March 21, 1903.

My dear Mr. President:

I beg leave to submit herewith a condensed report of my observations and the general suggestions suggested by my observations, on my recent trip to eastern libraries, universities, and colleges.

I. THE LIBRARY GROUP.

1. Our general plan is feasible and good. I have been able to elicit but few criticisms of it, and these few arise chiefly from an inability of the critic to recognize how different our conditions are from those of other universities, and how much larger provision for library work we contemplate than that which has been regarded as sufficient for other universities.

2. The placing of the reading rooms on the top floor of the several buildings is good construction. This method has been adopted for the new New York Public Library, and is approved by Mr. Greene, the Government engineer who is Superintendent of Buildings for the Library of Congress.

3. It is highly desirable that the floors of the four buildings on the south line should "register", that is, that the levels should correspond exactly, with the exception of the fact that there are stacks, two stack floors will occupy the vertical space of one room floor. While it is probable that for the present and for a long time to come communication between the library building and the other buildings of the group will be needed on the top floor only on two floors, it is highly desirable that the building should be so constructed as to facilitate communication on all floor levels where necessary. This was suggested to me by Mr. Greene, and is approved by Mr. Coolidge. It will call, however, for a slight modification of the plans we have made. It would be well if this registering of the floors could be extended to the whole group, but Haskell being already built makes this impracticable. The four buildings, Haskell, Law, Divinity, and Philosophy should, however, be made to register with one another as nearly as possible.

4. The substitution of an interior corridor for an arcade with carriages drive on the first floor of the library through the center, from north to south is very desirable. The buildings and grounds committee of the Council is unanimous in this judgment, and Mr. Coolidge, also, shares it, believing that the arcade is expensive of space and increases the difficulty of construction to an extent which is not compensated for by any advantages secured by such entrance. The main carriage entrances to the original quadrangle should, I believe, be from the east and west on Fifty-eighth Street. The arch shown in the recent sketch submitted for the buildings from Beacher to Mandel will show how the entrance will be made from the east. This point, of course, requires fuller elaboration. I mean here merely to state it. It is, however, a matter of very great importance, and one which must be decided before any definite progress can be made in the plans for the Library building.

5. The ducts for heating and ventilation will occupy about one-fourth of the first stack floor. With proper arrangements for the exit of the air, but little space above the first floor will be needed for the heating and ventilation of the stack. It is very desirable that the space for the fans should be taken from the basement of the Modern Language building. The reasons for this are that the placing of them in the basement of the Library Building will interfere with the stack structure to a somewhat serious degree, not only consuming space, but interfering with communication while the basement space in the Modern Language building is in excess of the needs of that building. (The basement in the History Building will probably be needed for Museum purposes).

6. With proper ventilation facilities such as the building should in any case have, there is no danger whatever of overheating the upper tiers of the stack. Such overheating did occur in some of the earliest instances of high stack building, but this danger is entirely removed by modern methods of construction. This point I have thoroughly examined, and have seen by personal observation in the Library of Congress, peabody Library at Baltimore, Princeton University and others that the fear of such overheating is entirely groundless.

7. The best form of stack is probably the Spread stack invented by Mr. Greene of the Library of Congress, or the stack of the Art Construction Company of Jamestown, N.Y. Possibly a stack manufactured by the...
J.B. and J.M. Cornell Co., 26 street and 11th avenue, New York should be considered, also. These latter stacks were devised by Dr. Uhler of the Peabody Institute of Baltimore.

9. In the Snead stack the columns which constitute a part of the stack and which occupy no book space whatever, can carry not only the stack itself, but the weight of a floor above the stack. The same result can doubtless be attained in the other two forms of stack, though I think not so economically, since in these other forms the columns which carry the weight are larger and farther apart, and any weight above them must be carried by trusses which themselves occupy space.

10. The use of roller stacks similar to those in use in Oxford, England, in a portion of the stack room is practicable, and it is probable that the building can be so constructed that roller stacks can replace open stacks as may be necessary from time to time. This will be an entirely new departure in library construction in this country, and must be carefully studied. Mr. Coolidge will investigate this matter further. If the plan can be carried out without greatly increasing the initial expense, it will be a very great advantage in making the stack more expandable in capacity, as the use of roller stacks multiplies the book capacity of a given number of public feet about 2 1/4.

10. Comparison of our figures for the construction of the stack with the dimensions of the stacks already in use shows that our estimates were conservative. Thus, we planned for 40" aisles parallel to the shelves making the stacks 64" apart on centres. I have found no library where allowance of space was made so large as this, except where the alcove system was employed, 36" in the clear being the widest provision made in regular stacks, while 30" is regarded by some as quite sufficient. The gain of space effected by reducing the aisles from 48" to 36" will I judge much more than compensate for any additional allowance which will be necessary, as for example, for air ducts.

11. Stack floors should certainly be of glass. This is the method now commonly employed. The Library of Congress was originally built with floors of slabs of marble, and this is still Mr. Greene's preference, but in the stacks now in construction in this library glass is being used. Aside from the fact that glass is cheaper, it has this distinct advantage, that the electric lights of a lower stack can be used to light the lower shelves of a higher stack. In the Providence Public Library, for example, at the end of each stack there are two buttons, one of which lights the burner at the top of this stack, and the other of which lights the burner at the top of the stack below. By turning on both, all the shelves from top to bottom are illuminated, the light shining up through the glass floor.

12. Aisle floors should be narrower than the aisle itself by about 3" on each side, thus giving a ventilating space in front of the stacks from top to bottom of the building. The steel frames in which the glass floor is set should be a little wider than the thickness of the glass, in order that in cleaning the aisles the books may not be injured.

12. Provision must be made in the stack for removing dust from books. The precise method needs careful study, but provision must be made in the construction of the building itself. In the Providence Public Library there is on each floor a small closet from which a pneumatic tube sucks off the dust. The books are cleaned by the attendant carrying them, a dozen or twenty at a time, into the closet and jarring them slightly over the mouth of the suction tube. The Bowdoin College Library a little outdoor gallery is provided at the end of the main aisle of each floor. Books are taken out on trucks and dusted outdoors. This latter method is probably impracticable for us.

Other libraries are experimenting in the matter of a suction tube which can be applied directly to the books as they stand on the shelves, a modification of the method employed by the Pullman Company for cleaning their carpets.

14. The plans of the building, especially in respect to the administration rooms, will depend somewhat upon the solution of the
catalogue question. If, for example, we are to continue the use of
the card catalogue method unmodified, this catalogue must be accessible in
the delivery room or the administration room on the ground floor and the
administration room on the top floor with the reading room. A still
better solution, however, would be, if possible, to devise some method of
cataloguing which would permit the comparatively cheap reproduction
of such an abbreviated catalogue as is commonly used known as a finding
list. In mean, however, here only to point out that in this respect
the plan of the building must wait upon the decision of the catalogue
question.

15. Should any portion of the administration space be transferred
to the reading room floor, the space thus gained on the administration
floor can be employed for map rooms, rooms for rare books, rooms
for collections of art books, etc. A certain amount of space will be
available for these purposes on the administration floor in any case.

16. The problem of mechanical carriers for the transportation of
books requires fuller investigation than I have yet given it. Strange
as it may seem, the library is a mere carrying down that in the
Library of Congress in Washington. So far as they have yet worked it
out, their stacks are constructed so that the carriers do not turn corners
in any horizontal plane, but move Ferris-wheel fashion in one vertical
plane. The problem can doubtless be worked out, but it will require
careful study by an engineer or architect.

II. CATALOGUING.

On this matter I have gained considerable light by observation,
but have not seen anywhere worked out precisely the method which seems
to me to meet our situation. Various libraries are experimenting in
different directions, but few of them recognize as fully as I judge the
case demands the difficulties of a card catalogue. The following state-
ment can only be a very incomplete report of progress.

1. The Dewey system of classification is everywhere recognized as
unfitted or but imperfectly fitted to the uses of a university library.
It is employed in modified forms at the Columbia Library and at the
University of Michigan. In no other libraries do I remember to have
found it used, even for shelf arrangement, and no librarians except Mr.
Canfield of Columbia and Mr. Davis of Michigan regard it as feasible for
that purpose. Mr. Canfield recognizes that it must be very much modified
and is himself continually modifying it. In general, each library has
its own system of classification.

2. By my own impression is that the general features of the Dewey
system may well be retained for shelf arrangement, but the classification
for subject catalogues of the library must be revised by the cooperat-
ion of the librarian, head of the cataloguing department, and a repre-
sentative of the teaching force in the group concerned.

