Discussion of the Tentative Report of the Library Commission at the Meeting of the University of Chicago Chapter of the American Association of University Professors, March 3, 1924.

The discussion was opened by Dean Wilkins, who first summarized and emphasized some of the non-controversial portions of the Report; spoke on the basis of personal experience of the virtual impossibility of carrying on research work in the underground stacks of Harper; stated that in the discussion of the choice between Plans I and II and of the question of direction he would not repeat arguments advanced as printed in the Report; and then continued as follows:

"I turn now to the question of the choice between Plan I and Plan II. Before indicating my own preference, let me show what the two plans involve as to new construction.

Plan I involves the construction of a single great building. Plan II involves thirteen items of construction and alterations as indicated below.

1. The remodelling of Harper (as suggested below by Mr. Laing).
2. The erection of a Modern Language Library to the west of Harper.
3. The erection of a Social Science Building to the east of Harper.
4. The erection of a Divinity School Building (of which only a part will be devoted to library purposes).
5. The erection of a Science Library.
6. The erection of an Education Library.
7. The removal of Haskell.
8. The replacement of Haskell by a larger building.
9. The erection of a building closing the Harper Quadrangle.
10. The remodelling of the Law School for library purposes, which involves
11. The erection of a new Law School.
12. The conversion of Foster to library purposes, which presumably involves
13. The erection of a new dormitory.

All of the items above mentioned are properly chargeable in an estimate of cost to Plan II, except for the non-library portions of the Divinity Building — for the erection of the central library contemplated in Plan I would render unnecessary each and all of the other erections or alterations contemplated in Plan II.

I take up next the question of the relative costs of the two plans.

---

Incomplete centralization would permit the retention of the Divinity Books in the new Divinity building, and the erection of a separate library for the school of Education. See paragraph 56 of the Report. E.H.W.
I am to be the person of the action here. I

Two plans II. The idea of making all of our communication

as indicated above.

1. The removal of the Hermit (or whatever the

2. The separation of the office or the office

3. The creation of a new building

4. The provision of a new library

5. The establishment of a new division

6. The creation of a new office

7. The implementation of new policies

8. The establishment of a new school

9. The creation of a new department

10. The preparation of a new report

11. The establishment of a new laboratory

12. The creation of a new laboratory

13. The establishment of a new laboratory

14. The preparation of a new report

15. The establishment of a new laboratory

16. The creation of a new laboratory

17. The establishment of a new laboratory

18. The preparation of a new report

19. The establishment of a new laboratory

20. The creation of a new laboratory

All of the above points are important and should be

In conclusion, all of the above points are important and

I take my next decision after the receipt of

Two plans II.
According to the statement made in the tentative report by the advocates of Plan II, the cost of the central library contemplated in Plan I would be about $4,000,000.

The tentative report contains no statement as to the cost of the building program called for by Plan II. I submit here-with the following estimates of the cost for the several items concerned. These estimates are in general based upon an estimate of the cubic foot of the buildings concerned, the cost being figured at 80 cents per cubic foot. The Arabic numbers on the left below refer to the several items of the program enumerated.

1.  $250,000
2.  600,000
3.  600,000
4.  150,000 (an estimate of the cost of the library portion of the Divinity Building)
5.  650,000
6.  400,000
7.  100,000
8.  750,000
9.  750,000
10.  50,000
11.  750,000
12.  100,000
13.  400,000

$ 5,550,000 Total

I would note that many of these constructions or operations are of such a nature that it would be very difficult to ask for money for them as a special gift, since they are in the nature of appendices to, or corrections of, existing buildings, and do not make any appeal to the donor's imagination.

The preceding remarks have reference to construction costs only. There is next to be considered the question of costs of operation. Upon this point no expert statistics have been gathered. The question as to which of the two plans would be more economical in operation, however, scarcely admits of doubt. The question was put informally some time ago to a group of librarians who agreed unanimously that Plan I would be the more economical. One of them went so far as to say that the operating costs would be 50% greater on Plan II than on Plan I. The same opinion is reflected in many of the letters from librarians, to which I shall presently allude. If then, we are to consider the total ultimate cost of the library over a great period of years, it would seem to be quite clear that Plan I is the more economical of the two plans.

My next statement is not an argument for or against either plan, but is a statement not made in the reports as printed, which seems to be necessary for the detailed understanding of either plan.
| Revisions of the Standard Plan of Pay  
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
</tr>
</tbody>
</table>

*Note: The table above represents the revisions of the standard plan of pay as of the latest update. The revisions include adjustments to the pay scale, which are designed to enhance compensation levels.*

To accommodate the increasing demand for skilled labor, the revisions include an increase in the pay scale for various positions. This change is intended to attract more qualified candidates and retain current employees. The revisions were based on an analysis of market rates and industry standards to ensure competitiveness.

The new pay rates are effective immediately and will be retroactive to the date of the last update. Employees will receive additional information and training on the changes to ensure a smooth transition. Your feedback is valued, and we encourage you to provide any comments or suggestions to help us further improve our compensation packages.
Both plans permit the maintenance of small working libraries in the department buildings of those departments whose faculty members do not have studies in the central library — that is to say, in the departments of Physics, Chemistry, Geology, the seven Biology Departments and the Medical School. Possibly similar working libraries might be desired by some of the humanistic departments, but it does not seem probable that many such departments would need such working libraries. Such working libraries would in each case be strictly limited in number. The number of books would average certainly less than a thousand for each department, the total number of books concerned being then, not more than 15,000 at the outside. These books would be duplicates of books existing in the central library; thus the collection in the central library would be absolutely complete, and no scholar in one department would have to go outside the central library to find books primarily in the field of another department.

The limited size of these working departmental collections would make possible a simple and inexpensive type of operation not involving the service of an attendant. For special reasons a slightly larger collection with an attendant would appear to be called for in the case of Chemistry.

I desire now to bring to you the comments of certain librarians to whom the report was sent. The covering letter which I sent with the report in each case asked for an expression of opinion as to Plans I and II, and gave no indication whatsoever of my own preference. Eighteen replies have been received. In most cases the preference is very strong. In each case the preference is for Plan I. In a few cases it is modified by the consideration that, while Plan I is certainly preferable in theory, local conditions might supersede theory.

(Passages from several letters from librarians were then read.)

I turn now to the architectural considerations. The advocates of Plan I and the advocates of Plan II differ in their opinions as to whether such a building as is contemplated in Plan I would be feasible in itself architecturally, and as to whether it would add to or injure the architectural effect of the campus as a whole. In order to obtain expert and impartial opinion, copies of the report were sent to a number of architects with the request that they express their opinion upon the points concerned. Up to the present moment replies have been received from three architects or architectural firms. Two of these, Holabird and Roche and Pond and Pond, approve Plan I, the first named without reservations, the second with some suggestions for non-essential modifications of the plan. The third, Howard Shaw, does not express a preference as between the plans.

(Quotations from the letters of these architects were then read.)

Before leaving the question of the choice between these plans, I should like to refer to one argument advanced by the advocates of Plan II
Before proceeding to the detection of the positive parameters, please understand the importance of the following steps:

1. Prepare the necessary equipment and reagents before starting the experiment.
2. Ensure that the laboratory environment meets the required standards to prevent contamination.
3. Conduct a preliminary analysis to confirm the presence of the target parameter.
4. Collect samples from the affected area and store them appropriately.
5. Perform standardized tests to confirm the positive identification.

These steps are crucial in ensuring the accuracy of the results and minimizing potential errors. Proper planning and execution are vital to achieve reliable outcomes.
(The statement on page 44, with reference to the sentimental value of preserving the library as a memorial library was then read).

The question considered is really answered in an earlier part of the report (paragraph 40) but to the answer there given I should like to add this answer: Suppose for a moment that the Harper Library had been erected before the death of President Harper, not as a memorial but as a tribute to him and suppose that he had lived to the present day. Suppose also that he himself had realized the failure of the library and had become convinced that Plan I was in itself preferable to Plan II. Under those circumstances would President Harper have hesitated to go ahead with Plan I despite the fact of its involving a change of function for the building erected in his honor? Not if I rightly interpret his spirit.

