

space for the Laboratory Schools and the College of Education a building which will take over the high school classes. This will cost with maintenance \$1,000,000. A refectory and gymnasium to provide for those who work in the School of Education and to give adequate facilities for health work will cost \$400,000.

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IX. The Divinity School.

In this instance the part is not greater but older than the whole. The school which is now known as the Divinity School of the University was founded in Chicago twenty-five years before the University opened its doors. It was, however, incorporated in the University before the University began its work by a contract which provided that it "shall be taken to be and shall be the Divinity School of the University of Chicago." From the beginning it has been the desire and ambition of the faculty to be in fact, and not in name only, an integral part of the University, sharing in all aspects of its life. The fact that President Harper did full work as a professor and that his students were largely from the Divinity School, that Dean Hulbert was for a long time Chairman of the Committee on Athletics and took an active interest in the games, and the widely catholic interests of Dean Mathews and many of his colleagues have all contributed to make possible the realization of this ideal.

By the gift of generous donors who have preferred to remain anonymous a building for the Divinity School is now in process of erection. It is hoped that the erection of the Bond Chapel for which Mrs. Joseph Bond provided a generous gift some years ago may not be much longer delayed.

These buildings supplemented by those of the Chicago Theological Seminary which is affiliated with the University and happily supplements the work of the Divinity School, and those of the Ryder Divinity School, and of the Disciples House, which it is hoped may be built soon, will,

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it is believed, provide adequate housing for the work of the University in the field of theology for years to come.

But the school is not so fortunate in respect to its annual maintenance. From the opening of the University the Divinity School has aimed to be not only a professional school for the training of men for the ministry but a school of research in all the fields that contribute directly as knowledge and clear thinking in matters that pertain to religion. It has aimed moreover not only to cultivate the investigation attitude on the part of the students within its walls but to promote open mindedness and sound thinking on the part of the religious public and the youth of the country generally. The list of books which have been written or edited by the members of the faculty is a very long one, possibly surpassing that of any other group of men of equal number in the University, or any other theological faculty in the country. To carry on this double task of instruction and productive scholarship requires a relatively large faculty in order that all the various phases of theological scholarship may be dealt with by men who are able to concentrate attention each on his own field, while also keeping himself reasonably abreast of the progress of scholarship in related fields. To meet this legitimate demand and to make such contributions to theological science and religious life as will continue the honorable tradition which has come from the days of President Harper, the University needs to add to the \$90,000 which it is now expending on the school, \$50,000 or stated in invested capital, \$1,000,000.

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X. The Law School.

We count ourselves fortunate that we have one professional school, which has so far rounded its programme of development, and so far meets the requirements of its situation that its demands for increased expenditure are very moderate.

But it is altogether probable that within the period of sixteen years which this statement undertakes to cover the development of the Libraries and of the departments of History and the Social Sciences, which must always be grouped around the Harper Court will make it highly desirable to devote the Law Building to these subjects and to provide another building for the Law School. Two considerations recommend this course of action. First the building in which the Law School is now held is a free building, in the sense that it was not dedicated by the donor to any special subject. In the second place Law is, more than almost any other subject in which the University conducts education, detachable from other subjects. Its books are law books, which other departments use to a very limited extent, and its students make little professional use of any other books. The change is not a pressing necessity. It probably ought to come about within ten years. To build a new Law School and to provide a maintenance fund for it, will call for \$1,000,000.

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XI. The Colleges.

While developing graduate and professional work of the highest possible character the University of Chicago entertains no doubt it should retain its colleges as a part of its educational endeavor. It is from the colleges - its own or those of other institutions - that the University must derive its supply of students for all the graduate and professional schools. Without them these more advanced schools would speedily close their doors. It is in the Colleges as a rule that the ambition for scholarship or professional achievement becomes a real force in a young man's life. From the colleges furthermore comes the great body of educated men and women who create and support the sentiment in favor of education. Nor can the University safely depend entirely upon other institutions to render this service. It must itself take part in this work and conduct colleges of its own. They are needed to supply to its graduate and professional schools men and women, who, trained under its influence, will give character to these schools; to facilitate research, and make reasonably complete its research, in the field of education; and to supply a real need of its immediate environment and constituency.