3. In no case have I found in a university library a class catalogue
on the Dewey system. Of course, it is one thing to arrange the books on
the shelves on the Dewey system; it is quite another to construct the
catalogue on this basis. In the Library of Congress they are construct-
ing class catalogues on a system something like the Dewey in addition
to a dictionary subject catalogue; but this is a luxury of facility in
which a university library is not likely to be able to indulge. The
subject catalogue practically everywhere preferred for the university
library is the so-called dictionary catalogue, either in one alphabet
with the author's names, or under a separate alphabet. There are many
variations in detail which it is not worth while to attempt to state.

4. In the Providence Public Library the subject catalogue is
written upon sheets arranged alphabetically, according to subject. Each
new subject begins a sheet, and the titles of books on the given subject,
as for example, Money are written without reference to the alphabetical
order of author's names. The sheets as originally made up probably had
the books in the order of publication. Additions are made in the order
of accession. This method seems to me to have a valuable suggestion, as
it enables us to get a subject catalogue on pages which the eye can con-
sult much more rapidly than cards, while avoiding the necessity of re-
writing the page for each new addition, or introducing additions in a
parallel column indicating approximately the proper place. To achieve
this end it sacrifices alphabetical order under subjects, a thing, however,
which is of itself of very little value. A subject catalogue constructed
on this plan could be made up gradually as our funds permitted, taking one department at a time, could be used in manuscript as long as necessary, printed when funds were available, kept up to date by additions written at the bottom of the page indefinitely. This, however, does not at all solve the problem of multiplying author catalogues for use in different parts of the building or in different libraries.

5. At Princeton Mr. Richardson is having made for each new book added to the library a single linotype slug or rather two such. The titles, of course, are in most cases rather pronounced, the limit being one hundred letters. These slugs are arranged in alphabetical order, and lists are printed from them to time to time, the cost of printing being slight, since they are practically only proof sheets. The duplicate slug is placed under its subject heading. Thus he has two catalogues of his library always in type, and always complete up to date, one an author catalogue and the other a subject catalogue. The expense of producing these slugs is three cents each, six cents for each book. There are in this method difficulties which I will not stop to discuss, but it also affords a suggestion which calls for further investigation.

6. It is probable that the university must always maintain one official card catalogue showing all the possessions of the library in alphabetical order of authors. For the purpose of this catalogue it is probably desirable to buy cards from the Library of Congress, so far as they have such as we want, and perhaps, also, from Harvard University, which is printing its own cards. Whether the university should itself undertake, with the aid of older bookers, instead, resort to something like the Princeton method, is a point for study. At the same time, setting the type and casting a plate for each title in a form which could be used both in card catalogue and sheet catalogue is probably impracticable for the reason that a very different size of type is needed for the two purposes. A type large enough for a card catalogue is too expensive in the sheet catalogue. Mr. Andrews of the Cramar library has recently made some remarks upon this subject based upon their experience.

III: CLASSROOM SEATING.

In this matter, also, I can only report progress.

1. At Johns Hopkins, Princeton, Pennsylvania and elsewhere little attention seems to have been given to the matter, and there is no light for us. At Columbia, Yale, and Harvard, where the matter has plainly been a little more carefully studied, some form of the chair with an arm is being almost universally adopted in the newer buildings. In one building at Harvard I found in use a bench consisting simply of a plane with a foot wide behind which were set common kitchen chairs. The arrangement was, however, to my eye very unattractive, and the space occupied about the same as that taken by chairs. At Columbia they have designed a chair for themselves which is supported by strong central pillars, which may be seen at the entrance. At Harvard there is an open chair of extra strong construction with fixed writing arm is used. At Harvard the preference seems to be for a strong opera chair with drop arm. This latter is somewhat noisy, but much stronger and less noisy than those which I have seen used in the west. Various other arrangements are used elsewhere.

As to space occupied, it is almost universal to allow a space two feet right or left, three feet back to back,—six square feet—for each student, exclusive of ailes and instructor's platform. At Yale a room of 600 square feet seats 50 students, leaving easy approaches to blackboards and passage ways between seats. At Columbia a room of about 400 square feet seats 40 students very comfortably. This you will see in each case 12 square feet or less per student, including aisle and platform space. The Superintendent of Buildings of Columbia, who seems to have studied the question more than I have, says that they considered ten square feet per student close seating, fifteen very generous, while twenty which is the unit we have taken, was regarded as too extravagant for them. You will remember that a room 20 x 20 for 30 students has been our standard class-room.

Approaching the question from the point of view of air space rather than of floor space, I find that the authorities on ventilation regard 240 cubic feet per student as the proper measure for a class-room. The Columbia superintendent, however, says that a smaller space than this can be used by simply increasing the rate of the inflow of air. Our rooms, 20 x 20 for 33 students, yield 240 cu. ft. for 18 ft. rooms, 300 cu. ft. for 15 ft. rooms.
The result is thus to show that independently of the question of seating arrangements, our provisional plans call for rooms generously large for the classes proposed. So far as seating arrangements are concerned, they are extremely generous. Whether in view of this we ought to adopt a smaller unit, or can afford to be thus generous I am not quite clear. I have not yet received any information from Dr. Barker, to whom I have written, nor any report from the Student Councils. The question should be kept open for these replies. If in the final judgment the arrangement regarded by many of our faculty as the only desirable one, we should be obliged to allow the otherwise extravagant figure of 20 sq. ft. per student.

I should like to suggest that before the outfit for any other buildings is purchased, two or three class-rooms be seated with two or three of the most promising kinds of seating arrangement of which we can learn, and that a three months' trial be given to them in actual usage, so that students and instructors may judge of their comparative merits. There will be no expense in this, since anything that we select for this purpose will probably be good enough to be used, and in any case it would be a saving in the end to test the matter by actual experiment for ourselves.

IV. BUILDINGS ON THE EAST SIDE OF THE MAIN QUADRANGLE.

Mr. Coolidge regards the plan for an archway joining the buildings to be erected north of Beecher with those to be erected south of Mandel, and the plan of including in it a passage-way to connect these buildings over an entrance-way to the grounds as entirely practical and desirable. He believes, also, if I understand him, that this arch can be so built as to constitute a dignified main entrance to the main quadrangle. This has its bearing upon the question of the arcade through the library building. May I call your attention to the fact that an archway at this point would constitute the natural way of entrance to the grounds from the Illinois Central, and that an arcade at the middle of the library building is not a natural place for the main carriage entrance, since there is no street opposite this point. If one came down the Midway from the west, he would most naturally turn down Ellis Avenue, and then enter from Fifty-eighth street on the west; if he came down the Midway from the east, he would naturally turn down Woodlawn Avenue, and could then quite as easily and naturally enter from Fifty-eighth street as at the centre of the south side. The middle point of the library building is, it seems to me, if I may so express it, the proper place for the front door of the main quadrangle, not the place for the carriage entrance. A splendid entrance there should be at that point, as imposing as a carriage entrance and more elegant, but it should be like the front door of a house, rather than like the carriage entrance to the grounds.

I have but little light upon the question of the inner arrangements or special requirements of a Geology building. What I have gained, however, will be of value in checking up the buildings with its requirements. For example, I have found no laboratory which allows more than 35 sq. ft. per student for this work at a given time. Thus, a laboratory 35 x 60 at Bowdoin College, enrolls sixty students to work simultaneously. 120 students, working 60 in a shift. Mr. Coolidge, who has carefully studied the matter with reference to the new buildings of the Harvard Medical School, says that even these figures are excessive, and regards 30 sq. ft. as an altogether sufficient figure for a laboratory of any kind, providing the room is so shaped and constructed as to make proper provision for light.

V. ADMINISTRATION BUILDING.

I have made inquiries at Pennsylvania, Yale, Harvard, Cornell, and Michigan respecting their methods of handling students in registration and management of billing. I find that nowhere is there anything like our situation and problem, and there is little light to be gained from any of these universities on the construction of our Administration building, unless it be in the direction of the modification of our methods of registration. Without undertaking a full statement of the matter, which would be very long, I may say in general that the universities which have an approximately prescribed course avoid by this very fact the congestion at registration time, since there is no need for the student to consult the dean for advice, and that those who have an elective system allow in general free election without advice from the
The account of the development of the concept of the theory of computation is a complex and fascinating subject. It involves the study of abstract machines and the formal languages they can define. The theory is based on the idea of a machine that can perform any computation that can be described in a formal language. This theory has had a profound impact on the field of computer science, providing a foundation for the development of modern computing systems.

In recent years, the theory of computation has been extended to include the concept of quantum computation. Quantum computers are capable of performing certain types of calculations much faster than traditional computers. This has led to a resurgence of interest in the theory of computation, as researchers seek to understand the limits and possibilities of quantum computation.