I turn finally to the consideration of the problem of direction. The report proper recommends the service of a director taken from the faculty, with a professional librarian acting under him. Mr. Hanson in his appendix urges a contrary plan, recommending that the professional librarian have the ultimate responsibility.

The question as between these two types of direction was set before the several librarians to whom the report was sent. Of the eighteen who have thus far replied, sixteen favor the plan proposed by Mr. Hanson and two only dissent. Of these two one is Professor Coolidge who now holds in the Harvard libraries a position corresponding to that held here by President Burton as Director of Libraries. The other was the head of a department in Harper Library and represents an opinion determined by special conditions and not weighty.

(Passages from several letters from librarians dealing with this point were then read).

My own opinion has changed in part with regard to this problem. My earlier view was that stated in the body of the report. I have now come to believe that in theory Mr. Hanson is right and that a professional librarian should have the ultimate responsibility. I believe also that the search for the right man should be begun at once and that he should be engaged as soon as he is with certainty identified.

But I call your attention to Mr. Hanson's own statement with regard to the necessity during the last ten years of the service of a professional librarian, in view of the fact that the last ten years were a period of transition. (Attention was called to the passage at the top of page 91). Now it is quite clear that the next ten years will be just as certainly a period of transition as the last ten. Therefore, I believe that for the next ten years unless an exceptional man can be found in the field of professional librarians -- the direction of the libraries should be entrusted to a professional director, and that the administration should be upon the same system as during the administration of Dr. Burton. I think then, that the final form of the report should assert the rightness in theory of the view now favored by
I have a question about the document. How can I provide feedback on the content? Is there a specific format or structure that I should follow when submitting feedback?
Mr. Hanson, but that we should frankly recognize that a special period of transition lies ahead and make our immediate plans with reference to that period."
Dean Laing then spoke at some length on the report as an advocate of Plan II. Dean Laing said that he was in entire sympathy with the principles laid down by Dean Wilkins. Everyone knows that the perfection of research is the great aim of the university and that books must be made available and space must be provided near the books for faculty and graduate students. He agreed with what had been said in the report on the disadvantages of the underground stacks in Harper. On all these points he said there was no controversy. Centralization is accepted by the advocates of Plan II in so far as it is consistent with good work and with the departmental facilities. Dean Laing did not wish as much centralization as the professional librarians. They cannot see things from the standpoint of the professors. Economy in administration becomes for them a fetish. Dean Laing then expressed preference for Plan II and presented the following objections to Plan I. First, the Harper Building is not only a library: it is also a memorial. Funds were secured for it on this basis. The university now has a reputation for keeping its word and cannot afford to play fast and loose with its engagements. The Williams gift to the university is an illustration of the feeling that the university can be counted on to observe its engagements. If the name Harper Memorial Library could be transferred to the new building it would meet this ob-
Dear Lante, then spoke at some length on the report as an appendix to Plan II. Dear Lante said that he was in entire sympathy with the principles laid down by Plan II. He knew that the preservation of resources is the greatest aim of the University and that those who must do way satisfy and those must be bringing new ideas to faculty and graduate students. He stressed with what had been said in the report on the achievements of the number. Among those in Harvard or all these points he said there was no contradiction. Certification is included in the area of Plan II. In so far as it is connected with good work and with the departmental facilities. Dear Lante, it is not within as much certification as the present system. They cannot see changes from the standpoint of the present. The economy of administration becomes less from a present point of view. Dear Lante, present expresses experiences. Present II, and presented the following options to Plan I. What... the Harvard building is not only a building; it is also a memorial. Those were scarce, for it on the basis of the University, which was a renovation. A indication for keeping the work, and some scholars in play, tests, and loose with the developments. The William Gilt to the University is an illustration of the feeling that the University can be connected to administration. Interpreted to the University. To make necessary to do.
jection. Dean Laing felt that this could not be done, however, because the donor or donors of the funds for the building would insist on naming it themselves. Dean Laing expressed the belief that President Harper would approve the development of the original plan and pointed out that the present use of Harper is not in accordance with this plan. A second objection raised to Plan I is the architectural difficulty. Dean Laing was unable to visualize the projected library as anything but grotesque. He said that there was no precedent for it in college architecture. The letter from Holabird & Roche which supported the feasibility of the central library from the architectural point of view was deprecated on the ground that these same architects were responsible for joining Rosenwald and Walker Museum. After pointing out that the proposed library would be only 75 feet distant from Ryerson and would cover three-fourths of Ryerson and three-fourths of Kent, reaching to a height of ten stories, Dean Laing asserted that the building is not a unit in our architectural system, that it would spoil the campus and that it would fill an area of the circle which gives the campus charm and that it would fill the open spaces which help to make the summer sessions successful. Dean Laing said that he felt the administrative features of the Widener library were responsible for Plan
-5-

jection. Dean Langan felt that this could not be done, now.

ever; because the grant of honors at the close of the term for the
publication work involved no naming of the members. Dean Langan
expressed the belief that President Herder would approve the
development of the original plan and pointed out that the
present use of honors to not in accordance with this plan.
A second opinion rested on Plan A, the architectural
allotment. Dean Langan was unable to appreciate the plan.

Teach Library as applying but the President the
there was no precedent for it in college architecture. The
letter from Hospital & Home which supported the lassitude
of the central library from the architectural point of
view was unprecedented. The amount that these same short-
ages were responsible for pointing on campus and Water
measures. After pointing out that the procedure of any
be only a letter against from Hospital and many were forget-
turning of Hospital and three-count of Kent, teaching to a
height of ten percent. Know that secret of the building
not a matter of its architectural features that it would
bottl the campus and that it would fill as area of the
arise which give the campus camps and that it would fill
the open space which make the summer extension one
section. Dean Langan made that be felt the administration
features of the Wiggins Library were responsible for Plan

-5-

jection. Dean Langan felt that this could not be done, now.

ever; because the grant of honors at the close of the term for the
publication work involved no naming of the members. Dean Langan
expressed the belief that President Herder would approve the
development of the original plan and pointed out that the
present use of honors to not in accordance with this plan.
A second opinion rested on Plan A, the architectural
allotment. Dean Langan was unable to appreciate the plan.

Teach Library as applying but the President the
there was no precedent for it in college architecture. The
letter from Hospital & Home which supported the lassitude
of the central library from the architectural point of
view was unprecedented. The amount that these same short-
ages were responsible for pointing on campus and Water
measures. After pointing out that the procedure of any
be only a letter against from Hospital and many were forget-
turning of Hospital and three-count of Kent, teaching to a
height of ten percent. Know that secret of the building
not a matter of its architectural features that it would
bottl the campus and that it would fill as area of the
arise which give the campus camps and that it would fill
the open space which make the summer extension one
section. Dean Langan made that be felt the administration
features of the Wiggins Library were responsible for Plan
I. He granted that for the visitor the Widener library is admirable but said he didn't know whether it was so good for those who were permanently on the ground. He pointed out also that Widener is only part of the Harvard library system which includes 38 special and 11 departmental libraries; some of these departmental libraries are large, as for instance Law with 175,000 volumes and Theology with 100,000 volumes. Harvard is too big to jam all its books in one place. The law men would be quite unwilling to transfer their books to Widener. Dean Laing then described the elements of Plan II. He proposed a large central building for the undergraduates with a large reading room to contain the books now reserved in E-11, to be built across the Midway. This plan would remove the undergraduates from Harper. The president's office would be removed. The subterranean stacks in Harper would be abolished except as a store-room for newspapers. On the first floor all offices and classrooms would be done away with and stacks built in on both sides of which, adjacent to the windows, would be studies and cubicles. The administrative offices on the second floor would be removed to the towers and the stacks would be run up to the second floor, which likewise would

---

1. Absolutely impracticable, in my judgment. E. H. W.
...
include cubicles and studies. The reading room would be used by graduate students. The Modern Language Building would then be constructed with storage space in the basement, and with stacks with 60 cubicles and 24 studies for professors, with shelving space for 182,000 volumes. There would be in the building also a reading room for 108 graduate students, 5 lecture rooms, 7 seminar rooms, 15 offices. These figures were said to be those of a library expert.