But it is self-evident that, retaining them in its scheme of education, the University must make them the best possible. Much serious thought has been given to the question how this can be done and while many aspects of the matter remain to be further investigated and made the subject

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of experimentation some things have emerged with unmistakable clearness.

First, the aim of the college must be nothing less or narrower than the development of personalities, the providing of a kind of life in college which will fit the student for a rich and useful life in after-college days. It must take account of the fact that some of its students will go on to further study in graduate or professional school, and that for others college days will end, not education, but education in school. It must, therefore, concern itself with the needs of both classes.

Second, it must set and maintain high standards of scholarship and steadfastly discourage the notion that college is a pleasant interlude between school days and the serious business of life.

Third, it must recognize the possibilities and conserve the values of the out-of-class hours and activities of the student. It must take account of the educative influence of companionships, recreation, and athletics.

Fourth, it must deal with its students as individuals. Mass education is not adapted to produce the highest type of personality. It is better than none; it is far from being good enough. The University must, therefore, provide opportunities for easy and intimate contact not only of the students with one another but with more mature men and women of high character and scholarly interests, yet interested also in people and sympathetic with

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Even this brief statement of the matter is sufficient to make it clear that the colleges of a University which is made up in no small part of graduate and professional schools call for intent attention and constant study, lest their requirements and possibilities be overlooked, and for treatment in important respects different from that which is given to the other divisions of the University. Some men can do good work both for college students and for graduates. But the practical exigencies of the situation will usually require most members of the faculty to devote themselves to one class and largely to give up work in the other field. Good college work is the essential basis of good graduate work. Neither must cut the nerve of the other. Research must not be sacrificed to large college classes, but neither must college teaching be intrusted to men whose only interest is in scientific problems and to whom undergraduate teaching is a perpetual bore. College teaching is a highly dignified and important service worthy to stand on its own merits, and be conducted in the best possible way, not as an incident of work supposedly or really more important.

On the other hand there are undoubted advantages in conducting college work in close relationship with graduate work. It broadens the horizon and vision of the student. It keeps him from thinking that four years will give him a complete education. It injects into the college the spirit of research, which, though it cannot be cultivated

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in college for its additions to human knowledge, is essential to the best atmosphere of the college.

These considerations suggest, what we have come to believe, that we have at the University of Chicago a rare opportunity to develop a kind of college life and education, which for our situation will surpass any that has yet been evolved, and will be a real contribution to American education. They carry also the suggestion that while the unity and continuity of all the work of the University should be conserved, before and in and after undergraduate days, yet some measure of separation and some diversity of method should differentiate the several stages of the educational process.

To these educational considerations local conditions of the University of Chicago add important elements.

(a) The development of graduate and professional work which may reasonably be expected in the not distant future will call for all the space in the main quadrangle and on the blocks east and west of it. It is the part of wisdom to look forward to the time when the space north of the Midway, not occupied by such general buildings as the Chapel, Library, and Administration Building, and by the Athletic Field and buildings, will be devoted entirely to graduate and professional work. There will of course be a considerable period before this result will be fully achieved and some kinds of work for undergraduates, such as Chemistry and Physics, may perhaps remain permanently in the same

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buildings in which the graduate work is done. But broadly speaking the University north of the Midway should be a graduate institution.

(b) Independently of any special theory of the educational development of the colleges it is evident that we urgently need additional buildings for the residence of our students. More than 1600 students who are living in lodgings in the vicinity of the University would be receiving their education under conditions far more conducive to the best results educationally, if they were living in University houses, properly organized and conducted.

(c) The property of the University facing north on the Midway is well adapted to such residence buildings, and is probably the best place for them.