Despite the complexity of the subject, the theory of computation remains an active area of research. New results are being published regularly, and the field continues to evolve as researchers explore new ideas and techniques.
officers of administration, and thus in this way avoid congestion. In still other cases, where election is permitted but subject to advice, such election is usually to be made for the whole year before the close of the preceding year, thus allowing ample time for it. This is the case, for example, at Yale, and is manifestly easier in the case of a university which has no summer quarter, than it is with us.

In the matter of the payment of bills, the University of Michigan is the only one so far as I learned, that demands payment in advance, and here even I judge that practically a week is permitted.

At Harvard payments of tuition for the year are not due until February. At other universities, from a month to two months are allowed. At no university is registration of the different divisions of the University centralized in one building. At Pennsylvania, Harvard and Michigan, bills are all payable at one office, but at Yale even this is distributed among several buildings.

Assuming that we are to continue 1) To register students under personal advice, 2) To require advance payment of bills, 3) To concentrate registration and payment of bills in one building, or even to register all students for the non-professional schools at one place; it will be necessary to provide an administrative building of a very different type from anything that exists in other universities. The general plan of this building I have already worked out in my mind, but have not yet had time to put it upon paper. I have talked with a number of registrars and bursars about the general plan, but gained no criticism of importance, since none of them could quite appreciate our situation.

VI. THE WOMEN'S QUADRANGLE.

I am strongly impressed with the difficulty of the problem which confronts us in the Women's Quadrangle, and am farther from seeing my way to any definite conclusion on the subject than with respect to any of the rest of our architectural problems. I will state first a few facts respecting other women's colleges.

2. Cost of construction per occupant of building varies greatly.

Mr. Holyoke, $500, not including land.

Smith, $600 to $800, exclusive of land.

Wellesley, $1,000, including furnishing but not land.

(These are the figures for their new Wilder Hall, but probably the same building would cost more today.)

Wassar, $3,250, including furnishing but not land. These are the figures for the four new buildings built in the last ten years.

Bryn Mawr, $1,440 to $1,600, not including land.

Whittier Hall, Columbia, including land and furniture, $1,800.

This latter is a ten-story apartment house.

Exclusive of land and furniture $3,350.

Most of the buildings referred to are of brick. The Bryn Mawr buildings are of stone, and in considerable part of but two stories and an attic. It may be well to add the figures for one or two men's dormitories. At Yale, Paye-weather cost, exclusive of land and furniture, $1,720; Berkeley, $1,040; the figures for Vanderbilt I could not get as the building was paid for by Mr. Vanderbilt, not by the university; but they would doubtless be higher.

The new dormitories of the University of Pennsylvania cost about $1100 per student. They are of brick, with stone trimmings and are built in the quadrangle fashion except that the quadrangle is a triangle.

2. Rates are uniform at Wellesley, Vassar, Smith and Holyoke; at Radcliffe, Bryn Mawr, and Whittier Hall, Columbia. At Radcliffe prices are $350 per year. At Columbia from $375 to $650. Two rooms and private bath for two women costs $375. In Whittier Hall prices vary from $100 to $350.

3. At Smith College one bath is provided for 12 1/2 students, but this provision is recognized as inadequate. At Vassar one to 7 1/2. At Bryn Mawr 1 to 8 1/2. At Wilder Hall, Wellesley, 1 to 5 1/2. At Bertram Hall, Radcliffe, 1 to 6.

At no women's colleges are private baths provided except at Whittier Hall, Columbia. At Vassar, Mrs. Kendrick regards the provision of such baths as highly desirable. In her opinion this is not to be classed with luxuries such as contribute to display and the development of the aristocratic spirit, being conducive simply to cleanliness and health. A suite of two rooms with private bath for two women costs $375 at Whittier Hall, Columbia. Various other arrangements are also practicable, as, for example, one may have one room with a bath, or
suite of five rooms and a bath may be rented for the exclusive use of five students.
At Bryn Mawr the question of private baths was considered with reference to the new Rockefeller Hall, but decided in the negative on the ground either of expense or of the tendency to destroy democracy. No college, so far as I have observed, provides set washbowls and plumbing in private rooms.

4. Practically all of the women's colleges recognize the need of a students' club-house. Wellesley has had something of this kind for some time. Smith is now building one, nearly complete, at a cost of $38,000. Vassar is considering the conversion of its museum building, originally built as a riding school, into a club house, as soon as a proper museum building can be erected. Holyoke is planning for such a building. Radcliffe has in hand about $125,000, for the erection and endowment of such a building.

5. The women's colleges are just beginning to feel the obligation to provide for the social welfare of their servants. At Bryn Mawr, where negroes are employed exclusively as servants, the students conduct Bible classes for them on Sunday. The servants themselves live in the attic or special wings of the dormitory buildings. The few servants that are employed have rooms in the basement. At Wellesley the servants employed in a portion of the buildings have quarters in a separate house under the care of a housekeeper. This method has not yet been extended to all the buildings, and is in an experimental stage. At Vassar the students are taking some steps toward providing social opportunities for the women servants, who have raised some money to build a building for them.

6. The students clubs differ in character at the different colleges. At Wellesley they have exclusive membership and are largely social in character. A number of these clubs have at Wellesley separate buildings. This policy is regarded as of doubtful wisdom, even at Wellesley itself. At Smith the clubs are literary and not exclusive, that is, a great many students are members of several of them. Rooms are to be assigned them in the new club-house, but not for exclusive use. At Radcliffe, clubs are literary and not exclusive, the same girl being at times the president of two clubs. They have as yet no special rooms.

7. Defined by organization with control by the house does not exist at any of the colleges, though something approximating to it is to be found in all of them. At Bryn Mawr the head of the house is usually a member of the administrative force, not of the faculty. At Holyoke the head of the house, distinct from the housekeeper, is a member of the faculty, but other members of the faculty also reside in the house. At Vassar the head of the house, distinct from the housekeeper, is a member of the faculty, but the social control is in part vested in the lady principal in charge of all houses. At Smith the house is presided over by a lady housekeeper not a member of the faculty.

8. Capacity of houses varies greatly.
Bertram Hall, Radcliffe, accommodates 25.
The houses at Holyoke lodge about 50 each.
The new Wilder Hall at Wellesley accommodates 50.
At Vassar the houses outside of the main building contain 100 each.
Bryn Mawr buildings lodge from 55 to 71.
Whittier Hall, Columbia provides for 325 or 350.

9. Usage as to rooms, single or in suites, varies likewise. At Wilder Hall, Wellesley, all rooms are single, and this represents their judgment as to what is desirable. The older buildings contain some suites. At Holyoke, Smith, Radcliffe, Vassar and Bryn Mawr both single rooms and rooms in suites are provided. At Bryn Mawr two rooms may be rented by a single student. This is not allowed at any college charging uniform rates. The general opinion seems to tend toward single rooms, but Mrs. Keneally at Vassar is of the opinion that rooms in suites are desirable, especially for freshmen.

10. In Wilder Hall, Wellesley, a space equal to 1/4 of the entire building is given up to a general parlor and sitting room.
At Bertram Hall, Radcliffe the general student parlor is 1/12 of the entire floor area of the house. At Vassar the parlor is about 1/43 of the whole floor area.
At Wellesley the parlor area per student is 16 sq. ft.; at Radcliffe it is 15 sq. ft. per student. At Vassar it is 8 sq. ft. per student. At Smith the provision is, in my mistake not, about the same as at Vassar, though I have not the exact figures.

11. Where single rooms are provided for students, such rooms are usually about 9 x 15 (including clothes closets) to 14 x 15.
12. Dining-rooms.

At Vassar a dining-room for 100 measures 32 x 46 + a bay window. At Wellesley, in Wilder hall a dining-room for 50 students measures 15 x 33 + a bay 5 x 15. Each is too small.

At Bertram Hall, Radcliffe, the dining-room for 25 students measures 20 x 45, but is unnecessarily large.

13. In no building is there provided a private dining-room for the use of students who may wish to entertain guests, but the desirability of such an arrangement is recognized by most of those managing such houses.

14. Special servants’ dining-room is provided in Bertram Hall, Radcliffe.

The following points represent my judgment so far as I have been able to formulate it.

1. There should be a women’s club-house for the women of the university, and the best place for it is in the women’s quadrangle.

2. There must be a permanent women’s gymnasium, and the best place for it, also, is in the women’s quadrangle; though it might, if necessary, be placed elsewhere.

3. The women’s gymnasium and the women’s club-house might be combined with the result of economy both of ground space and building.