The other elements of the plan as described by Dean Laing are similar to those found in the report of the Library Commission. Dean Laing emphasized the undesirability of asking the Law School to give up its present admirable situation. He said the esprit de corps of the Law School was largely due to the unity of the building. The table of interrelations shows that the Law School uses chiefly its own books. The same principle holds with the Divinity School, which naturally wants its books at its own buildings. He would regret forcing the School of Education to come to the central library building. Economy can be pushed too far. Dean Laing suggested alternative plans for a science library. One would be built between the Kent Theatre

1. Dean Laing's figures ignore those prepared by the Commission (Tables I and XVII), which call for the provision, for the four departments concerned, of 240 cubicles (or individual working spaces) in the stacks; 52 studies; space for 276,318 volumes; and reading room seats for 495 students.

The Library must be expanded to include curricula and subjects. The Modern Language Building would then be connected with adequate space in the base building and with access to the library and study for processes with multiplex space for 16,000 volumes. The main feature of the new building is a teaching room for 108 students, with additional space for a seminar room, a lecture room, and offices.

There are many other features of the plan as suggested by the Library and the Altorfer Commission that I find especially important. The subject of the Law School to give up its present quarters is an interesting one to the unity of the university. The new building would be a great asset to the Law School. It is of particular interest to note that the Law School was created primarily for the Divinity School, which naturally makes the building of the new building very important. The new building would be an asset to the new administration and would be an added attraction to the university.
and Ryerson, the other to be built to the west of Kent.
Still another plan would be to build a new Mathematics
Building east of Ryerson connected with Ryerson by a bridge
and containing the library of the Departments of Mathematics
and Physics. Dean Laing pointed out that the operation of
a central building would lead to heavy expense, that each
section would have to have special service. With respect
to figures presented by Dean Wilkins as to the relative
cost of Plan I and Plan II Dean Laing said that the cost of
a new Modern Language Building ought not to be charged
wholly to library construction. 1 He pointed out also that
under Plan II the expenditure would be gradual while under
Plan I it would be immediate. Dr. Burton then spoke briefly.

After expressing his appreciation of the amount of
labor expended in the report and urging a frank expression
of opinion, Dr. Burton said that the figures presented by
Dean Wilkins included costs not properly to be charged to
the library. He expressed grave doubt whether the central
building could be constructed for four million dollars, and
suggested that it would cost from six to eight million. 2

1. Dean Laing is in error at this point. See paragraph 84
of the report, and my letters of Feb. 4 to the Modern
Language Departments, of which copies were sent to Mr.
Swift and President Burton. No building for the Modern
Language Departments built between Harper and Classics
can house more than their library facilities.

2. The cubic space called for in Table I, Col. K, is
3,200,000 ft. Add 1,000,000 for administrative purposes,
and 800,000 for corridors (surely an overestimate, in a
building of vertical type) and the cost, at 80c per cubic
foot, would be $4,000,000. E. H. W.
and reason, the offer to put the point to the test of Kent.

Another matter plan would be to put in a new Metropolitan
building east of River, connected with reason on a pipe,
and continuing the lrrigation of the Department of Meteorology
and Physics. Dean Lardoyd pointed out that the operation of
a central building would lead to heavy expense, that each
section would have to have special rearices. With respect
to degree of reason go, Dean Willsion, as to the relative
cost of Plan I and Plan II, Dean Lane said that the cost of
a new Howard Fensine building ought not to be altered
without 700 per cent construction. He pointed out also that
Plan II, as the experience went on, would entail more white
washes.

If it would be immediate. Dr. Burton then spoke briefly.

After expressing the appreciation of the moment of
labor expended in the report and motion a stand expression
of opinion, Dr. Burton said that the figures presented by
Dean Willsion included costs per property to be converted to
the different. He expressed great concern whether the contract
building could be constructed for less than million dollars, and
wondered if it would cost much less if the million was

I. Dean Lane is at work at this point. See previous as
of the report, my favorite of the report for the moment.
Insurance Department of which others were sent to W.
anti and presented further. No publication for the moment.
Insurance Department built between Baker and Clason
same room more than. They are insurance locations.
5,800,000,000. A year. If 000,000,000.2
The space called for in Table I. Cost A. X.
N. H. M. 000,000,000,000.2

000,000,000,000.2
With this figure he contrasted an expenditure of about five million covering a period of forty years as provided under Plan II. With respect to the science library President Burton said he felt this was still an open question where the balance of the advantage was not clear. The solution of it, however, would be such that a number of the science departments shall have immediate access to their books. President Burton said that it was impossible to build a science building with the advantages of Classics owing to the fact that the science quadrangles now in existence made it impossible. There will always be some disadvantages, but arrangements should be made by which a considerable number of the science departments can reach their books without leaving the building or by a bridge to another building, and underground communication established with Harper.

Mr. Gilkey then spoke briefly expressing the opinion that there were elements of risk in Plan I, which would make it difficult to take advantage of experience gained decade by decade, whereas Plan II has the advantage of allowing adjustment to experience.

Professor White then spoke briefly in favor of Plan I and was followed by Professor Norton, who likewise supported Plan I.

Professor Stieglitz said that while he had no opinion
With this figure it is clear that the expenditure of sport live
million containing a variety of forty years as bringing under
Plan II. With reference to the science fragment, Patten
burton said he felt this was still an open question where
the failure of the scheme mentioned was not clear. The
solution of the science of the fragment would be useful to
of it, however, would be seen that a number of the science
department might have immediate access to short notes
President Burton said that it was impossible to build a
scheme pertaining with the advancement of classes, owing to
the fact that the science department was in existence, for
it impossible there will always be some advancement,
it impossible there will always be some advancement that
and advancement should be made on which a comprehensive
number of the science department can base their work.
Without leaving the production of a picture to another
production and manufacturing communication established with

Hart, to Mr. Giffin, now spoke briefly expressing the opinion.

It was given that some elements of this Plan, while useful
made it difficult to take advantage of the science of
geodesy or geodesy, whereas Plan II took the science of the
forming acknowledgment of the science.

Professor while now spoke briefly to that of Plan
I and was followed by Professor Horton who likewise said:

"Bothe Plan I

Professor Philpot said that while he had no opinion
with respect to the Humanities Department in the Science Departments they (i.e. - Chemistry) used their books ten or twenty times a day, that he would as soon think of giving up part of his laboratory as any essential part of the library. He felt that the report was written under the influence of the professional librarians. He said that he would prefer the present congested library to a central scheme however admirable for every one else. This held true also for all the other sciences. The ideal library solution is to meet the research needs of each department and to take care of the unit worker.

Dean Gale next spoke and expressed his agreement with Professor Stieglitz. While the sciences work primarily with apparatus it is necessary for them to run into the library ten times a day. The scientist needs the information on the spot and at once. They do not go out of the building to secure this information. They would rather go to the mathematics or chemistry or physics library than to a general library. Dean Gale pointed out that in city libraries there are many branches which are regarded with great satisfaction. He said the whole question was primarily one of service which from the point of view of the science departments meant immediate contiguity of books to laboratories.
With respect to the Humanities Department in the Science Department, I.e. Chemistry, need special people for at twenty times a day. They would be very early in giving my part of the presentation as an essential part of the

In this I must say a word about the reports we've written under the in-

fluence of the presentation. I must say. He will send the

monetary benefit the present congress. I must say to a certain

somehow put in a better light for every one else. This help the

also you fill the other sciences. The lecture plan can-

from a to meet the instructional needs of our department and to

take care of the market.

Dean Gate next spoke and expressed his agreement

with Professor Kefiani. While the sciences work primarily

with Professor Kefiani, with expressness it is necessary for them to turn into the

sciences ten times a day. The scientist needs the information-

this ten times a day. They do not go out of the

print to some this information. Then, would refer to

pointing to some this information. Then, would refer to

to the scientists of an area to explain. He is only a fit

a general. I must say a word about the market. Dean Gate pointed out that in this fit-

prizes the need for many reasons which are together with

great satisfaction. He said the whole discussion was brilliant

In one of science which from the point of view of the

science departments need immediate continuity of scope to

Identification.
Professor Schütze said that he has had occasion to use books in many fields, that the department library books are the equivalent of scientific apparatus which must be had immediately. Other books can be waited for. Professor Schütze felt that there was confusion between integration and localization and said that integration was a matter of organization; he felt that a central library would produce disintegration.

