It strongly appears to mind on the other hand that
the 9,000,000 which it is proposed eventually to invest in
revenue properties would afford a reasonable income more
than adequate for maintenance and depreciation, with the result that
the cost of maintenance and operation will, with the same or
smaller sum invested for income purposes, be reduced as soon as
practicable to

various needs of the University. This to the degree
4. Athletics.

Physical development is an essential accompaniment of the intellectual life, and sport is a natural companion of study. This is especially true of the life of undergraduates, although 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 cultivations 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.

If then we are determined to bring into the colleges the best possible influence and educational methods, this 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 following policy has been adopted by the Board of Trustees.
The development of an educational institution as a place for the support and growth of the intellectual life and spirit of mankind is a necessary component of any college. The intellectual life is an integral part of the life of our society and the College Association is responsible for its preservation and development. The present generation is conscious of the importance of intellectual and moral development, and the College Association has a duty to ensure that these values are nurtured and preserved. The College Association should promote an intellectual atmosphere that encourages critical thinking and lifelong learning.

If we are to achieve our goal of bringing into the College the best possible influence and an educational experience that is relevant to the needs of society, we must establish it as a center of attention to the University and to the community from which it draws its support. With the College Association firmly rooted on the academic level, we must work to ensure that the activity of the University and its departments is meaningful and relevant. The College Association should ensure that the College remains a vibrant and active institution, one that is committed to the pursuit of knowledge and the promotion of learning.

With these goals in mind, we propose that the College Association take a more active role in the governance of the Board of Trustees. The Board of Trustees has been a significant force in the development of the College, and its guidance and oversight are essential to its success. By aligning the goals of the College Association with those of the Board of Trustees, we can ensure that the College remains a place of excellence and distinction.
1. The field house. Careful study has convinced Director Stagg and others concerned that the first undertaking should be the erection of the field house. This building is an immediate need in order that indoor sports and intramural athletics may continue to develop. The capacity of Bartlett Gymnasium has been repeatedly overtaxed. Interest in intramural athletics is growing at the university, and the encouragement of them is considered essential to the better development of the colleges. Director Stagg has for a long time urged the erection of a field house. The plans for it are founded upon a personal inspection he recently made of the best structures of the kind in the country.

Many details remain to be worked out, but the decision has been reached that the field house shall stand between Bartlett Gymnasium and 56th street, practically filling the space there available. By vote of the trustees, immediate steps are to be taken looking toward the erection of this building. While built primarily for the department of athletics, it will serve the purpose (on occasion) of a large assembly hall and as a banquet room for alumni gatherings.
The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.

The Field House: Certain such as continuing, etc.
2. Increase in seating capacity of Stagg Field. In dealing with this question, the Committee on Football Seating, Director Stagg and others have examined various proposals with a view to the general educational policy of the university, present and future. Projects involving removal of the field to an entirely new location have been among suggestions offered. The decision reached is that further development of athletics shall be on and about Stagg Field. The reasons for this decision are; the necessity of reserving land already owned by the university for the carrying into effect of its educational policy, and the desirability of having the athletic field in close proximity to the educational and residence buildings.

The definite plan adopted for improvement is that the football field shall be turned about so that the gridiron will be at right angles with its present status. The main axis of the field will then extend from east to west, instead of from north to south. A permanent grand stand will be erected along 56th street. The present temporary stands along the east and south sides of the field may continue in use, but the former will eventually be replaced by permanent stands in front of Bartlett Gymnasium and the field house. When the present west stand is linked up with those on the north and east sides of the field, there will result a U-shaped stand, which will have a total seating capacity estimated at 51,490 seats, as compared with the present capacity of 31,000. Temporary stands (may be) at the south end of the field, will increase the total capacity to over 60,000.
In general, the committee on football seating has been examining various proposals with a view to the recent and important role of the American press and to the football seating problem. The football seating has been a subject of much discussion and debate in recent years, and a number of proposals have been made to improve the situation.

The committee plans to make improvements to the football seating area. The main goal of the committee is to provide a better experience for the spectators, and to create an atmosphere where the fans can enjoy the game. The football seating will be improved by expanding the seating areas, adding new facilities, and improving the facilities already in place. The committee will be working closely with the appropriate departments to ensure that the improvements are implemented effectively.

The improvements will include the addition of new seating areas, the expansion of the existing areas, and the improvement of the facilities already in use. The committee will also be working to improve the accessibility and comfort of the seating areas, ensuring that they are accessible to all fans and that they provide a comfortable experience for each spectator.