4. The question of residence and office for the Dean of Women is one which should receive consideration. The erection of this quadrangle will increase the responsibility of this officer. It is, perhaps, a question whether she should not reside outside the quadrangle. But if quarters are provided inside, they should be such as will tend to conserve her strength and time for the real duties of her office and enable her effectively to discharge those duties.

5. Each of the residence houses of the quadrangle should be planned to contain:

   a) A suite of rooms for the head of the house. This suite should preferably not be on the first floor, and should have a sufficient large sitting-room or parlor to serve as a place in which the head may gather about her socially the residents of the house. It is in every way desirable that the members of the house should be brought into pleasant and somewhat close social contact with the head of the house, and her rooms must be constructed with this in view. The tendency in the best women’s colleges is more and more to break the student body into groups of manageable size and to give to these groups unity which shall be a means of social culture. The day for the massing of students in dormitories which are merely places of eating and sleeping is gone by. The suite provided for the Head should of course include the sitting room, sleeping room, bath room and clothes closet, all of which should be of reasonable size.

   b) A smaller suite for the use of guests, this should include a small sitting-room, bed-room and bath-room. This suite could be employed for the entertainment of friends of the members of the house at the expense of the latter, and as a men’s common room on occasion of receptions. The sitting-room might serve as a private dining room in which the head of the house or any other member might at her own expense give a luncheon or dinner party. Should it be found that there was no such demand for a guest suite as would justify its maintenance for this purpose, the suite could undoubtedly be easily rented to a student or to two students. It would seem to be worth trying to discover whether there is a legitimate demand for such opportunities for social culture. A part of the cost would have to be distributed over the rent of all the rooms in the house.

6. The increased rent for a suite with private bath, if charged on the basis of rent for space and interest on extra investment would not be greater. A single room costs $40. a quarter, and a bath-room would occupy one-half the space of such a single room, the floor rent for a suite of two rooms and a bath would cost $100 a quarter. The expense of plumbing for such a bath would be $500, the interest on which would be $25 a year or 5%, a quarter, counting only for three quarters’ rent. Adding this to the floor space would make the cost of the suite $108. one-half of which would be $54. that is, if a single room cost $40, a quarter, a room in a suite of two with a bath would cost $54. To this some addition must be made for repairs. This variation between $40. and $54, plus a proper charge for repairs would be much less than the variation now existing in colleges which have a
scale of prices. It would seem to be quite as legitimate to make a variation in price on the basis of space and plumbing as upon the basis of space alone, and quite as likely that the students would be willing to pay for increased space including plumbing as for increased space in living rooms. It seems to me that the experiment might be tried upon a limited scale, and future practice based on much experiments.

Bath-rooms should be provided, exclusive of private baths, for each six students.

7. The best arrangement of baths in gymnasiums is that which provides a dressing room about 3 ft x 4 with lockers for six on one side and lockers for six on a second side, and a needle bath about 3 ft. square or 3 ft. x 4 on a third side. This is the construction found at Holyoke and in part at Smith. At Vassar this arrangement has been temporarily abandoned for lack of space. At Michigan the dressing rooms, lockers and baths are each in a separate place — a very unfortunate arrangement.

8. To return to the residence building proper: A preponderance of single rooms should be provided, but in my judgment some suites should also be included. Common parlor space for each house should be not less than 800 sq. ft. for a house of 50 residents, 16 sq. ft. per person.

9. The price per year in women's halls in Chicago is lower than at any other women's college with the exception of Holyoke which is about to raise its rates to a figure not much below the Chicago figures, while still retaining the requirement of a certain amount of housework from each student. It seems certain that some increase of rates, at least of average rates, if not of the minimum, would be possible, and that the provision of better facilities in the various respects referred to in these recommendations at the expense of some increase of rates is justifiable and wise.

10. The plan of a central scullery and kitchen in which all food should be prepared for cooking and all food prepared for the table save that which is necessary to serve hot, small kitchens being provided in each house for the cooking of meats and the preparation for the table of other food necessary to be served hot would have great advantages. The details of the plan and its general feasibility should be carefully considered. On this point much can be learned from the experience of cottage hospitals.

11. Trunk rooms should be provided, preferably in the basement.

12. Something should certainly be done for the social amelioration of servants. Precisely what is not clear to me. If the expense of the plan does not exclude it, it seems to me the best arrangement would be a separate building for the servants, either on the quadrangle or not far off, this house to be the care of a housekeeper or matron. If this is impracticable, a special room to serve as a rest room and club room for the servants might be provided in the building containing the general offices of the quadrangle. A University which is conducting social settlement work in other parts of the city cannot afford not to be doing all that is practicable for the servants within its own walls.

13. Low buildings at Bryn Mawr, mainly of two stories and attic occasionally rising to three stories, are attractive, but the plan is impracticable for us. The increased expense which would be involved in such a plan prohibits it.

14. I am strongly inclined to the opinion that in the provisional plans for the Women's Quadrangle we have tried to crowd too much into the limited space of one block. How much and how the congestion must be reduced can only be determined by actual work upon plans. Relief might perhaps be obtained by transferring the Gymnasium to another block. But this is an undesirable arrangement. Probably the number of residents on the Quadrangle must be reduced. If this involves some increase of rate per occupant, this is, in view of the fact stated in paragraph 9 far better than undue congestion. The strongest impression which my study thus far makes upon me is that the problem can be solved only by prolonged and detailed study combined with actual work on the plans.

On many points pertaining to all of the matters referred to in this report I have further detailed information and some formulated opinions. On any point on which you desire fuller information I shall be glad to furnish all that I have or can obtain.

Awaiting your further instruction,
I am, Sincerely yours,

(signed) Ernest D. Burton.
Dear Mr. Shepardson:

I now remember that I did not reply to your suggestion regarding lists of accession to the departmental library. I think that can be arranged in another way. The practice of the General Library in sending books over to ours has been, it seems to me, a very loose and dangerous one. They ought to send with the books a list of what they send, which can be checked. Books have gone to the wrong library, and I think we have lost books for want of such a precaution. I shall ask them to send such lists in the future, and then they, or copies of them, can be posted in our office.

Very truly yours,

[Signature]
Memorandum for the President:

Mr. Torrey returns to me the underscored letter which you sent him, and states that it is impossible to change the present conditions of delivering books with the limited clerical force which the library has. He says they are overworked as it is. He states that every precaution is taken both to superintend and properly deliver, and that either he himself or Miss Perrine follows up each delivery of books to departmental libraries, and that, while he sees the possibility of error occasionally, he does not believe it to be a serious danger. Mr. Jameson also tells me that he does not think the suggestion in the last line of his letter feasible and therefore he withdraws it.

Francis W. Shepardson
Chicago, June 20, 1901

President William R. Harper,
University of Chicago.

Dear Sir:

During the autumn and winter quarters, as you doubtless remember, the experiment of opening the combined libraries of the English, Germanic and Romance Departments in the evening was made, and the test to which the evening attendance was subjected was, as you know, so unsatisfactory that we could hardly regard ourselves as justified in asking that the libraries be again opened in the evening during these quarters of the year. The situation in the summer quarter is perhaps a little different. I have received a number of requests from students for admission to the library during the evening, for work. These are, of course, for the most part, from mature persons who are engaged in some work of special research and wish to utilize their time while at the University to the best possible advantage. In order to ascertain whether there is any real and sufficient need for keeping the libraries open in the evenings during the summer quarter, I have therefore posted notices asking that all persons who wish to use either of the three libraries as often as three evenings a week during the summer, should inform me immediately.

I write to you now in order to prepare the way for the possible outcome of this notice. If only a small number of applications is received, we shall doubtless find it most economical to allow the students the use of keys, and run the risk of such depredations as may be made upon the library... In case a large
October 30, 1961

President William R. Harper
University of Chicago

Dear Mr. President,

I am writing to express my appreciation for the opportunity to participate in the forthcoming symposium on the philosophy of science. This event, sponsored by the Committee on the Philosophy of Science of the American Philosophical Association, is a significant occasion that will bring together scholars from various disciplines to explore the latest developments in the field.

I have been fortunate to be a part of this symposium, which has been organized by the University of Chicago. The organizers have gone to great lengths to ensure that the event is accessible to all participants. I am particularly grateful for the efforts of the organizing committee to make this event possible.

I have attended several symposia and conferences in the past, but none have been as well-organized and productive as this one. I am looking forward to the symposium with great anticipation and confidence that it will be a success.

Thank you for your time and attention.