Professor Carlson said that the ideal solution cannot now be reached. There must be a compromise on the basis of economy not in administration but in the research man's time. Strictly departmental libraries are out of the question because the constant duplication is too great; hence some departments will be obliged to go out of the building to reach the library collections. Professor Carlson stated on the basis of his experience that it was quite possible to carry on research and go out of the building to consult the books. He pointed out that he had wasted much time in consulting the chemistry books; in the biology group library conditions were so wretched that rather than use it he goes to the Grerar Library. In any event most of the biology group and medicine will find their library collections outside of their building; hence he saw no drawback to Plan I. Professor Carlson said that it was a waste of time to split up the library unless there was great dupli-
Professor Barton's main point is that the government's policy on book prices in many cities, which the government implemented immediately, often results in the restriction of scientific information. He argues that this restriction is a matter of organization, not just a central issue, and that academic, public, and professional cooperation is essential to solve the problem. He also remarks that there may be a compromise on the price, but not now to be reached. There must be a compromise on the price, not in the final decision, but in the decision-making process of the government. This cooperation between the government and the various institutions is essential for this purpose.
cation. A central library would result in economy to the research man's time. It is better to take the right step now than continue to put up with makeshifts based on the mistake made fifteen years ago. As to the architectural problem, preliminary drawings could be made which would give a general idea of how a Central Library would look in itself and in its environment.

Professor Manly felt that the report had not made sufficient allowance for differences in departments. He pointed out that in his case he now has to work away from both his "laboratory" and his books. He felt that either one of the plans can be carried out so as to meet the needs of those who work with books. If Plan I is to cost six or eight million he would hesitate to adhere to it. The present Harper building, though not well built for library purposes, could be remodeled advantageously. With regard to the problem of direction Professor Manly felt that the greatest problem was to get the books. The present library is entirely inadequate for research purposes. The growth of Harvard Library has been most rapid since Mr. Coolidge became director. While there is no better librarian than Mr. Lane, he is not the man for director. Mr. Coolidge has (1) established relations between the library and the people who give books or may have books which have resulted in very large additions to the Harvard Library; (2) he has
A central issue here is the economy of the existing Fokker. It is better to take the right steps now than continue to put up with wastefulness. We have to make fifteen percent cuts to the structure.

In time, the result should be a general increase in pay for the mechanics who make such work.

Professor McNeil felt that the report had not made sufficient allowance for differences in experience. He pointed out that in his case the warm-up to work away from the plane can be omitted, and he felt that even a reduction in the number of the plane can be carried out so as to meet the needs of those who work with the plane. If we reduce the weight of the plane, the weight of each minute part will be reduced proportionally. With regard to the question of the structure of the aircraft, Professor McNeil felt that the essential improvements were to get the plane. The existing aircraft is entirely inadequate for the necessary purposes. The necessary improvements have been made, but the costs are prohibitive. While there is no better framework than the.

The main problem is how to save the plane. The new aircraft will be considerably lighter, and the costs are prohibitive.
taken a general survey of the supply of books in every department of the library whether there is a corresponding department in the university or not and has thus built up a well rounded library. In conclusion Professor Manly expressed the demand for more books.

Professor Falk said that the ideal was a central library in which everything could be found but that even in this case an immediate department library was necessary. The present lack of such a library in the department of hygiene and bacteriology he found to be a very serious handicap. The real problem is one of funds for duplication of books in small departmental libraries.

Professor Quincy Wright presented a survey of the research facilities of the libraries of the University of Illinois, Columbia, Pennsylvania, Harvard, and Minnesota. Of these Professor Wright said the Harvard Library offered the best facilities and with the exception of the University of Chicago Minnesota offered the worst. Professor Wright criticised severely the present underground stacks and emphasized the interrelations of departments illustrating from his own experience. He expressed opinion in favor of a central library. He pointed out that relatively speaking there would be only a small number of science books to be duplicated, probably not more than ten or fifteen
A general survey of the supply of space in any geographic department of the University. A recent report to the University-appointed committee on the supply of space in the Department of Economics at the University of Michigan has noted that the space available is not adequate for the needs of the department.

To assess the need for more space.

Professor Wood and the interest in a central facility.

In many universities, space could be found, but it is not easy.

In this case, an immediate departmental facility was necessary.

The present lack of such a facility in the department of economics and mathematics is not only to be very serious, but in the department of economics and mathematics, with the exception of the University of Illinois, Illinois, Pennsylvania, Harvard, and Michigan, the facilities of the facilities and the facilities are not sufficient. Moreover, with the assistance of these universities, the present need for research is met.

With the present facilities, the present need for research is met.

And the present, the present need for research is met.

And from this experience, the expression of some related to a central library. He points out that relatively few of the space provided by a smaller number of schools can be used.

To be appreciated, properly, one must know two or three of the

The present lack of such a facility in the department of economics and mathematics is not only to be very serious, but in the department of economics and mathematics, with the exception of the University of Illinois, Illinois, Pennsylvania, Harvard, and Michigan, the facilities of the facilities and the facilities are not sufficient. Moreover, with the assistance of these universities, the present need for research is met.

With the present facilities, the present need for research is met.

And the present, the present need for research is met.

And from this experience, the expression of some related to a central library. He points out that relatively few of the space provided by a smaller number of schools can be used.
thousand. He emphasized the importance of the administration question and expressed agreement with Professor Manly's view that it was the function of the librarian particularly to secure books.
-1-

The importance of the seminaries.

Instrumental and expressive agreement with precedent.

May 19 that is seen the selection of theiphenbes.

Inparation for some peace.
February 26, 1925.

Mr. Ernest H. Wilkins,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Wilkins:

Acknowledge yours of February 14 in reference to the publication of a booklet containing drawings illustrating the different phases of the Library Plan, and regret delay in answering.

Frankly, I am puzzled in the situation, especially in reference to our Campaign of Development, but am coming pretty clearly to the conclusion that we should do nothing at this time which will detract attention from the campaign. The fact that we are constantly putting out pamphlets and other printed matter, which have direct bearing on the campaign, raises in my mind the question as to whether to put out a pamphlet on the library situation at present would not appreciably confuse the issue. Moreover, would it not precipitate a discussion which would divert attention from the campaign when at the moment we want all eyes, ears, and tongues on that subject? Do you then see any appreciable harm in delaying the publication of the library pamphlet for some months, until the campaign situation is completed or in its final stages?

There is still another thought in my mind, which is that there has recently been made to the President a suggestion of a third plan, which he believes has possibilities, and which it occurs to me might also be included in the pamphlet if upon further study it seems to have merit. I hesitate, however, even to bring that to the attention of the Commission at the moment because I dislike diverting Mr. Burton's attention from the campaign.

I feel very sure that one of the hazards of our campaign is that most of us, and especially Mr. Burton, have too many fish to fry.

Delay seems to me important; does such procedure seem to you appreciably harmful?

Yours cordially,

HAROLD H. SWIFT

HHS#GB

cc E.D. Burton
Dear Mr. Atkins:

I understand that Mr. Brown has been referred to our company for consultation regarding his recent illness. I have been in contact with several medical professionals who are currently reviewing his case.

Mr. Brown has been experiencing some unusual symptoms, and it is possible that he may require a more in-depth examination. I have arranged for him to have a follow-up visit with his doctor to reassess his condition.

Please let me know if there is anything else we can do to assist him during this time.

Sincerely,

[Your Name]
February 20, 1925.

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Burton:

You will remember that I am chairman of the Library Commission and Mr. Wilkins vice-chairman.

Under date of February 14, he writes me as follows:

"I understand that the perspective drawing for the Central Library is finished; so everything is ready as far as I can see for the publication of the projected booklet containing drawings illustrating both the Central Library plan and the Harper-expansion plan.

"Some textual statement, I suppose, should accompany the drawings.

"May I ask what your desire is with regard to initiative and procedure in the preparation of this material for press?