The committee plans to work closely with the appropriate departments to ensure that the improvements are implemented effectively. The improvements will be implemented in phases, with each phase aimed at improving the facilities and creating a better experience for the spectators. The committee is committed to making sure that the improvements are implemented in a timely and effective manner, and that the fans are satisfied with the results.

The improvements will be funded through a combination of ticket sales and donations, with the committee working closely with the appropriate departments to ensure that the funds are used effectively.

In conclusion, the committee on football seating is committed to making improvements to the football seating area. The committee plans to work closely with the appropriate departments to ensure that the improvements are implemented effectively, and that the fans are satisfied with the results. The improvements will be funded through a combination of ticket sales and donations, with the committee working closely with the appropriate departments to ensure that the funds are used effectively.

The committee plans to work closely with the appropriate departments to ensure that the improvements are implemented effectively, and that the fans are satisfied with the results. The improvements will be funded through a combination of ticket sales and donations, with the committee working closely with the appropriate departments to ensure that the funds are used effectively.
Whatever the form of this construction along 57th street, it is considered that it should be low enough to leave open a view to the south.

The cost, both of the field house and of the improvements on Stagg field can be met from athletic funds. No appeal is to be made to the alumni or public for the financing of either project.
Wherever the town of the construction stands away street, it is considered that it might be for some to leave open a view to the south. The coast path of the South Past and of the improved wastage or grassy lands can be met from future times to oppress it to go where the stream or dam to the inflammation of a.
Part III. RELIGIOUS AND THE FINE ARTS.

1. The University Chapel.

When in 1910 Mr. John D. Rockefeller, Sr., pledged to the University his final gift of $10,000,000 to be paid in ten annual instalments, he stipulated that not less than $1,500,000 should be spent for the erection and furnishing of a University Chapel, and added, "As the spirit of religion should penetrate and control the University, so that building which represents religion ought to be the central and dominant feature of the University group."

With the purpose of carrying out this stipulation both in letter and spirit, the University some years ago commissioned Mr. Bertram G. Goodhue of New York, accounted by competent judges the greatest master of Gothic architecture which this generation has produced in either England or America. Just before his sudden death in May 1924, Mr. Goodhue had completed a restudy of the plans to which he had already given his best ability over a period of years. Since his death these plans have received the approval in their essential features of Sir Giles Gilbert Scott, architect of the great Liverpool Cathedral, and of scarcely less distinguished American architects. It is hoped that after some further study of certain details of the plans contracts may be let and construction be begun early in 1925. The Chapel will stand on the block between Woodlawn and University Avenues, and extending from 58th to 59th streets and from this block eventually all of the existing buildings will be removed. It will be architecturally a Gothic Cathedral
PART III. RELIGIONS AND THE PINE ARTS

I. THE UNIVERSALITY OF CHAPLAIN

When in 1910 Mr. John D. Rockefeller, Sr., pledged to the Universalist Fire Fund of $500,000 to be paid in equal annual installments, he stipulated that for every share of $1,000 used for the erection and furnishing of the chapels, $500 should be spent for the support of religion in a Universalist Chapel, and added, "As the spirit of religion

with its impregnable retention to the country and home

does rest upon the Universalist Church.

With the purpose of maintaining and promoting

both to respect and apply the Universalist some years ago com-

missioned a Committee of New York, composed of prominent and

important figures, to give a measured presentation of religious inspiration, which

the Universalist is responsible to offer to the world of America. The

before the sudden death of Mr. Rockefeller, the house of his

family, which was to have been the setting for the service, had already been selected

and the general plan of the building was ready to receive his name. Since the death of

Mr. Rockefeller, the plan has been developed by the Board of Trustees of the

Office of Executive Secretary of the Unitarian Church, which

and of the Board of Trustees of the Unitarian Church,

hope that after careful thought of the matter, the necessary

plunge of which may be taken and consideration be given early in

these, the chapels will stand on the floor between wooden

and Universalist Chapels, and express the best of the spirit of

will be maintained. It will be respectfully a Chaplet of

and from this floor everlasting of the spirit of

will be removed. It will be respectfully a Chaplet of

and from this floor everlasting of the spirit of

will be removed. It will be respectfully a Chaplet of
with a nave 42 feet wide, a chancel, an east and west transept, above one of which will rise a tower 200 feet high. Including the nave, transept and chancel it will be 262 feet long. Unlike practically all the English cathedrals, it will be so constructed that the speaker can be seen and heard from every seat in the church.