Sincerely,

[signature]
number should apply, it seems decidedly unwise to allow them all the possession of keys, and in this event I should strongly urge that you assign to us a sufficient amount of student service to keep the library open daily from 7:30 to 10:00 P.M., in addition to the hours during which it is now open. Both Dr. Carpenter and I are desirous to avoid the issue of keys as far as possible, in order that the responsibility of library attendants for loss of books from the library may be as little complicated as possible by this element.

After waiting a few days for answers to the notices I have posted, I will again write to you on this subject.

Yours very truly,

John M. Manley
After writing a few days you may receive the following:

I have people I will deny write to you on this subject.

Yours very truly,

[Signature]
My dear Pres. Harper: Your appointment for Monday afternoon at half past five to talk over with you the budget items has been received. I shall be able to keep the appointment and will come prepared with the suggestions and facts which we usually discuss. I write you this letter in order to place before you a request which I should prefer to discuss with you after you had had time to think of it.

You will recall that I received my appointment from you April 1891. Since the University opened, I have had only one change in my salary, and that in 1895. I feel that the time has come now when I have a right to expect an increase. During the ten years that I have worked for the University, I have never asked for extra time or favors on account of sickness, and have averaged through the regular resident quarters, ten hours a day. Whatever work I carried on outside of my duties as librarian has been done in my own private time, and I have conscientiously made up every hour of service to the University that was interrupted by private matters.

More than this, with the exception of the two summers that I was abroad studying, I have changed to have work rent daily to me, averaging at least two hours a day through my vacation time, in caring for official correspondence which I alone could answer. As far as I have been able, I have served the University to the utmost of my ability and with an undivided loyalty. I have held myself, as you know, in constant readiness to surrender to you the responsibilities of the Library administration, whenever, in your judgment, the best interests of the University libraries could be best served.
by a change.

During my connection with the University, I have repeatedly had opportunities to accept other positions of equal honor and responsibility. During the past eighteen months I have twice been offered positions where the salary exceeds that paid me by the University. I do not speak of this to use it as a lever in this case, but only to explain to you why I have come to the decision that my services have, at least to some people, a market value which exceeds the present salary. I appreciate very sincerely the constant demand which comes to you from members of the faculty along this same line, and if I had no suggestion to make by which this increase could be given without increased appropriation, I feel sure that I should prefer to seek another field of work for myself where I could secure this change, than to embarrass you by asking what would require cutting down the budget in other directions. I have thought the matter over very carefully and earnestly and have decided to ask you to increase my salary by making my required resident period shorter by what would represent promotion to the next higher position. I should not suggest this nor be willing to have it done were I not perfectly sure that the interests of the Library would not suffer. I should keep myself in daily touch with the entire administration by having the mail forwarded to me, though in all likeliness, I should spend the extra time right here in the city.

It seems to me by this time, you must have made up your mind whether my service to the University during the past ten years, has been entirely satisfactory to you. If it has not been so then it is of no use for me to continue my connection with the University, because I have put into the work of the last ten years all the ability, loyalty to the University and energy of which I am capable, and it would seem far better to enter a new field of work than to continue to fall short of your expectations.

Respectfully submitted,

[Signature]

J. O. Dryson
Jan. 15th, 1903.

My dear Mrs. Dixon:

I have received from the Senior College Council the following communication:

"That the proper authorities of the University be made acquainted with the inconvenience to students of this University, and the positive hindrance to thoroughly satisfactory work on their part, arising from the abuse of the privilege granted to members of the faculty and to some others of retaining indefinitely books drawn from departmental libraries, and, that the aforesaid proper authorities of this University be respectfully requested to give this matter their earliest consideration."

Will you be kind enough to report to me at your earliest convenience with reference to the facts, and indicate to what extent the privilege is abused.

Yours very truly,
Chicago Feb. 20, 1921

President William R. Harper,

The University of Chicago.

My dear Sir:—

I hand you with this a copy of the report which I prepared for the Board of Librarians. This report does not differ in any point affecting the interests of the Press from the report submitted to you by the Director of the Press and myself. Permit me, however, to call your attention to the following differences between the two reports:

1. The report which I send you now calls for a smaller sum of money than the one submitted by the Director of the Press and myself. I suggest this change in view of the policy which you have approved, of using preferably only our official publications in securing exchanges of the general nature indicated in my report under section 2 b. The Library must sometimes send out our journals in this connection, and some provision should be made for this. But I think it is altogether better that the Library should handle a small sum of money in this connection, and that we should continue the policy of securing annually or at intervals, an appropriation to be expended according to the recom-
To whom it may concern:

I am the owner of a property located at 123 Main Street. I understand that the City of Chicago is planning to condemn a portion of this property for the purpose of constructing a public utility. I would like to express my concern about this plan and request a meeting with the appropriate representatives to discuss the matter.

I have reviewed the documentation provided by the city and am aware of the process for condemnation hearings. However, I am particularly concerned about the potential impact on my property value and the compensation I may receive.

I would appreciate the opportunity to present my concerns and to explore alternative options that might minimize the impact of the condemnation on my property. I believe that a fair solution can be reached through open dialogue and negotiation.

I look forward to hearing from you and would welcome the opportunity to discuss this matter further.

Sincerely,

[Signature]
recommendations of a committee in the purchase of publications of interest in common to several departments. The Library can dispense with the larger sum the better in view of the recommendation which I make that 500 copies of the Decennial Publications be set aside for the use of the Library. I very much hope, by the way, that this latter recommendation will be granted. The Decennial Publications can be used with great effect by the Library.

2. In section 2 a) I have made a more definite provision than is contained in the report of Mr. Miller and myself. I have recommended that libraries now receiving exchanges without paying for them shall not be obliged to pay for them from their book-funds, this being cared for out of the special appropriation. But in the future they shall pay for exchanges received, on the basis of the recommendation in section 1. This seems entirely fair, since the object of both reports is prevent any hardship to the departments now receiving something for nothing—not to place them at an advantage over the departments not publishing journals. Unless some such check as this is provided the departments publishing journals will go on
indefinitely ordering exchanges and drawing on the special
appropriation. By the recommendation of my report the
departments publishing journals are placed on the same foot-
ing with the other departments.

Very respectfully yours,

[Signature]
NATIONAL ASSOCIATION OF SCHOOLS AND COLLEGES

CHICAGO

[Signature]

Rev. Dr. John E. B. Erskine
President
The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

CHICAGO

Report on a plan fixing conditions under which the publications of the University may be used by the Libraries of the University in securing exchanges.

The committee respectfully submits the following recommendations:

1. That in case of periodicals received by exchange with journals and placed in the libraries, a charge of one half the net retail price of the periodical sent out by the Press shall be made against the library benefited by the exchange, and the Press shall credit the journal used with the amount.

2. That an appropriation of $1,155.75 be made for the use of the libraries of the departments publishing journals, and the use of the Library in connection with exchanges, and that this sum be distributed as follows:

   a) The sum of $655.75 to be turned over to the Press and credited to the journals published by the University, in such way that each shall receive payment at half rates for the periodicals which it now secures by exchange and furnishes to the libraries of the University.

By this arrangement the sums received by the journals will be as follows:

<table>
<thead>
<tr>
<th>Journal</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amer. Jour. Semit. Langs and Literatures</td>
<td>$22.50</td>
</tr>
<tr>
<td>Am. Journ. of Sociology</td>
<td>$74.00</td>
</tr>
<tr>
<td>Amer. Journ. of Theology.</td>
<td>$58.50</td>
</tr>
<tr>
<td>Astrophysical Jour.</td>
<td>$49.00</td>
</tr>
<tr>
<td>Biblical World</td>
<td>$50.00</td>
</tr>
<tr>
<td>Botanical Gazette</td>
<td>$96.00</td>
</tr>
<tr>
<td>Jour. of Geology</td>
<td>$112.50</td>
</tr>
<tr>
<td>Journ. of Political Economy</td>
<td>$150.00</td>
</tr>
<tr>
<td>School Review</td>
<td>$26.25</td>
</tr>
<tr>
<td>Elem. School Teacher and Course of Study</td>
<td>$18.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$655.75</strong></td>
</tr>
</tbody>
</table>
b) The sum of $500.00 to be assigned to the Library to be used in securing the transactions of learned societies, state and municipal documents, the reports of historical societies, the publications of other Universities, etc., with the understanding that such Press publications as are needed by the Library in this connection be purchased from the Press at the rates granted to regular trade customers; and with the further understanding that any portion of this sum not so used by the Library shall be used as a part of the book-fund of the Library.

3) That 500 copies of the Annual Register, of the President's Report, and of the Decennial Publications, be filed with the Library, as issued, for exchange purposes.

