other part there would be a deduction of $6000.00

It is necessary to make trusses of steel as the wood beams would cut up the rooms and make our present lay out impossible.

If, in place of the fireproof floor construction, wooden joists are used throughout except in corridors there would be a deduction of $16000.00

In a building like this it is necessary to make the corridor fireproof. It is done even in our public schools. In case of fire the students would almost instantly leave the rooms and be in an absolutely fireproof corridor separated from the rooms by a brick wall.

If, instead of stone exterior, the exterior is of stone trimmings and of brick filling there would be a deduction of $27000.00

Trusting that this is what you wished, I am

Yours Very Respectfully
I had the honor to call on you in my home, and I found you there.

I am writing to request your assistance in a matter of great importance to me.

I understand that you are a person of great influence and authority, and I believe that your support will be essential in achieving my goals.

I would be grateful if you could provide your thoughts and guidance on this matter.

Thank you for your consideration.

Sincerely,

[Your Name]