The erection of this beautiful and lofty building "the central and dominant feature of the University group"(of buildings) will not only afford the University a much needed place of worship and typify impressively the supreme place which religion fills in life and which the University accords to, but will be a contribution to the architectural development of the country not unworthy to be compared with that which was made by the World's Fair in 1893. Here in a building scarcely surpassed in dignity and charm by any old world cathedral, The University Community will gather on week days and on Sunday, to join in dignified and inspiring worship, to be uplifted by the great religious music of the ages, and to listen to the messages of the great living preachers. One cannot easily overestimate the contribution which this building will make to the higher life of the University. It will be the vital throbbing heart of our whole University community.
with a nave 60 feet wide, a sanctuary 60 feet wide and west transept.

above one of which will rise a tower 200 feet high. Uniting
the nave, transept and sanctuary it will be 260 feet long. Untill
predestined all the military celebrities, it will be of considerable
character the spires can be seen and heard from every part in the

The erection of this building is also justified in the

The present and continuing needs of the University
buildings will not only allow the University a much needed
place of worship and study. Moreover, it will put the University
inside the University. The new building will make

a contribution to the architectural development of the

community not unmerited to be compared with that which
was made on the University's part in 1868. Here is a building

because it is in the hands of men of high moral character.

University Community with greater or less importance, to be multiplied

The great message of the great Italian Renaissance is cannot easily

overcome the constitution which the builder will make to

the forefront of the University. It will be the upper building.
2. The Fine Arts at the University

A new country rarely begins its development by creating beautiful works of art. Farms, warehouse and banks must precede art galleries and orchestral halls. A new University rarely gives first place to the fine arts. Mathematics, history, and the physical sciences come before music and painting. Chicago, despite all impressions of many eastern friends to the contrary, has long ago outlived its first materialistic period. Idealism flourishes on the shore of Lake Michigan as in few other places in America. The Art Institute, the Field Museum, the great downtown libraries, and the University itself all bear testimony to this idealistic spirit in Chicago. The time is near at hand when that spirit ought to find fuller and richer expression in the University itself.

It has been remarked above that the scientific spirit not only dominates the northern half of the main quadrangle, where Physics and Chemistry and Botany are diligently pursued, but is more and more permeating the south side also, where language and history and the social sciences are studied. This is well. It must be increasingly so. But it calls for a compensating development of the fine arts. Science is severe, exact and exacting. It deals in facts and exact measurements. It makes little provision for appreciations and emotions. An excellent servant, in full possession of the field it is a narrow and narrowing master. It must grow and extend, but lest, as it dominates the historical and literary studies through which we once gained culture and cultivated appreciation, our education become poorer instead of richer, we need to supplement science and the scientific study of all branches
of knowledge with the finer arts of music and painting of sculpture and architecture. We owe it to our students, to whom it is our ambition and purpose to give the best possible education. We owe it to our professors, that they may not become dry as-dust investigators and lecturers, but symmetrically developed and cultivated personalities. We owe it to our community, who naturally look to the University for a rounded out and balanced interpretation of life.

It is to be hoped that long before the year 1940 comes around, the University will have built at least one beautiful building devoted wholly to the fine arts, and established in it skilled interpreters of these arts to our University community. Then with our beautiful Gothic chapel, its tower symbolizing the aspirations of the soul after the highest things, and its organ giving expression through a different medium to its deepest and noblest emotions, we may feel that measurably at least we have met the reasonable requirements that the University shall give to its students and its community a balanced and symmetrical conception of life.
Part IV. The University's Larger Outreach

1. University College.

It has always been a part of the policy of the University of Chicago to extend its opportunities of education as widely as possible. At its founding this spirit found expression in what was then known as the University Extension Division, in the Lecture Study Division in which the lamented Richard Green Moulton took a leading and effective part. Later it found a new outlet in the establishment of University College, which since has offered courses of instruction by members of the University faculty in the down-town district in the late afternoon and evening when persons obliged to spend most of their day in earning a living can have opportunity for regular university work. The Dean of the School is instructed to conduct all its work with the same quality of instruction and the same requirements for credit which are maintained in the other colleges and schools of the University. In the year 1923-4, 108 instructors were employed in this college, 197\(\frac{1}{2}\) major courses were offered, and elected, and 2887 different students were registered.