4. That 300 copies of each number of the University Record be filed with the Library as issued, for exchange purposes.

5. That 150 copies of all numbers, issued prior to these recommendations, of the Annual Register, the President's Report, and the University Record, be retained by the Press for supply of trade orders, and that the surplus stock be immediately turned over to the Library for exchange purposes.

W. I. Thomas
Committee.
the name of John Doe.

To the effect that it is apparent to the printer,

 Witnesses, by virtue of the general authorization of the printer, are hereby notified that

the printer is prepared to receive instructions, and that the

printer is hereby authorized to proceed with the

printing of the present document.

Signed,

[Signature]

Printer
May 30, 1902.

My dear President:

You may not have seen the enclosed report of a committee of Harvard professors.

I also enclose a copy of my report to Carpenter, which gives my view of the Harvard report.

I feel very keenly the importance of a right decision in this matter. To strip our much-desired Classical building of its advanced library would be in effect to destroy it, and such is one of the dreams I had in coming here.

In the discussion tomorrow about the placing of buildings, there will be one thing which I shall be unable to say, and which seems to me of real consequence. In the struggle
June 20, 1958

With deep appreciation, I am very much pleased to be

appreciated for my work in the

appreciation of the Department of a Commerce.

of Introduction Professor

of Professor and a commit of my work to the

Department, I want to express my sincere gratitude for the

Department's support.

I have been pleased with the comments and

comments I have received in my work as a

researcher. I am particularly grateful for the

suggestions and feedback I have received from

my colleagues and mentors. This has been

very helpful in guiding my research and

my development as a researcher.

Thanks for your support and for

your ongoing support.

Thank you.
The University of Chicago

going on in the educational world today,
the great issue is whether the ancient
literatures and disciplines shall be re-
garded as superseded, and shall be
put into an inferior position. This
only a question of equality. But this
means that there should be a separate
classical building, as generously e-
quipped as possible, and that
it should be one of the buildings
upon the great main quadrangle,
facing the two great buildings for
science. But regard to modern
language, there is no anxiety,
and the position of their building
is of less importance. But to put
Chemistry, Physics, Geology in the
central quadrangle, and put
Classic back somewhere, would
symbolize a surrender which I shan't
endure.
I am deeply sorry for the delay about the diplomas. But I have a meeting ap-pointed for the consideration of my pro-posed changes, and you shall have the material early next week.

We can't make out the answer to the Solomon's tree yet, till we receive authoritatively the name of our delegate.

"Faithfully yours,

[Signature]
May 30, 1902.

My dear Mr. Carpenter:—

On March 16 I sent to each member of the Department of Latin except Miss Ballou a copy of your circular letter of March 10, and asked an expression of opinion. All the answers have now been received. Miss Ballou's vote alone is lacking, Professor Abbott having forgotten to ask her upon her recent return from Greece.

The vote is as follows:

"For the present policy of Departmental Libraries:"

Hale
Abbott
Chandler
Miller
Laing
Bechtel
Frank
Thomson

"For a Central Library, with Departmental Libraries to meet exceptional requirements:"

Hendrickson.

I submit letters from Hendrickson, Abbott, Laing, Bechtel, and Frank, and beg to add a statement for myself.

I regard our present system as one of the strongest points of our work here. My experience covers both systems, since the alternative one was in use in Cornell, in a new and elaborate library building.

It seems to me highly desirable to surround all the students who are specializing in a department with the influence of the immediate presence of the tools of their craft. This holds alike for candidates for the doctor's degree and Senior College students. Indeed, no possible line can be drawn between these two classes of students. One cannot say that books for Seminary uses shall be in a departmental room in the Central Library, and books for courses in Roman Private Life, Roman Religion, etc.,
Mr. George Carpenter,

On March 10, I sent to each member of the Department of French a short note asking for a copy of your dissertation. In the letter of March 10 and repeated as a reminder of October. All the members have now been recapitulated, and the short note is recent. Professor Appert's name for the degree of D.C.L. (Doctor of Laws) has been recently confirmed.

The vote is as follows:

"For the present position of Department Librarian:

Name

Mr. Smith

Mr. Johnson"

The necessary action is taken.

Sincerely yours,

Mr. Carpenter

Appendix:

Name

Mr. Smith

Mr. Johnson

Note

Regarding

I submit this resume and a statement for your approval. My purpose is to have a copy of the resume and a statement for your approval. I have been working on the resume and a statement for your approval. I have been working on the resume and a statement for your approval.

It seems to me that the best way to proceed with this idea is to follow the process of the resume and a statement for your approval. The process is to follow the resume and a statement for your approval. The process is to follow the resume and a statement for your approval. The process is to follow the resume and a statement for your approval.
shall not. The only possible line is that drawn between the Senior College students, nearly all of whom are practically entering upon special work, and Junior College students, who at the best are only feeling their way toward this. But it would be impossible, as our numbers grow, to give all our Senior College students access to a departmental library in a central building. Moreover, the illustrative material cannot be in the Central Library. Hence the alternative plan would put the illustrative material in one building and the books to be used in the study of it in another. This important point was especially urged by Professor Abbott last year, in conversation with me, and is now urged by Mr. Bechtel in the accompanying letter.

A Departmental Library in a departmental building should have special working rooms attached to it, for example, for manuscript work, for work in inscriptions, etc., as well as a room for each department for consultations, and small rooms for instructors in which, at need, they could use the library without being exposed to the risk of interruption from students. It must also have seminary rooms attached, so that students would not be turned out of the reading room by the session of a seminary. A Departmental Building could afford this amount of room; and no Central Library Building could possibly afford it.

If one should adopt a Central Library system, the journals would be placed together in a large journal room. The students would use them far less than now; and, in place of having to go to some other building to consult the journals of other departments, as one occasionally now has to do, one would have constantly to go to a different part of the building to consult even the journals of his own department. In so doing, he would be without the texts or other material which he generally needs to have at his hand in reading a journal article, and which he must have at his hand in reading journals in connection with the working up of any special subject.

The question which we are considering is also under consideration at Harvard. A committee of five professors has drawn up a document leaning toward the Central Library system. The discussion is interesting, but the conclusions, to my mind, are vitiated by the fact that Harvard has had no experience with a true Departmental Library system. Its so-called Classical Library, for example, which is in a separate building, is only a selected library, in which I have found it quite impossible to work on account of the lack of special books.

Under these circumstances, I have written to Professor Minton Warren, who two years ago went from Johns Hopkins to Harvard. In his answer, of which I enclose all that bears upon the question, he points out the advantage of the system of true Departmental Libraries. His position, in a word, is that he would welcome a large seminary room in close connection with the stacks for classical books, if a large sum should be given for a new library building at Harvard; but that, in our case, he would prefer the Departmental Library. This must mean that he would prefer it if he had the possibility of choice.
It is an interesting fact that the report of the Harvard Committee mentions that the new Princeton Library cost $725,000.00. I have seen the classical seminary and working rooms in this new building. They are beautifully designed and the work is beautifully executed, but they do not afford nearly as much room for books and other necessary materials as our own classical departments, with all their difficulties, now possess in the University of Chicago. The Princeton classical work will forever be hampered by this lack of room, in spite of the fact that the new building cost nearly three quarters of a million.

As regards the expense of caring for Departmental Libraries, it will not make much difference whether they are in departmental buildings or in a central building. In either case, they will need the constant care if a trained man who is himself a specialist.

The argument in favor of the central library system founded upon the unity of all knowledge has little weight. It is immediately broken down by the fact that the scientific departments must have their working books in their own buildings.

Finally, let me say that the case of the scientific departments to my mind differs in no essential respect from that of the humanistic departments. The various sciences are as closely interrelated as the various humanistic studies.

Very truly yours,

[Signature]
It is of interest to note that the report of the University Committee on the new University Library building will be prepared as soon as possible. They are particularly disturbed by the work in progress. The building is scheduled for completion next year, but the necessary funds have not been allocated. In order to meet the financial emergency, they have decided to increase the fees, which now range from $600 to $1,000 per year. The administrative council has agreed to these changes, and the fees will be increased by 10% as of next semester. It is hoped that this will provide the necessary funds to complete the building. The committee is also concerned about the quality of the books and other materials planned for the new library. They believe that the selection process should be more rigorous in order to ensure the quality of the materials. The committee has recommended that a new selection committee be appointed to oversee the purchase of materials. It is hoped that the new committee will be able to select the best materials for the new library. The committee has also recommended that the university increase its efforts to raise funds for the new library. It is hoped that these efforts will be successful and that the library will be fully funded in the near future.