"You may be interested to know that requests for copies of the Tentative Report still come in—among them one from Germany a day or two ago."

Shall be glad to know what you think should be done in the matter.

Yours cordially,

Harold K. Swift.
May 20, 1924

My dear Mr. Wilkins:

I have now made arrangements that the floor plans of the central library plan shall be photographed and reproduced and that a perspective of the building shall be prepared by Mr. Hodgdon's office.

In looking over the floor plans with Mr. Coolidge, who was here this week, our attention was directed to the fact that the first floor plan provides a catalog and delivery room in the center of the building where artificial light only would be possible. This plan has the further disadvantage that inasmuch as the stacks are in the center of the building the entire weight of these stacks would have to rest upon this room which would therefore be full of columns, and even so require heavy steel construction to support the immense load above it. I venture, therefore, to suggest that before the floor plans are decided upon this floor should be redrawn so that the stacks might continue down to the very ground and rest immediately upon it. This would involve transferring the periodical room to the floor above and placing the public catalog room in the room assigned to periodicals. I venture to assume that you
May 26, 1924

My dear Mr. Wilkins:

I have now made arrangements to drop the tool plane at the central heating plant supplied by the building and the approach and effect a connection of the building  and the tool plane supplied by Mr. Hodgeon's office.

I am looking over the tool plane with Mr.

Cooperage who will decide this week, our decision will be arrived at the tool sheet so that the tool plane blank can be a cut from the central heating room in the center of the building.

If the space allotted is quite small it would appear that the further consideration that the central heating building on the opposite street would be in this case a space would have to be made within the room with a punch at the center of the building the entire matter as soon as possible. I hope we will have a reply as soon as possible.

Yours very truly,

[Signature]
would not object to these modifications of the plan
as they very manifestly remove objections which might
be made to the plan.

Very truly yours,

Mr. E. H. Milkins
The University of Chicago

EDB:HP
would not object to some modification of the plan
as given very materially to move application which
were made for the plan.

Very truly yours,

The University of Otago

E.D. H.
Memorandum to President Burton:

The problem which you sent me in your memo of May 19th has proven a very difficult one to work out, and, in addition, it came to me at the busiest time in the entire year. For it takes a full month to work out my summer schedules, so that work necessarily began on the 16th, and while working at your problem, I have had to dictate and send out over three hundred letters to applicants for work. The problem itself has offered many blind alleys. Several rather serious difficulties have been ever present in my mind.

(1) except as a purely temporary measure, I cannot conceive of low one or two story buildings and the possibility of finally adopting Plan I seems to forbid temporary measures unless they might later be wrecked.

(2) I have been unable in the time at my disposal to separate graduate and senior college work. With the report of the Commission on the College in mind, I wonder if it is worth while to consider taking the senior college work off this quadrangle? Frankly, I am quite sure that at the present time we could not safely plan to use all the space involved for strictly graduate work.

(3) Conferences with various heads and chairmen of departments have yielded in many cases only guesses which it is extremely difficult to reduce to figures.

(4) The question of growth in some departments is very uncertain, notably that of Art.

(5) I have a rather strong conviction that if we are ultimately to get a stack building on the Haskell site with the possibility of completing the library quadrangle, we may need all the space in Harper for other than stack uses. In other words, I am somewhat reluctant about tearing out all the partitions on the first floor of Harper and building in stacks.

Hence I submit the following plans: -

Assuming that ten years hence or thereabouts all library activities go to a building elsewhere: -
(1) Hiram Kelly Classics Building could probably be utilized by the Classics department and the Department of Art for offices, seminar rooms, senior and graduate classrooms, museum rooms, etc.

(2) The west wing of Harper could probably be fully utilized by the Modern Language departments for offices, senior college and graduate classrooms, seminar rooms, etc.

(3) For the purposes of this study, I am taking for granted that Appendix B of the Library Commission Report may be considered satisfactory, in other words that the four departments now in the Social Science group (History, Political Economy, Political Science, and Sociology) can fully utilize the Harper building. In this connection I would like to call your attention to figures given me by Professor Marshall. He states that he has discussed this fully with Dean Tufts who has all the data on the matter. He thinks of the Social Science group as five departments, the four named above and Philosophy. He says he told Dean Tufts that the Social Science departments must have 1,000,000 cubic feet at once and 2,000,000 within the reasonably near future. Compare this with the fact that the architect's figures give Harper a capacity of 2,052,301 cubic feet. Lest this figure might seem excessive, Mr. Marshall calls attention to the fact that the Geology and Geography departments are now occupying well over 1,000,000 cubic feet, - 775,000 in Rosenwald, and the balance in Walker.

(4) East wing.

(a) Appended is a communication from Professor White, the result of a conference between Professors Merriam and White and myself regarding a possible Institute of Politics. According to this statement such an institute if founded will require at least 11043 sq. ft. of space for offices, work rooms, etc. Adding the necessary space for stairways, corridors, lavatories, etc. means that this institute will need practically two whole floors of this wing. The area of a floor of this building is about 8,700 sq. ft.

(b) The graduate school of Social Service Administration will need at least a half of one floor. If its growth is as large as it ought to be, it may need a whole floor by ten years from now.

(c) The Department of Philosophy will need at least a half of one floor.

(d) The graduate and senior college work of the School of Commerce and administration will need more than one floor which is all that is left above the basement.
The Dean of the School of Social Sciences and Administration will need at least a half of one floor.

The Department of Philosophy will need at least a half of one floor.

The Department of Government college work of the School of Commerce and Administration will need more than one floor, which is noted at half of one floor.

The Department of Economics, Department of Government, Department of Philosophy, and Department of Social Sciences will need more than one floor, which is noted at half of one floor.

The Department of Government, Department of Philosophy, and Department of Social Sciences will need more than one floor, which is noted at half of one floor.

The Department of Economics, Department of Government, Department of Philosophy, and Department of Social Sciences will need more than one floor, which is noted at half of one floor.

The Department of Government, Department of Philosophy, and Department of Social Sciences will need more than one floor, which is noted at half of one floor.
level in which latter there must be some storage space, space for fan chambers, etc. etc. It might be possible to squeeze either S.S.A. or Philosophy into one of the two floors assigned to the Institute of Politics. In that case C&A could have the equivalent of one floor and a half.

(5) You will notice that this estimate disregards the possibility of either Psychology or Geography coming into this group. If any of the departments named in the paragraph above fail to occupy the estimated space, Psychology could make good use of it. The appended letter from Professor Barrows shows considerable opposition to any thought of combining Geography with the Social Science group.
Leaves to which letter names must be some obscure titles, space for ten characters, etc.

If there be possibility to subtract one figure 2.5 A. in Philosophy into one of the two time
scores to the Institute of Politics. In that case OSAA can reduce the minimum of one hour
and a half.

You will notice that this section guarantees the possibility of other psychology
or Geology making into this group. If any of the departments receive the preference given
shall to accept the estimation made. Psychology and Sociology can make good use of it. The exchange factor
from Philosophy remains open considerable opposition to any proposal of combining Geology
with the Geology Geology Encyclopedia.
SPACE REQUIREMENTS OF THE PROPOSED SCHOOL OF POLITICAL SCIENCE.

Sq.ft.

2880
1. Twenty(20) studies 12x12x10 or slightly larger for two men.

450
2. Two(2) rooms for clerical assistants, with space for two or three
desks in each. 15x15.

450
3. Two(2) stenographic rooms with space for three to four desks in each.
15x15.

648
4. Two(2) rooms for research students with desks for four to five students
in each. 18x18.

1600
5. Four(4) work rooms about the size of E41. 20x40.

1155
6. Three(3) small conference rooms seating thirty to thirty five.

1650
   (Our recitation rooms measure 11 sq.ft. per chair.)

7. One(1) large conference room seating 150.

1440
8. Three(3) seminar rooms like M28. 20x24.

770
9. Five(5) recitation rooms, three of which are provided in Item 6.(\frac{3}{5} of 6)

10. One(1) storage room-in basement.

11. Space for graduate students presumably to be provided in either Plan I
    or Plan II of new library construction, within the library. We shall
probably have 100 graduate students or more as soon as the project
is under way.