The opportunity for service of the city through University College is much greater than the University is now meeting. Subject to the provisions that instructors shall not be encouraged or permitted to take on an amount of work which will prevent their doing their work at the University or downtown thoroughly, there should be a great increase in the number of courses offered and of students taking them. It is to be desired that work of University College now conducted in rented rooms at 116 S. Michigan Avenue, should be carried on in a
The University College

The past fifteen years have seen a part of the history of the University. With the exception of certain periods of expansion and contraction in the University Extension Division, there has been a steady growth in the number of students and the scope of the courses offered. The University has taken a new direction and has altered its emphasis on the establishment of University College, which has been altered in the sense of interaction with the University's faculty. The college has grown to any extent, and it is necessary to ensure a thriving community of opportunities for regular university work. The dean of the college is interested in the work of the college and the growth of the institution and the same emphasis on academic work has continued in the college. In the year 1921-22, the institution was reorganized in this college.

The opportunity for service of the faculty continues.

With colleges in much greater need than the University, it was necessary to thesituate and to concentrate the instructors, and not to be.

Subject to the proviso that instructors shall not be.

Concerned with the problem of the number of courses offered and the number of students enrolled, there has been a great increase in the number of courses offered at the University College, now confining to lecture
building to be owned by the University, bearing its name and housing all its down-town activities of all kinds, including its business offices. To the work of the University College might well be added popular lectures on science, literature, history and art. Such a building would undoubtedly materially increase the influence of the University upon the City. How much the Art Institute and the Field Museum gain in this respect by being at the front door, so to speak, of the City, is well known.
patriotic to be aware of the University, bearing the name and
promote all the good work activites of all kinds, including
the business office. To further the work of the University College
might well be added another feature on science, literature,
intrigue and etc. Such a patriotic work might properly extend
itself into other and the influence of the University upon the City.
How much the A&R Institute and the Library have began to
increase the number of the University and the City.
May God bless the City.
To well known
2. The University Extension.

Of purpose similar to that of University College, but appealing to a still wider public is the Home Study Division of the University Extension. It dates from the founding of the University and for thirty-two years has been given to people in all parts of the world who could not come to the University, opportunity for University instruction by correspondence. Its students last year numbered 6912. It is self-supporting except for the space it occupies and heat, light, and janitor service. It is at present housed in Ellis Hall. Before that building is torn down, as it must be soon, the Home Study Division should have permanent quarters in a permanent building.

Of like purpose with the Home Study Division, but working wholly in the sphere of Religion, and employing somewhat more popular methods, is the Institute of Sacred Literature, founded by President Harper in 1889, incorporated in the University in 1905, and conducted with an increasing number of students and a growing body of instructional literature since that time. It has an endowment fund of $10,000, which might profitably be increased several fold.
3. The University Press

In the founding of the University, President Harper emphasized as complementary functions of a university, discovery, education, and dissemination. It is the business of a university not only to instruct its students, but on the one hand to discover new truth by research and, on the other, to give it to the world by publication.

This conception demanded the creation of a University Press; for publishing houses conducted for pecuniary profit cannot be relied upon or even expected to publish the results of research, many of the most valuable of which will never pay the cost of publication, still less yield a profit.

The University Press had a long period of struggle and difficulty, but it is now firmly established, the largest and most successful University Press in America, not yet equal to those of Oxford and Cambridge, but on the way to rival them. Its contribution to the effectiveness of the University by furnishing an outlet for publication of the scholarly studies of the faculty, and by its maintenance of the University's twelve scientific periodicals, has been almost incalculable. It is happily no longer necessary to ask for money to support it or to draw upon general funds to meet deficits. But it still offers an admirable opportunity for those who would promote the publication of financially unprofitable but scientifically valuable books to contribute to the University subsidy fund to make such publications possible. Such funds will always be needed and will always be useful.
In the Committee's 'University Project', expressed as complementary functions of a university, the following categories and classifications, If the functions of a university are not only to impart the knowledge, but on the one hand to establish new criteria of research, and on the other, to give it to the waiting public...

The conception of the generation of a university Press: not to print the houses connected for economical purposes can...

not be readily shown to have agreed to embark the resources of the press in the most appropriate of which will never pay the costs of production... still face a policy of the...

The University Press and a long period of adequate...

It is now likely that the University Press is more, not less direct and immediate, and more necessary, and that to choose of Oxford and Cambridge, and to the way to India, the...

The contribution of the assistance of the University Press is...

unpaid so far for the maintenance of the University Press or the...

that the necessary and successful and important...

to grow how necessary it seems to meet expectations and is still of...

for universities, the feasibility of intellectual and sociological...

because the possibility to contribute to the University Press and...

make more contribution necessary. Every frame with which a
PART V. SERVICE BUILDINGS

Although the University is over thirty years old, it has never had a General Administration Building. The various administrative offices have been scattered in various buildings, and frequently moved from place to place. A permanent Administration Building would both release space in Harper Memorial Library, the Press Building and elsewhere, which is much needed for the purposes for which these buildings were erected, but would greatly facilitate the work of administration itself. The need of such a building, long felt, has now become urgent. Its erection would probably cost $1,000,000.