(d) With a view to determining by experimentation what measure of separation of the work of the colleges from that of the graduate schools is educationally most favorable to the work of both the colleges and the graduate schools, and precisely through what period such separation is most conducive to educational efficiency it is desirable to erect on the south side of the Midway a building which can be devoted to undergraduate work and which can serve as the center of undergraduate life in its more academic aspects. This building might well be erected on the block bounded by the University and Greenwood Avenues and 60th and 61st Streets, the rest of this block being reserved for further buildings of similar purpose. Residence buildings for women could

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then be built on the blocks east of University Avenue and for men on those west of Greenwood Avenue.

(e) Since the purpose of these buildings is to conduct under the most favorable conditions an experiment in undergraduate education, they should embody the best ideals that we have yet reached, and the most promising type of experiment, and be so constructed as to be as easily as possible modified if experimentation requires this.

(f) The first educational building should contain rooms for study and reading, class rooms, and other rooms designed and equipped for whatever experiments in undergraduate education it may seem desirable to undertake. In addition there should be the necessary administrative offices and rooms for undergraduate activities of semi-academic character, such as the Undergraduate Council, the Honor Commission, Cap and Gown, Maroon, etc. It should be built with a view to future expansion if the experiment should call for it, and to such modification as experience shall show to be necessary.

(g) The residence buildings should not be mere dormitories, but places of humane educational residence. They should provide opportunity on one hand for personal contacts under the most favorable conditions, with older persons and fellow students, and for the silent influences of good books and art. They should provide for a library, a common room and a dining hall in each unit. They should provide rooms also for resident fellows or tutors and perhaps other members of the faculty, making more intimate personal conver-

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sation possible with individuals or small groups than is practicable in more public rooms. The aim should be to preserve the best features of our fraternity houses and women's halls, but with better facilities for the exertion of intellectual influences. All should be planned with a view to uniting as far as possible, the two lines of influence which in our American colleges have been unfortunately separated in large measure as numbers have increased, namely intellectual activity on the one hand and friendly contact with persons on the other.

It is not very important whether these residence halls be called colleges or halls. They will certainly not restrict the residents of a given house to any election of courses offered by any limited number of instructors who are associated with it - this plan has been abandoned at Oxford - but on the other hand each of them will aim to develop a real social and intellectual life of its own, and they will constitute a recognized part of the educational equipment of the University.

The cost of these developments as planned for the near future is as follows:

An Educational Building and its maintenance fund	\$1,000,000
Residence Building for 600 students	2,000,000
Endowment of Administration.	<u>500,000</u>
Total	3,500,000

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If we look a little further ahead, it seems probable that within the next decade other residence buildings should be built at a probable cost of \$2,000,000

If, moreover, the educational experiment develops as it may reasonably be expected that it will, additional educational buildings will be needed at a probable cost of \$1,000,000

It should be borne in mind on the other hand that the \$4,000,000 which it is proposed eventually to invest in residence buildings should yield a reasonable income above the cost of maintenance and depreciation, with the result that this sum would for many years at least have the value of endowment. This endowment will be required as soon as provided for various needs of the University listed in this paper.

It is difficult to give exact figures for the cost of the developments hereinbefore outlined for the Graduate Schools of Arts and Literature, and the Associated Schools of Commerce and Administration, of Social Service Administration, of Politics, and Library Science. The following estimates are however certainly not excessive:

The Modern Language Building *	\$1,000,000
The Social Science Building *	1,000,000

*All figures for buildings include a maintenance endowment fund of 50% of the cost of the building.

Endowment of the Humanities, including the departments of History, Economics, Sociology, Classics, Modern Languages, Home Economics and the Schools of Commerce and Administration, Social Service Administration, Politics and Library Science	9,375,000
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Additional Endowment for the Libraries, for Salaries and Books	1,000,000
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- The Modern Language Building * \$1,000,000
- The Social Science Building * 1,000,000

All figures for buildings include a maintenance endowment fund of 5% of the cost of the building.