Very truly yours,

[Signature]
My dear Hale:

It was a great advantage to the students in Baltimore to have files of all the most important philological periodicals in the same room with the texts, and I think the Journals were much more used by the students than here. Here it is one of the principles not to 'cumber' up the seminary library with dissertations on given authors. Of course when we are dealing with a particular author in the seminary, the principal dissertations are brought over temporarily. I attach more value however to dissertations. In Baltimore, when a dissertation dealt with several subjects, it was catalogued under several subjects, in a way which would be impossible in a great University card catalogue, and, if possible, of much less value than in a compact Seminary catalogue. Sutphen did much valuable work on the Baltimore catalogue to make it available for the new graduate students. He could find at once any treatment of antequam, or dum, etc., etc., a thing impossible here at Harvard, and of which the value is not recognized.

If we have a large sum given us for a new library building, I think I shall be in favor of a large Seminary room in close connection with the stacks for classical books, maintaining of course our present classical Library. In your case however I should favor the Departmental Library.

Yours in haste,

Minton Warren.
It was a great advantage to the students to participate in the symposium at the University of Chicago. I think the students were much more impressed by the experience than I was. We had to meet in the same room with the faculty, and I think the students were particularly not to "compete" in the symposium. Instead, the emphasis was on the students' participation and the importance of their ideas. Of course, when we were gathering with a group of friends outside, I asked some very penetrating questions about the symposium and the students' reception of the ideas. It would be important to have such discussions in a similar manner, especially on the relation of the symposium to the possible contributions of the students. In conclusion, I want to emphasize the importance of the symposium and the students' participation in it. I hope you will have a chance to continue to participate in such events.
Oxford Oct 24, 1902

My dear President Harper,

Attached to my present is a report entitled "University Legislation in Departmental Libraries" prepared under my direction and which was to appear as an Appendix to the report. I understand you recently

 clearer, I presume already in your hands.

 These papers the matter as fully as possible in the language of the original actions, and in some cases condensing a report in other language or summarizing the opinions,

 and in the latter case those placed in square bracket

 and not in the original, but needed to make the meaning clear.

 If the report is too long, or if we

 would prefer that it should assume a more flowing narrative form, turn it over to an competent person to

 do what you wish done with it. Mr. Carpenter is familiar with the facts and would do the work in good English. I am not at all sure that he would diminish the matter. He is not much given to brevity.

 Do you remember my telling you one day that I was convinced that the capacity of the stack could be doubled by the use of metal rolling cases? I had in my head the plan of such cases some

 what in detail though I was not then aware that such cases had ever been produced. However, Mr. Hill, then found here in Oxford a case in use in the Bodleian Library manufactured in the city exactly such as I had in mind even down to
details except that when I thought it would be necessary to have
electric power to move them can actually be moved with
one hand even when they are full of books. I have no doubt
that these cases can be improved upon and well be improved
before we shall want them. But they are thoroughly practical
as now actually in use. And they multiply the capacity of
the stack by nearly 2½. I think it is a question whether the building
must not from the first be planned with reference to them.
In books in constant use they would not be as convenient as
fixed cases with space between, but for books not very frequently
consulted, well able to be called for at any moment, especi-
ally for such things as congressional documents and other-
long series of books, they would have advantage over
the ordinary cases. The time required to get a book from
them by an expert attendant is inappreciably greater—perhaps
no greater than from other cases.

I expect to leave Oxford in a few days, probably Monday the
27th, for London, and to join Nalben at Cambridge (whether
he will go when I go to London) a few days later. I am
now awaiting letter from Nalben.

We have had an interesting trip in Oxford, our chief dis-
appointment being that we have seen so little that it seems
practicable to reproduce in Chicago.

I am gaining slowly, but there are, I fear, no
improvement yet.

Nalben & I expect to go to Southern
France about Nov. 15. We shall make rather brief visits to
Cambridge, Glasgow, Edinburgh & St. Andrews.

Always most cordially yours,

James H. Burton
My dear Mrs. Dixon:-

I have read your letter of December 16th. It does not seem to me that the statement you make fully covers the case.

My dear President Harper:

Dealing with the several members of the staff individually is one thing, dealing with them in a body is another; a social meeting or a lunch is one thing, a formal meeting is another.

I notice that the departments of the University which are best managed, and in which the subordinate members of the staff are most happy are those in which regular meetings of the staff are held. It may not be necessary to hold meetings often. One meeting a quarter may be sufficient, but it seems to me that regular meetings should be held.

I will, however, leave this matter to your judgment.

Yours very truly,

Zella Allen Dryson
December 15, 1920

My dear Mr. President,

I have read your letter of December 15th. I agree with the statement you make that the case of the sanitation engineer who lost his salary through a combination of circumstances is one that calls for prompt action on the part of the university to meet the emergency. I have informed the necessary authorities of the University which are at present considering the matter.

I am sorry that your position at the University which was once a source of pride and satisfaction is now one of anxiety. It may not be necessary to partake of the active part of life, but the mere loss of an important position may bring about mental and physical ill-health. It is well to prepare for such an eventuality. I assure you that the Board of Regents will do all in its power to meet the situation.

I am very much in favor of your suggestion.

Yours very truly,
My dear President Harper:

Your letter of recent date has been received. With the exception of the departmental library of the School of Education, all the library interests under my charge are fully recognized and consulted in all matters that have in any way a relationship to that particular branch of the library department. In regard to the exception just named, Miss Warren’s attitude towards me has been so rebellious that it has been impossible for me to make any connection with that departmental library. She has resented openly any directions and suggestions which I have given her, even when they came to her stated as rulings of the Library Board. The recent talk in your office with us together has, I think, demonstrated to her that you expect me to administer her library in the same way that I do the other departmental libraries of the University, and I do not anticipate that there will be the same occasion for friction in the future that there has been in the past.

The members of the university library have so many engagements that it does not seem to me advisable, and upon personal inquiry I find that it is not desired by them, to install any formal monthly library meetings, since I keep myself in close touch with all branches of the library activities and have personal consultation hours for the officers in charge of its various departments. It has been my practice, from time to time, to have all the members of the library staff meet together in a social way at my house. This would seem to meet all the requirements, as it enables the individual members to become personally acquainted with each other and to talk over informally any questions arising. As all administration of the university library originates, not with me, but with the Library Board, to which I take month by month any suggestions and requests that the individual members of the staff bring to me in my office hours, the whole question of individuality in the administration of the library appears to be covered. Shortly after the beginning of the new year I expect to give a lunch at my house, inviting to it every person, even the student assistants, who in any way has connection with the library.

If this statement of the question raised in your letter does not meet with your approval, I feel sure that you will appreciate how very sincerely I would accept any suggestions from you.

Yours respectfully,

[Signature]
January 22nd, 1903.

My Dear President Harper:—

I want to express my keen appreciation and gratitude for what you have done for us in the matter of the Biological Library. It is already evident that our research work is going to be enormously facilitated by the additions which the munificent gift of twenty thousand dollars will make possible. I believe that in no other way could the interests here of biological research be furthered so effectively as through this gift. I am sure that all members of the biological staff regard this gift as another evidence of the deep interest taken by the trustees and by yourself in the work of investigation and that great confidence in felt in the future.

Very sincerely yours,

Edwin O. Jordan
January 19th, 1903.

My Dear President Hitchcock:

I want to express my keen appreciation and
true to have gone for us in the matter of the
It is already evident that our research work is going
so as to accomplish the object of the admittance
be known of the fact that I believe that
it is so far from being the intention of the
happy to have found that the
as such that it will

very sincerely yours,

[Signature]
The Raleigh,
European Plan.

Washington, D.C., February 21, 1903.

My dear President Harper:

I neglected before leaving Chicago, to send you a memorandum with reference to the preparation of an elevation of the History Building, by Mr. Coolidge. You will recall that the men of this Department wanted such a sketch, with a view to its possible use, with possible donors, and that you indicated that you would ask Mr. Coolidge to prepare such a sketch on the basis of the plans which I have with me. This is a memorandum to jog your memory.

I have had a very interesting day in the Library of Congress. Mr. Putnam was, of course, very courteous and kind, but even more so than I could have expected. I met some six or eight of the heads of departments, all of whom did everything in their power to give me the information which I wanted. I will speak of only one matter at this time— that of the Librarian: Mr. Putnam had evidently given thought to the matter and had two suggestions to make.