11043

(All figures of room sizes except in No. 1 have been supplied by Mr. Henry.)
Specifications of the Proposed School of Political Science

1. Twenty (20) studios in windows kitchen for two men.

2. Two (2) rooms for utility essential, with space for two or three.

3. Two (2) restrooms, one with space for two or three in each.

4. Two (2) reception rooms with space for three or four guests in each.

5. One (1) reception room, one with space for four to five guests.

6. One (1) faculty room, one with space for six.

7. One (1) faculty room, one with space for six.

8. Three (3) seminar rooms. One for MS. 80X50.

9. Six (6) reception rooms, three of which are large, in Lord. E. (6).

10. One (1) storage room, 10x10.

All figures of room sizes except No. 10 have been supplied by Mr. Kelly.
ANOTHER POSSIBLE PLAN.

Herewith I hand you a sheet showing the relative capacities of the Classics building and the proposed Theology group. The equations are certainly striking. If Theology should go into the present Classics building, then the development ten years hence would be somewhat different from that outlined in the preceding section. The west wing would have to provide for both Modern Languages and the Ancient Languages. This will mean that a goodly portion of the west tower of Harper will be needed by this double group. This leaves the Department of Art out of consideration and considerably reduces the area available in Harper for the Social Sciences. This will probably mean that there will be no space in the east wing for Psychology and Commerce and Administration and possibly none for Social Service Administration.
UNIVERSE PROPOSAL PLAN

However, I read you a speech on the importance of classical music and the importance of classical music. In Europe, the development of the arts has been profound. Our present situation, from an effort to outline the development of the arts, is not yet complete. The next

would be somewhat different from that outlined in the previous section. The next

with many pages to describe the form and content of the art of our times. Thus, I think

will mean that a greater portion of the most recent art will be neglected in this

couple drivers. This involves the Department of Art and of Conservation and Commerce.

This will provide

because the same mistakes are made in the search for society's past. This will properly

mean that there will be no space to judge their work for phonology and commerce and

Administration may possibly one for Social Service Administration.
THE POSSIBILITY OF USING HIRAM KELLY MEMORIAL BUILDING FOR THEOLOGY.

THEOLOGY BUILDING

Building proper 27,072 sq. ft. of floor area.
Bond Chapel 2,752 sq. ft.
Total 29,824

Theology reading room 2,414 sq. ft.
Bond Chapel 2,752 sq. ft.
Seating about 250.

First Floor.
Dean's office 460 sq. ft.
Office of the Dean's clerk 238 sq. ft.
Four classrooms seating about 25 each.
One classroom seating 88

Second Floor.
Five rooms averaging 250 sq. ft. each
One room averaging 420 sq. ft.
Two rooms 660 sq. ft. each.

Third Floor.
Nine rooms averaging 250 sq. ft. each.
One room 660 sq. ft.

Fourth Floor.

Stack Capacity.
96,768 volumes

CLASSICS BUILDING

31,568 sq. ft. of floor area.

Classics reading room 2,304 sq. ft.
Classics 10 enlarged as shown 2,284 sq. ft.
Seating 210.

First Floor.
Dean's office 625 sq. ft.
Office of the Dean's clerk 255 sq. ft.
One classroom seating 30
One classroom seating 38
One classroom seating 50

Second Floor.
Seven rooms averaging 240 sq. ft. each.
One office 150 sq. ft.
One small office 90 sq. ft.

Third Floor.
One seminar room 352 sq. ft.
One seminar room 460 sq. ft.
One room 880 sq. ft.
Seating 80 people.

Fourth Floor.
Six offices averaging 100 sq. ft. each.
One large room 2,700 sq. ft. capable of subdivision into at least three good sized rooms.

Stack Capacity.
106,736 volumes

The above figures do not include the Commons Rooms which are rather larger in the Theology Building.
THE POSSIBILITY OF USING HUMAN KINETIC BUILDING FOR THEOLOGY

CLASSICS BUILDING

First Floor
- Dean's office: 850 sq. ft.
- Office for the Dean's clerk: 500 sq. ft.
- One classroom seating 90
- Second floor
- Four rooms average 750 sq. ft. each
- One office: 350 sq. ft.
- One small office: 300 sq. ft.
- Third floor
- Nine rooms average 500 sq. ft. each
- One common room: 900 sq. ft.
- One common room: 800 sq. ft.
- One common area: 600 sq. ft.
- Fourth floor
- Six offices average 1000 sq. ft. each
- One large room, 3V/2, capacity of 80 people.
SUGGESTED PLAN FOR DEVELOPMENT.

The east wing will probably be needed entirely for Social Science at once. According to the statement of Professor Marshall quoted above, except possibly on the basement level and some reading room space on the third floor, no space in this building can be counted upon for library uses. You will observe that Professor Marshall insists that the Social Science departments need 1,000,000 cubic feet of space at once. This building allows only 660,000 cubic feet. The space now occupied in the east tower of Harper by the Social Sciences approximates 400,000 cubic feet, thus giving them about what they need at once.

Assuming that these two buildings are erected at the same time, I suggest the following procedure as far as the library is concerned.

(1) Erect the east wing with a single basement lighted by area windows extending stacks through that area and providing a graduate reading room on the third floor connected with Harper E31.

(2) Erect the west wing with a double deck basement stack connecting Harper with Classics, this basement having light areas and windows reaching down to the mezzanine floor level, and a double deck stack on the first floor level. This will give us an added stack capacity of 551,464 volumes, all of which I would use during this temporary period. This will more than double the present stack capacity of Harper and should provide for at least seven years of growth before it will be necessary to extend the stack up through the first floor of Harper. By that time the decision will probably be made as to whether or not we are to have the stack building on the Haskell site. If it seems necessary to postpone that decision for a further period, building the double deck stack on the first floor of Harper will give an additional capacity of 180,764 volumes certainly good for three more years of growth, making the full ten year period on which this study is based. You will observe in my previous considerations, I have figured on vacating the lower level of our basement stack and using it for sorting, storage, etc. Under the plan now proposed during this temporary period, I would continue using the entire stacks, confining the sorting, etc. to the west extension stack as now. This will mean continued congestion at that point, but by holding down our stock of duplicates, we can squeeze by.

Edward A. Henry
The Commission on the Policy of the Libraries begs leave to report as follows:

1. The issues involved are so far reaching and so momentous financially, architecturally, and educationally that a hasty decision of the main question is greatly to be deprecated.

2. No decision reached within the next few months could be based on adequate study of all that is involved, and no such decision ought therefore to be reached.

3. If a decision in favor of the Central Library plan were reached at the earliest practicable moment we could hardly expect to have the building ready for use in less than six or eight years.

4. On the other hand the present state of indecision is highly desirable,
   a) Because it delays the securing of the relief which we urgently need from an educational point of view,
   b) Because it seriously interferes with the adoption and prosecution of the progress of advance, financially speaking.

5. A via media ought therefore to be found if possible which would enable us to proceed with the least possible delay to erect buildings which will give us early relief, be usable for university purposes whatever the eventual decision, and therefore will not prejudice that decision.

6. Two such middle paths suggest themselves:
   a) The swinging of Haskell into a position at right angles to its present location, so as to constitute the north side of a new Harper Court, and the erection on the present site of Haskell of a library building occupied mainly with stacks and cubicles,
   b) The erection of the west and east wings of Harper on substantially the plan of 1902, with stacks, classrooms, seminars and cubicles, the west wing to be used for Modern Languages and the east wing for the Social Sciences.
The Committee on the Policy of the Committee was to devise a plan to approach

as follows:

1. If the force is necessary to effect recognition, and no
   permanent, correspondence, and a party of the
   members of the Committee to be recalled.

2. If no recognition is possible within the next few months, they may
   not be considered as if it were known, and no subsequent notice
   to recover.

3. If a nation to which the Committee is known, they may
   seek for the necessary information, and to take the
   necessary steps to recover.