Endowment of the Humanities, including the departments of History, Economics, Sociology, Classics, Modern Languages, Home Economics and the Schools of Commerce and Administration, Social Service Administration, Politics and Library Science \$2,500,000

Additional Endowment for the Libraries, for Salaries and Books 1,000,000

Building for Home Economics	\$ 600,000
For future development of the Library Group	3,000,000

If it should be decided to build a new Central Library, this last figure would have to be increased \$5,000,000.

In all the Divisions of the University enumerated above, it must be remembered that the emphasis will always be on the quality of the work, on its thoroughness and acuteness. What the world needs is by no means more products of study which are fairly good, or more men fairly well educated but work which is of the highest quality for accuracy of observation, keenness of interpretation, perfection of expression. With this in mind and recognizing that what more than anything else makes a university great is great men, it is proposed to establish ten professorships, carrying a salary of \$10,000 each, not to be assigned to any single department, but to be filled by men of exceptional eminence in their respective fields, whatever they may be. To hold one of the "Distinguished Service" professorships would be the highest honor the university could bestow, and to found one of them would be one of the most useful possible ways of employing \$200,000.

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XII. Athletics.

Physical development is an essential accompaniment of the intellectual life, and sport is a natural companion of study. Indeed the present generation is recognizing as previous generations in America have not that play belongs to all periods of life. College athletics have their difficulties and intercollegiate contests have been by no means an unmixed good. Yet the remedy is not the abolition of either intramural or intercollegiate athletics, but the cultivation of both in due proportion and relationship and under proper regulations and supervision. Many a student of the University of Chicago has looked back on his college days with the feeling that athletics and Mr. Stagg did more for him than any other influence of his whole course.

Retaining the colleges and determining to bring into them the best possible influence and educational methods, carries with it the decision to retain athletics as a part of the educational equipment of the University and to administer them from the point of view of their educational value to the student body and the public.

With Bartlett Gymnasium already built on Stagg Field, and with the demand for land in the vicinity for University and other purposes rapidly increasing the University finds it necessary now to decide what its course shall be for some years to come.

With these facts in view and with the hearty concurrence of Mr. Stagg, the Board of Trustees has approved

XII. Athletics.

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the following statement of policy:

1. The necessity of reserving land already owned by the University for the carrying into effect of its educational policy, the difficulty of acquiring additional land in the immediate vicinity, and the desirability that the Athletic Field should be in close proximity to the educational and residence buildings of the University makes it necessary that further development of athletics be on and about Stagg Field.
2. The first step to be taken is the erection of a field house north of Bartlett Gymnasium and practically filling the space between Bartlett and 56th Street.
3. Following the erection of the field house the football field shall be turned about making its main axis extend from east to west and a permanent grandstand be erected along 56th Street.
4. The present temporary stands may continue in use along the east and south sides of the field, but the former should eventually be replaced by permanent stands in front of Bartlett and the field house. The present west stand being joined up with these, there will result a U-shaped stand on the west, north and east sides, with a seating capacity in the permanent stands estimated at 51,490 seats.
5. Whatever construction is placed along the 57th Street side should be low enough to leave open the view to the south; but temporary stands may be employed on this side

the following statement of policy:

1. The necessity of reserving land already owned by the University for the carrying into effect of its educational policy, the difficulty of acquiring additional land in the immediate vicinity, and the desirability that the athletic field should be in close proximity to the educational and residence buildings of the University makes it necessary that further development of athletics be on and about Stacy Field.

2. The first step to be taken in the erection of a field house north of Bartlett Gymnasium and practically filling the space between Bartlett and 86th Street.

3. Following the erection of the field house the football field shall be turned about making its main axis extend from east to west and a permanent grandstand be erected along 86th Street.

4. The present temporary stands may continue in use along the east and south sides of the field, but the former should eventually be replaced by permanent stands in front of Bartlett and the field house. The present west stand being joined up with these, there will result a U-shaped stand on the west, north and east sides, with a seating capacity in the permanent stands estimated at 31,400 seats.

5. Whatever construction is placed along the 87th Street side should be low enough to leave open the view to the south; but temporary stands may be employed on this side