There is a very materialistic side to every educational institution. Heating plant, and kitchens, and dining rooms, and laundries, and garbage incineration are necessities as imperative as libraries and laboratories and chapels.

The great heating plant of the University is out of date, no longer adequate and will become rapidly more so as new buildings are erected.

We need space also for storage of materials used in scientific experiments and of food materials, and for bakeries, laundries, and incineration. Such buildings ought not to be built too near to the educational buildings. It will therefore be necessary in the near future to build a new heating plant, and to erect in connection with it or separately a general service building for all the non-educational but necessary uses named above. These buildings will probably cost from $2,000,000 to $2,500,000.
PART V. SERVICE BUILDINGS

Although the University is over sixty years old, it has never had a General Administration Building. The various sections have been scattered in various buildings, and the caretaker offices have been scattered in various buildings, and the permanent Administration Building would provide space in Harper Memorial Library, the Press Building and elsewhere, which is much needed for the purpose of these buildings and elsewhere.

For many of these buildings were erected, but many were later demolished.

The need of some of these Press buildings is evident. The Press of the University need not be received, and in some cases, they have become impractical. The Press of the University need not be received, and in some cases, they have become impractical.

For $1,000,000.

These Press buildings were to carry educational

There is a very materialistic side to every educational

Institution. Meeting places, rest and recreation, and physical and mental development all require attention, and every institution and educational establishment is interested in its physical and mental development.

The Press of the University to carry educational

The Press of the University to carry educational

We need space for storage of materials, large in scientific apparatus and small materials, and for purposes of any kind. Space is required for the Press buildings. It will therefore

be necessary to have a Press for the Press buildings, and to erect in connection with it a spacious, well-arranged

area for printing to the Press. The Press is necessary for

Press. These Press buildings with property cost from $5,000,000 to $6,000,000.
PART VI. FINANCIAL NEEDS

In addition to its present resources in buildings and
endowment, and the money in hand for the Theology Building, the
University Chapel, the Bond Chapel and the Medical School and
Hospitals, the moneys needed for further advance steps set forth
in the previous pages may be summed up as follows:

I. Advance steps for which money should be raised in 1924-5:

1. The University in General:

   a. Endowment of Instruction
      and Research $6,000,000

   b. Buildings for Instruction
      and Research

      Modern Language
      Building $1,000,000
      Social Science 1,000,000
      Chemistry 800,000
      Mathematics, Astronomy
      and Physics 800,000
      College of Education 1,000,000

   c. The better development
      of the Colleges:

      The Central Teaching
      Building 1,000,000
      The Residence Buildings 2,000,000
      Endowment of Administra-
      tion 500,000

   d. Service Buildings:

      General Administration
      Building 1,000,000
      Gymnasium and Refectory
      for the School of
      Education 400,000
      Heating Plant 2,000,000

   Total $17,500,000

2. The Divinity School:

   a. For endowment 500,000
   b. For equipment 60,000

   Total $18,060,000
In addition to the present resources in palatable and
enrollment, any money to pay for the Teachers Building,
University Chapter of the Kappa Chapter and the Kappa School and
Hospitals, the money needed for further advances were set forth.

In the Development page may be summed up as follows:

- Advance fees for which money should be received in 1931-32:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Teachers Building</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>University Chapter</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Kappa School</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Hospitals</td>
<td>$000,000,000</td>
</tr>
</tbody>
</table>

- The University in General:

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and Research</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Buildings</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Mathematics and Physical Laboratory</td>
<td>$000,000,000</td>
</tr>
</tbody>
</table>

- The Development:

<table>
<thead>
<tr>
<th>College</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Education</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>College of Science</td>
<td>$000,000,000</td>
</tr>
</tbody>
</table>

- The Development:

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Operation and Research</td>
<td>$000,000,000</td>
</tr>
<tr>
<td>Residence</td>
<td>$000,000,000</td>
</tr>
</tbody>
</table>

Total: $000,000,000
II. Further advance steps for which money should be raised as rapidly as may be - in any case before 1940.