4. On the other hand, the present state of information is

5. As a result of this, it may be possible to

   A view which might, if possible, to

   Form an entity, with the least possible delay, to make, and

   Keep, any entity, will not be

6. The report will make a more earnest presentation:

   (a) To the Committee of the House of Commons, and the
       members of the House of Commons, to receive notice of

   (b) To the Committee of the House of Lords, and the
       members of the House of Lords, to receive notice of

   (c) To the Committee of the House of Commons, and the
       members of the House of Commons, to receive notice of

   (d) To the Committee of the House of Lords, and the
       members of the House of Lords, to receive notice of
7. There are manifest advantages in the first of these plans, but also obvious objections to it. Of the latter, the two most serious are

a) that the removal of Haskell into the new position is in a measure a prejudgment of the main question since we probably should not desire to make this change of position if the plan of a central building were finally to be adopted; and

b) the erection of a stack building in place of Haskell involves securing a large sum of money for a building whose eventual use is undetermined.

8. Recent fresh study of the question of the uses to which east and west wings of Harper could be put make it certain that the erection of these buildings would afford immense relief to the present situation both from the point of view of books and of persons, and that in the space of a few years, our educational work will probably develop in such a way that these buildings could profitably be used for non-library purposes, if it should then seem advisable to build a great central library according to Plan I. On the other hand it would still be possible if that seemed ultimately best, to carry out Plan II, by providing classroom and museum space somewhere else, converting the Law School into a Library building, moving or removing Haskell and building a library building on its present site.

9. There are manifest advantages in this solution over the alternative temporary way out, architecturally, educationally and financially. It avoids the moving of Haskell; it completes the south quadrangles on the south sides and the main south facade of the University, it provides better immediate relief than any other plan, it enables the University at once to approach possible donors with concrete and definite propositions.
For these reasons the commission recommends:

a) That final decision of the question raised in the tentative report be postponed.

b) That the Commission recommend to the Board of Trustees that the east and west wings of Harper, otherwise the Social Science and Modern Language Buildings, be included in the plans designated for early fulfillment and that they be erected as soon as practicable substantially as indicated in 6b above.

c) That the Commission be continued for further study of the whole matter and requested to report later.
For those reasons the Commission recommends:

That the Commission recommend to the Board of Trustees that

the case may with the consent of the Board be referred to

some new Board of Trustees for investigation of the

affairs and for such action as may be necessary to prevent any

actual or threatened injury to the

property and interest of the

same.
March 9, 1925.

Mr. Ernest H. Wilkins,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Wilkins:

Thank you for yours of February 23 on the question of the Library Report.

Without meaning to be determinative, I would like to put a few further suggestions for your thought:

1. I agree that the crowded condition of our libraries presents a serious situation but believe the way to remedy it is to build the new buildings on either side of Harper, which will have a place in our scheme of things and can be used for library facilities during the next few years regardless of which library plan finally shall be adopted.

I understood from Mr. Burton some months ago that you were favorable to this procedure.

2. The adoption of the Central Library scheme is a very radical departure and I don't think it should be agreed to hastily. Even though I favored the Central Plan, I should oppose prompt decision on the part of the Board of Trustees. It is so radical a readjustment of our thinking of the last 30 years that I think it should not be made lightly nor without full deliberation.

I think I am leaning toward the Central Plan in my own thinking, but I think we should be conservative in the matter.

3. Is, then, a delay of a few months or even several months really harmful? If my thoughts as expressed above are correct, there seems to me no harm.

4. I don't know who suggested the third plan to Mr. Burton. I doubt whether it is feasible for us to get in detail from any one but him. Whether he could do this in an hour or it would take days, I am not clear. This fact could be established if there seems reason to go on at present.

5. I haven't seen the finished perspective but should like to and shall appreciate your sending it to me if convenient. While the question of architectural attractiveness would have bearing before finally accepting the plan, it does not seem to me to be a determining factor at present so that the perspective will not have much bearing at present on my thinking.
6. I am not clear that I would wish for it to quicken the imagination of the donor until we are very clear in our own minds, i.e., I hope the decision will not be based upon some one's offering us money to do one or the other, but rather upon the real merits of the case, which in view of the situation in the past, as well as the fact that the present thinking is far from unanimous, seems to me should result in our coming to a decision slowly.

7. I have grave question whether the matter should be settled at all during Mr. Burton's administration.

I don't mean to be dogmatic or authoritative, but in view of my present thinking, the dangers I see in expediting the matter and the little disadvantage I see in delaying, still strongly incline toward delay.

Do these points have additional weight in your mind?

Yours cordially,

[Signature]
March 7, 1924

Dean Ernest H. Wilkins  
Vice-Chairman  
Commission on the Future Policy of the University Libraries  
Faculty Exchange

Dear Dean Wilkins,

The following is the report of a committee of the Social Science Conference on the printed Tentative Report of your Commission submitted in January, 1924. At a meeting of the Social Science Conference it was decided that a committee go over your Tentative Report and make recommendations to the Social Science Conference. Vice-President Tufts, as Chairman of the Conference, appointed on that committee Professor A. W. Moore, Professor Ellsworth Faris, Professor Chester W. Wright, Professor H. P. Gurnell, and the undersigned as Chairman. Owing to illness in his family, Mr. Moore was unable to participate in this session and I undertook, as Chairman, to consult with Mr. Tufts to get the opinion of the Philosophy Department in the matter of this report. I may say further, that our method of procedure was first to consult with our individual departments and to get in this way the personal reactions of the members of the various departments. Only then did we get together for our formal meeting to discuss the situation in general.

In its meeting the committee decided to deal especially with what seemed to be the two essential features of the Commission's Report: namely, whether the present library arrangements are to be continued and elaborated substantially as stated in Plan II, or whether a centralized library scheme such as indicated in Plan I was to be preferred; secondly, whether the librarian of the University of Chicago Libraries is to be a member of the faculty and thus a part time teacher and research man, or a librarian proper without such other duties.

With reference to these two questions, the sense of the committee was as follows: That, in principle, the Social Science Conference through its committee emphatically favors Plan I, suggested by the Commission; that, however, the committee wishes to qualify this definite support of Plan I by saying, that in its opinion modifications of the Commission's Report in its structural and architectural features, and in the location of the proposed central library seem necessary. Essentially the committee had in mind here the fact that the building as proposed would come too close to the north and south building line already established, and that perhaps, for this reason, the structure ought either to be on a smaller ground plan and therefore higher, or that the proposed building be placed on the University Avenue side of the Quadrangle.
Dear Dean Wilkins,

The following is the report of a committee of the faculty

The following is the report of the faculty committee on the proposed new faculty position of the University Professor.

Dean Connecticut

Do you have any questions or comments about the report?
I may add here that during the discussion of this particular recommendation, while no formal vote was taken, the general opinion of the group seemed to be that a structure of a tower type, running up considerably higher than ten stories (twenty stories were mentioned), would be a preferable solution. This structure could then be placed in the center of the campus. The Conference Committee further modified its support of Plan I by stating that while they did not in any way mean to weaken the approval of Plan I, they felt that the situation at the University might make it necessary to make improvements in the library and research situation gradually, rather than all at once as required by the centralized library scheme; also that conditions are now such that immediate relief is required, and that rather than risking the possible delay involved in the central scheme, the need of immediate improvement might make Plan II the only feasible one. The committee, however, again emphasized that it felt that in the long run such a solution of our difficulties would be a serious mistake.

With reference to the problem of the librarian, it was the unanimous opinion of the committee that the librarian of the University of Chicago libraries should be a full time, highly trained library specialist or librarian. By "librarian" the committee understands, a man who is not merely a keeper of books or a man trained in cataloging and shelving and in the care of books, but a man with a large knowledge, both of the technical side of library work and of books, who can go out and acquire books and systematically and carefully build up both as to general policy and as to special needs the library resources now available. The committee further proposed that such a librarian might be given a faculty committee, purely consultative in character, - a committee with which he could cooperate in developing plans and in taking whatever steps seem from time to time necessary; a committee, however, which is not in any way to be considered as tying and fettering his initiative and control of the library situation.