1. Mr. Gerould, at present Librarian of the University of Missouri. He is a graduate of Dartmouth College and was for a time Asst. Librarian at Columbia. Dr. Canfield's right hand man, Mr. Putnam thinks. He has not yet had the opportunity to prove that he is able to do as large a thing as our situation demands, but his past experience promises well for his success.
Mr. President Herbert:

I have just returned from Chicago to see you and am
convinced with reference to the preparation of an elevation of the
National Monument by Mr. Gamble. You will recall that the
men of the Department went to work a sketch with a view to the
possibility of using the Boolean concept and that you indicated that
you would see Mr. Gamble to prepare such a sketch. This is a memorandum to you
of the plan with which I have dealt. This is a memorandum to you.

Yours sincerely,

I have had a very interesting gap in the history of
the Congress. Mr. Husman was, of course, very courteous and kind,
but six-more or less I could have expected. I came and on
at the beginning of the session on February 3rd at noon and everything
in their power to give me the information which I wanted.
I will speak of only one matter of this time. First of the
earlier I put forward my recommendations to the matter and
the two suggestions to make.

I'm very pleased at present time on the University
of Wisconsin. He is a graduate of Dartmouth College and now
for a time kept a library of the University. I have not seen the
opportunity to know that we are able to raise a point in our attention
generate and our brain experience. However, for the success

as an administrator. I shall of course inquire about him at Co-
lumbia, but meantime you might set in operation some inquiries 
at the University of Missouri. Is it not from this University 
that Mr. Williston recently came? Gerould is about 30 years old, 
which is pretty young for so responsible a place.

2. His second suggestion is Mr. Wm. P. Cutter, who 
is now at the head of the Purchasing Department in the Library 
of Congress. He is a graduate of Cornell, was employed as a chem-
ist somewhere in Utah, and was afterwards Professor of Chemistry 
in Utah. Was then appointed Librarian of the Library of the De-
partment of Agriculture here on a competitive examination and 
still more recently secured by Mr. Putnam for his present posi-
tion. He is about 40 years old, but looks rather younger. Mr. 
Putnam vouches for his possessing good judgment, power of ini-
tiative and firmness. The only qualification of his praise is 
in reference to his social qualities. He would hardly shine at 
receptions. Having been told this before I met him, I was rather 
agreeably surprised when I saw him, finding him altogether pleasant and agreeable; but his general manner does not suggest what 
Mr. Putnam says he has—initiative and executive ability. He is 
a very different man from Mr. Putnam himself for example, rather 
reticent and quiet. So far as I now see, we are dependent al-
most entirely upon Mr. Putnam's testimony. The impression he
made on me was not clearly marked enough to enable me to form much of an opinion. I asked one of the younger attendants of the Library, whom I chanced to know personally, about his reputation, but could learn nothing decisive about him. I shall look for opportunities to gain further information and should be glad of any further suggestion from you.

I had an instructive time at Baltimore, both at Johns Hopkins and at Peabody Institute, and shall be going to Philadelphia on Monday.

Very sincerely yours,

Ernest D. Burton

I chanced to meet among the staff of the Library, two of our Chicago graduates, Chas. H. Hastings, whom you will remember and a Miss Thompson, whose first name I do not recall, but whom I remember has having frequently been in my classes. Mr. Stratton of our Physics Department, was also among those whom I had the pleasure of meeting at luncheon.
Dear Sir,

I am not able to obtain the necessary authority to continue my stay in England. I have written to the company's headquarters in the United States to ask for permission to return to the States. I have not yet received a reply.

I hope you can find a way to assist me in obtaining information and should you feel that no further assistance from you is available, I shall be glad to hear from you.

I had an interview at the Hattiesburg, Miss, office of the company and I am going to make every effort to help.

Very sincerely yours,

[Signature]

I have been trying to meet someone the part of the library, two of our city's largest groups. If the library were open, you would have learned and

I am writing the word about the news I have not received yet. The

I remember meeting recently at my college. If I mention

of our library department, we do not know your name. I heard the

pleasure of meeting of your group.
Dear Mr. President,

In reference to the matter in which you were kind enough to ask our opinion, it is our judgment that after careful consideration of the matter that if Mr. Dixon should, as you intimated, be likely to be the case, offer his resignation at an early day, it would be in the whole best that it should be accepted. In giving this opinion, which we offer with great reluctance, we by no means forget the very valuable service which Mr. Dixon has rendered the Library and the University, but we indeed feel that in the constantly enlarging and increasing complex problems and tasks of the Library, a person of larger horizon and more capable of commanding the entire confidence of the Faculty is needed at the head of the Library.

We should like to add that in selecting such a head librarian, we believe that it is of primary importance that he be a man of University training and experience, one who can appreciate the library problems from the point of view of the investigator, teacher, and student. We will indeed naturally take this point of view himself if no doubt desirable that he should be familiar with the technical side of library work; indifference.

We indeed that he should be able speedily to familiar...
himself with this side of the work. But it is our judgment that a man of the character we have indicated and a turn for practical matters in general can without serious difficulty acquire himself with the technical details; while no amount of knowledge of these details can at one for lack of what we may call the University spirit.

Other things being equal there would be again in taking a man from our own faculty, whose would then appreciate from the outset our peculiar needs and situation. But this is not indubitable. A man of the right qualifications brought in from outside will adjust himself to the situation in a little while.

Surely you can to discuss details with us, to hear our reasons, or to speak of individuals, were as always, for your service.

Very respectfully,

[Signature]

F. L. Carpenter

University of Chicago
May 15, 1902
May 28, 1902

The University of Chicago

My dear President Harper:

What I take the liberty of bringing to your attention herein is more or less supplementary to the letter recently addressed to you by Mr. Burton and myself on the subject of the appointment of a librarian.

Whether a centralized library system is adopted or not, the University is bound soon to have a number of library collections (law school, medical school, technological school, school of education, etc.) and will employ a number of librarians to care for these collections. They should not be entirely disparate and unorganized. The library system in some degree should be one and all of several parts should be coordinated. To secure and maintain this end, as we suggested in our letter, not so much a trained librarian is required as an administrator and organizer.

Would it not be a good plan, therefore, to appoint an active Director of libraries from the faculty, somewhat as the Head Dean or as the Director of Affiliations is appointed? He might still continue his work as a teacher, even as head of a department, but devote sufficient time to the library work to see that it of the University as a whole to see that it is properly organized and maintained. All other librarians, including the librarian of the general library, should be sub-
ordinate to him.

In this way, if you chose the present associate librarian might be retained in her position, do efficient executive work in her department, and yet transfer her more difficult and onerous administrative duties to a better-fitted head. Such a head would command the confidence of the university and of the outside world.

I have spoken to Mr. Burton about this plan. He approves of it. I personally think Mr. Burton is the man for the place and I said so to him. He said he could not consider it. You know better whether he might not be persuaded to it, if you wished him for the place and approved of the plan.

There is one other man whom I judge to be equally fit for such a place, and he is Professor Jameson. I do not know whether he would be available. At least there are two men who seem ideally made for such a place. And the university is rich which has two such men.

There are many other things to be said for this idea; but I hope I have already said the essential thing in suggesting the plan as a solution for our present situation, and that the idea will commend itself to you on its merits. May I
The University of Chicago

however, add one word? Is it not very important that a librarian or a Director of Libraries be appointed before the plans for a Library Building are made? Should not expert library advice be taken then as well as expert architectural advice?

The Creese people, I understand, have their building plans well advanced. Doubtless we could learn much from their experience if we were to consult them.

Yours very sincerely,

F. J. Carpenter
The Philistines of Cyrenaica

...
My Dear President Harper:

You will remember the matter of the Ellis Hall Library is still undecided. The first point is, how shall we cut down the Library for Ellis to $500 worth of books. Lexington had $1000 worth. The second point is the transfer of certain books from Lexington to Ellis.

Yours sincerely,

President W.R. Harper.

November 12th, 1903.

CHICAGO

George E. Vincent
Dean.
November 15th, 1933

Dear President Holmes:

You will remember the matter of the McKee Report.

I have kept it in mind and shall endeavor to put it into the Library to $1000 worth of books.

The second point in the dissertation of

President W. R. Harper.

Dean.
November 10th, 1903.

My Dear President Harper:—

I find that $1005 were spent for books for Lexington Hall. The appropriation for Ellis is $500, and I do not know on what principle to cut down the appropriation. There are practically no duplicates so that the reduction would involve the omission of practically half the list. What course shall we adopt?

Yours sincerely,

President W.R. Harper.

Dean.
November 10th, 1933

My Dear President Harper:

I find that $100 was spent for books for Lexington Hall. The appropriation for Lexington Hall is $500, and I go not know on what principle to cut down the appropriation. There are practically no complications so that the reduction would involve the omission of practically half the list. What course shall we adopt?

Yours sincerely,

President W.R. Harper.