1. The Medical School Program:
   a. Buildings $5,100,000
   b. Endowment 15,150,000 $20,250,000

2. The College Program:
   a. Additional educational buildings 1,000,000
   b. Additional residence buildings 2,000,000 3,000,000

3. The Graduate Schools of Arts, Literature and Science, and the associated schools of Education, Commerce and Administration, Social Service Administration, Politics and Library Science:
   a. Buildings:
      1. A Building for the Law School, to release the present Law School for Library and Social Science 1,000,000
      2. Removal of Haskell to north side of Harper Court and erection of new building to replace 1,500,000
      3. Rebuilding of Foster Hall and its replacement 500,000
      4. School of Education High School 1,000,000
      5. Museum (Oriental Institute) 800,000
      6. Psychology Building 400,000
      7. Home Economics Building 600,000
      8. General Service Building 400,000
      9. A building in the Loop District (see page 45) 2,000,000 8,200,000
II. Further enhanced steps for which money would be needed as follows:

1. The Medical School Program:
   - $50,000
   - $130,000
   - $50,000

2. The College Programs:
   - Add Health Sciences
   - $1,000,000

   - Add Philosophy

   - Add Social Sciences

3. The Graduate School of:
   - Arts, Architecture, and Fine Arts
   - Social Relations
   - Social Sciences, Administration
   - Social Services, Administration

   - Add Politics and International

   - Add Sociology

4. A Qualifying Examination

5. New Schools to Include:
   - Law School
   - Library
   - Graduate School of Business

6. New Academic Programs:
   - Add Mathematics
   - Add Social Sciences

7. New Academic Programs:
   - Add Political Science

8. Add Quantitative to the Board

9. Special (see page 10)
b. Endowment:

1. Ogden Graduate School $1,600,000
2. Graduate School of Arts and Literature 1,500,000
3. The Associated Schools of Education, Commerce and Administration, Social Service Administration, Politics, Library Science 4,875,000
4. Endowment of Library 5,275,000
5. Equipment 2,000,000
   400,000 $10,375,000

4. The Fine Arts:

A. Building 1,000,000
B. Endowment 1,000,000
   1,000,000 2,000,000
   4,825,000

Total $43,825,000

Total of I and II 2,285,000 $61,885,000
PART VI. A SUMMARY AND FORECAST

What then do we look forward to as the University of 1940? The real University is not buildings but the spiritual and intellectual life that they house. Yet by its very nature this life is difficult to visualize. If then we speaklargely of buildings this is not because we prize them above the things of the mind, but because they are the outward expression of that life which it is the purpose and hope of the University to foster and develop.

Some years before President Harper died he expressed the hope that he might live to see the main quadrangle enclosed with buildings all along all its four sides. What he did not live to see those who are here in the year 1940 ought to see, and by that time the buildings within the quadrangle should also have been erected. There will then be within the main quadrangle seven courts, three on the south with Harper court in the middle, and three on the north with Hull in the middle, and a great central field between. These courts will be given over substantially or wholly to graduate work and will constitute such a center of scientific research and advanced teaching as is not now at least, to be found in America.

In the enlarged space provided for the various departments of the Ogden Graduate School of Science research and teaching will be going vigorously forward. Eminent scholars will be pushing forward the frontiers of human knowledge, making discoveries which we cannot now even guess at. Groups of earnest students will be working at their several problems, stimulating one another by their contact and their mutual emulation.

The three southern courts will have been completed and
PART IV. A SUMMARY AND FORECAST

What then do we look forward to as the university of 1940? The best university is not particularly cut and dried but is essentially the type of people. Yet the very nature of the intellectual life that they pursue. It gives me great pleasure to point out that these men are not passive but become active a part of the change of the mind, that becomes them and the outward expression of what lies within. I am sure that the noblest hope of the university is to foster and develop some healthy, fearless, presidential habit of expressing the hope that the might live will soon have that pride and independence of life with the ability to feel if the times are right to live. We must expect to see the main shenanigans enclosed, in the hopes that the people will rise up with the main shenanigans enclosed, seven courses of force on the south with Harper court in the middle, and seven courses of force of the north with HU in the middle, and a great deal of trouble between, there comes to a total of the greater part of exchange work and will communicate and a center of scientific research and scientific research as to the next few years.

In the exchange space belonging to the naval depot.
- Parts of the other graduate school of science research and teaching.
- Work will be going according forward. Macmillan scientists will be bringing forward the frontiers of human knowledge, smithing ideas.
- Areas which we cannot yet have guesses of groups of experiments and graduates will be working at their several projects simultaneously and

The three committees will have been completed and
in them the Graduate School of Arts and Literature, with its associated Schools of Commerce, of Social Service, of Politics, and of Library Science, will also be thronged with men and women eagerly investigating the many problems that grow out of the relations of men in society and of nations and races in the world. Adequate space will have been provided for the Libraries in these buildings, or if this has proved impracticable, a new Library building will have been built. An Administration Building housing all the general administrative activities of the University will have been built, perhaps at the west end of this field, and, if so, at the opposite end of the field at 58th Street and University Avenue will stand a Memorial Arch constituting the main entrance to the main quadrangle.

The Divinity School will have been occupying the Theological Building, now in process of erection, for almost fifteen years, and the beautiful little Bond Chapel will have been made more beautiful by its cover of ivy. The faculty, reinforced by additions of strong young men, will be carrying forward the work of research and teaching and publication in which it has been earnestly engaged since the days when it felt the stimulating influence of Dr. Harper's fertile mind.

The Law School in its present building, or if this is claimed by the expansion of the Libraries, in another equally good and well located building, will be not only educating lawyers for the Bar, but vigorously prosecuting that work of research of which the active participation of Dean Hall and Professor Mecham in the American Institute of Law is a happy forecast.

To the west of Ellis Avenue on the nine acre Medical Quadrangle, the Albert Merritt Billings Hospital with its two beau-
The American Institute of Law is a happy accident.

To the end of all time, forever on the move, forever moving.

The American Institute of Law is a happy accident.
in them the Graduate School of Arts and Literature, with its associated Schools of Commerce, of Social Service, of Politics, and of Library Science, will also be thronged with men and women eagerly investigating the many problems that grow out of the relations of men in society and of nations and races in the world. Adequate space will have been provided for the Libraries in these buildings, or if this has proved impracticable, a new Library building will have been built. An Administration Building housing all the general administrative activities of the University will have been built, perhaps at the west end of this field, and, if so, at the opposite end of the field at 58th Street and University Avenue will stand a Memorial Arch constituting the main entrance to the main quadrangle.

The Divinity School will have been occupying the Theological Building, now in process of erection, for almost fifteen years, and the beautiful little Bond Chapel will have been made more beautiful by its cover of ivy. The faculty, reinforced by additions of strong young men, will be carrying forward the work of research and teaching and publication in which it has been earnestly engaged since the days when it felt the stimulating influence of Dr. Harper's fertile mind.

The Law School in its present building, or if this is claimed by the expansion of the Libraries, in another equally good and well located building, will be not only educating lawyers for the Bar, but vigorously prosecuting that work of research of which the active participation of Dean Hall and Professor Mechem in the American Institute of Law is a happy forecast.

To the west of Ellis Avenue on the nine acre Medical Quadrangle, the Albert Merritt Billings Hospital with its two beau-
In the Graduate School of Arts and Sciences, with the same
societal goals of commerce, of society, of politics, and
of literary science, will also be incorporated with men and womans
society. Inaugurating the many programs that grow out of the re-

tђon of men in society and of nation, and races in the world,
advancing science with this new beginning, for the purpose of these
buildings will have been planned to provide, a new laboratory
building will have been built. An administrative building housing
will also the general administrative activities of the University.
These have been built to the rear and of the left, and not as the opposite end of the line of others.


The Dickinson School will have been occupying the two-
foreground buildings, now in process of erection. For instance, the
years and the building of the new Chapel will have been made
more permanent by the tower of the tower. The faculty, resembling
the institution of study, some men will be continuing to raise the
work of research and teaching and preparation in which it has been
especially effective since the hour when it left the atmosphere in-


The law school in the present building, if it is to be


 Guarantee the upper Turkey Hill residence with the two-pen-
tiful towers, matching but not eclipsing those of the Harper Memorial Library, will already have been for a decade a familiar sight to passers-by on the Midway. In it and the associated buildings for Pediatrics and Obstetrics, for Pathology, Physiology, and Pharmacology, there will be carried on the beneficent work of the University School of Medical Science, with its various departments and affiliated schools.

The present power house having served its day and generation for the full period justified by its lack of architectural beauty, will have been removed, and a new building, in architecture suitable to its utilitarian purpose, will have been built at a suitable point. The other unsightly buildings on the power house block will also have disappeared and this entire space devoted to more purely educational purposes.

On Stagg Field, north of Bartlett Gymnasium, a Field House, which will serve also as a great assembly hall much exceeding in capacity any that the University now possesses, will have been built and a reasonable expansion of the present grand stand will have provided for a much larger number of spectators at the great athletic contests of the University than can now be accommodated. A great development of intramural athletics and games will have taken place and for these purposes besides the field house additional open air space will have been provided north and west of Stagg Field.

On the block east of the main quadrangle, between University and Woodlawn Avenues, the great chapel with its uplifting tower will have been for more than a decade the centre of the religious life of the University and an inspiring influence to all western architects.
city, town, or metropolitan area. The lack of accessibility to
the existing public transportation system, especially for
people with disabilities, has been a major challenge in
the area. The Rotary Club of the city has been working
towards improving the accessibility of public transport,
with initiatives like the installation of accessible
buses and the development of a dedicated bike path.

In addition, the city is planning to expand its
public transportation network to include more
neighborhoods and improve service frequency and
quality. The city council has also approved a budget
for the purchase of electric buses, which will help in
reducing emissions and improving air quality.

The city is also focusing on increasing the use of
car-sharing services and bike-sharing programs to
encourage more sustainable modes of transport.

Overall, the city is making significant strides in
improving accessibility and sustainability in its
public transportation system.
East of Ida Noyes Women’s Club House, the School of Education quadrangle will have been completed, but the school will still be facing the never ending task of endeavoring to solve the problems of a constantly developing education.

The line of gray stone, Gothic buildings which will then confront the visitor as he drives down the Midway from Washington Park to Jackson, will surpass anything that the world now possesses in the way of educational buildings, and it is doubtful whether then any university will have been able to equal it. First on his left hand will be the buildings of the Medical School covering a block of 600 feet frontage; then along the front of the original main quadrangle, will be the Harper Library Group, stretching from Ellis Avenue to University Avenue; then, in the next block, the University Chapel, beginning to lose its look of newness, but thereby becoming more beautiful; next Ida Noyes Women’s Club House; then Emmons Blaine Hall of the School of Education and the additional buildings for the graduate work and the colleges; and finally, perhaps between Kenwood and Dorchester Avenues, a building for the Fine Arts.

Quite different from this great series of buildings on the north side of the Midway will be those that face them from across this great boulevard, and that will constitute the center of undergraduate life. To the east of them and probably reaching to Kenwood Avenue, will be a group of Women’s Colleges or Halls, perpetuating the best tradition of Foster and Green, but surpassing them in advantages for the undergraduate women. West of the central buildings will be Halls or Colleges for men, extending probably to Drexel Avenue. In these buildings it is our dream and hope that there shall have been developed long enough before
The site of the new women's dormitory will be located near the south end of the campus. The dormitory, designed to accommodate 500 students, will be constructed near the medical school. The building will provide living quarters for the medical, dental, and nurses students. It will also house administrative offices and classrooms.

The design of the dormitory includes a central courtyard with a large, covered area for social activities. The dormitory will be connected to the medical school by a pedestrian bridge, providing easy access to classrooms and laboratories.

In the center of the dormitory, a large auditorium will be built, equipped with state-of-the-art technology for lectures and presentations. The auditorium will be surrounded by smaller lecture halls and study rooms, each equipped with modern amenities.

The dormitory will also feature a large kitchen and dining area, providing students with a variety of dining options. The kitchen will be staffed by trained chefs, ensuring that students have access to healthy and nutritious meals.

In addition to the dormitory, the campus will feature a new student center, a recreation facility, and a fitness center. These facilities will provide students with a variety of recreational and social activities, ensuring a well-rounded college experience.

The construction of the new dormitory is expected to begin in the fall, and the building is scheduled to be completed by the start of the next academic year. This project is a major step in the development of the new campus, and the university is confident that it will provide a safe and comfortable living environment for its students.
1940 so that by that time it will be well established, a kind of college and of college life that shall be adapted to make students ready for the higher work that will await them north of the Midway, or without further residence in college walls, to go out to play well their part in the life of the country and the world. We shall have embodied not only all the features of Oxford and Cambridge, of Harvard and Dartmouth, that have proved themselves adapted to our purpose, but all those also that our own experience in a new environment untrammeled by tradition shall have commended to us.

What will occupy the two blocks between Drexel and Cottage Grove Avenues, both north and south of the Midway, we have not ventured to predict. For we are sure that great as our hope may be today for the next sixteen years and great as may be the achievements of this period, one other product of them will be new plans and expectations, and for the expression of these we must leave some room also.
120 to each of the classes it will be well to note that a kind of college and of college life that will spell to make a student reach for the higher work that will spell from the heart of the highest.

Well, that part of the life of the community and the college we shall well to note that not only is the best of college and Cambridge not Harvard, but still more so that our own experience in a new world.

I comment that the two phases between these and any college are much different. Both parts and parts of the college, we have not continued to expect. For we are sure that great as may be the separations of time and place of our own experience of the past, the abruptness of time, and for the experience of these we may have some room.