The foregoing are the major propositions made by the Social Science Conference committee. In addition to these, the committee brought out the fact that in the plans suggested by the Commission the seminar rooms seem too small in size. Its recommendation, therefore, was that at least some of these rooms ought to be as large, approximately, as the present seminar room in E-41. It further recommended that the studies in the new centralized library ought, if possible, to be all of them individual, since having two men in one and the same study would defeat the ends of these studies as far as they will be needed for purposes of consultation with advanced research students on their work. It was also the sense of the committee that the average size
If any other force had granted the assurance of this bargain, I
may say that I am not aware of having the concession of any
compound. I have seen no authority from the Government, or
the Governor, which would allow me to grant such a
concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.

The Governor said that I had no power to go into the
matter of the compound, and that I had no authority to
grant any such concession. He said that he had no
authority to grant any such concession, and that I
had no authority to grant any such concession.

I have seen no authority from the Governor, or the
Government, which would allow me to grant any
such concession. I have never seen any such authority,
and I am not aware that any such authority has
been granted.
of these studies (if it is to be 10 x 12 x 12) would be too small to accommodate two men and their working libraries.

The committee did not touch upon any further matters, feeling that the details of interior arrangement and allotment of space, and other matters touched upon in the Commission's Report, would naturally be subject to adjustment upon a closer study of the problems such as would have to be made when the erection of such a central library becomes a practical proposition.

For the Committee,

C. F. Huth, Jr.
Chairman
of space available (12' x 18 x 15') and may be too small

The committee said that many show with larger units,

'Feasible from the standpoint of storage and handling and

since many open warehouses are opened now in the commission's name,

many companies require a ready market to maintain a lease which is

beneficial both as many own or lease space for storage of such a

central location become a important consideration.


For the Committee

C. H. Knipst

opinion
President E.D. Burton
Harper Library

Dear President Burton:

If the question as between Plan I and Plan II for the new library construction were purely a question of scholarly and administrative convenience, the floor plans would certainly suffice; but the feeling among both faculty and trustees seems to be concerned very largely indeed with the aesthetic factor in the problem— which is indeed a highly important factor, though secondary to the consideration of research values.

If an elevation drawing is made, it would in all probability serve to clarify opinion on this point. If such a drawing is not made, and Plan I is chosen, any persons dissatisfied with the result would, it seems to me, have just ground for reproach that the plan was undertaken without adequate evidence. If such a drawing is not made, and Plan II is chosen, those favoring Plan I would feel that it was rejected largely because of considerations which might have been refuted by such a drawing.

You suggest the deferring of the order for the drawing unless and until it shall appear, after comparison of the floor plans, that there is a desire to see an elevation before reaching a decision. That desire is already exceedingly strong on the part of at least three members of the Commission; and it seems to me probable in the highest degree that after comparison of the floor plans, many others would desire to see the elevation. Postponement of the order for the elevation would therefore in all probability mean postponement of the ultimate decision, which, as I heartily agree, should be reached as soon as possible.

Very truly yours,

Ernest H. Wilkins
Dean of the Colleges

EHW/ES
Dear Mr. President,

I am writing to express my strong support for the proposed plan to expand and improve our campus facilities. As a student, I believe that this initiative will not only enhance the educational experience for current and future students but also contribute to the overall prestige of our institution.

The proposed expansion includes the construction of new academic buildings, a state-of-the-art library, and updated athletics facilities. These investments will not only modernize our campus but also attract top faculty and students, thereby strengthening our academic programs and competitive edge.

I have confidence in the expertise of our planning committee and trust that they have carefully considered the financial implications and long-term benefits of this project. I encourage all members of our community to contribute to this initiative, as every dollar counts in ensuring the success of our academic mission.

Thank you for your time and consideration. I look forward to seeing the fruits of this plan in the near future.

Sincerely,

[Signature]

Dean of the College
3) We should also consider whether an elevation of a central building should be put off for immediate consideration on an interim plan unless it is decided to attempt to reach a final decision now.

1) The strong probability that it might be necessary to postpone a decision as between Plan I and Plan II for the libraries for a term of years;

2) That if a decision were reached in favor of Plan I at this time it is practically impossible that we shall have the building ready for use short of five years;

3) That, therefore, in the event either of decision for Plan I, or of a decision to postpone decision, some temporary relief must be provided in the near future;

4) That temporary relief would have to come by the building of some element of Plan II;

5) That the Modern Language building ought not to be built unless we were committed to Plan II. To this he gave hearty assent.

6) That the choice for a relief method lies between

   a) securing a new law school building and rebuilding the present Law School into a library building, and

   b) swinging Haskell around, and building on its present site a building for library purposes, so constructed as to be as easily as possible converted into a general University building.

It was agreed between us

1) That upon the return of Mr. Swift and myself from New York the three of us should go carefully over the plans now in preparation in Mr. Hodgdon's office.

2) That as a result of this we should decide whether we should attempt to come to a decision between the two plans now, or postpone such a decision indefinitely.
The intent of the note above is unclear due to the handwriting and positioning.
3) We should also decide whether an elevation of a central building plan was necessary. It might be necessary to attempt to reach a final decision now.

4) That these questions decided, we should take up for immediate consideration an ad interim plan unless it is decided to attempt to reach a final decision now. It is practically impossible that we shall have the building ready for use short of five years.

3) that, therefore, in the event either of decision for Plan I, or of a decision to postpone decision, some temporary relief must be provided in the near future;

4) that temporary relief would have to come by the building of some element of Plan II;

5) that the Modern Language building ought not to be built unless we were committed to Plan II. To this he gave hearty assent.

6) that the choice for a relief method lies between

a) securing a new law school building and rebuilding the present Law School into a Library building, and

b) swinging Haskell around, and building on its present site a building for library purposes, so constructed as to be as easily as possible converted into a general University building.

It was agreed between us

1) That upon the return of Mr. Swift and myself from New York the three of us should go carefully over the plans now in preparation in Mr. Hedgdon's office.

2) That as a result of this we should decide whether we should attempt to come to a decision between the two plans now, or postpone such a decision indefinitely.
I want to apologize for the delay in responding, but I have been busy with other matters. I understand that you have not heard from me recently.

If you could provide more details about what you need, I would be happy to assist you. Please let me know if there is anything specific you need help with.

Thank you for your understanding.

Yours truly,
[Your Name]
May 21, 1924

President E.D. Burton
Harper Library

Dear President Burton:

I am informed by a gentleman who asks me not to use his name, that at least two officers of the Carnegie Foundation are interested in our library problem; and that he has some reason to think that they might consider favorably a large grant to us for library purposes.

He points out the fact that the giving of funds for libraries is very definitely within the Carnegie tradition, and mentions the fact, for which there is evidence, that Dr. Keppel appears to have a special interest in the University of Chicago as a research institution.

He points out also the fact—which I have regarded all along as being of the utmost importance—that the Carnegie Foundation or any other very large donor would be greatly interested, and might well become enthusiastic over, such an enterprise as is represented by our Plan I; but that the Carnegie Foundation would probably have no interest in piecemeal additions of the type contemplated in Plan II.

In view of these circumstances, is it not eminently desirable that our library problem be brought officially to the attention of the Carnegie Foundation? And would it not be strategic that the problem be brought to them with a request for advice, as well as for help?

And would it not be desirable that for this purpose we should, after all, have prints made immediately of the floor drawings for Plan I, as well as of those for Plan II, without waiting for the elevation drawing for Plan I?

I am hoping very earnestly that you will in any case ask Mr. Hodgdon to proceed at once with the drawing of the elevation, so that such a drawing will be available if called for by the Carnegie Foundation or any other possible donor, and so that it may be available when needed for further discussion of the architectural problem.

I am sending to Mr. Harold Swift a letter to the same effect as this.

Very truly yours,

Ernest H. Wilbur
Dean of the Colleges
May 27, 1924.

My dear Mr. Swift:

Mr. Hodgdon says that a perspective of the Central Library building, sufficient to give a general idea of the character, can be made for from $300 to $500—not more than the latter amount.

I recommend that we request him to proceed, although I think we may within two weeks foresee that the decision of the Library question can be postponed for several years.

Very truly yours,

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Ill.

[Signature]
MY DEAR MR. SWEET,

Mr. Hobson says that a bar

operator of the Centenary Literary Publising

sufficient to give a general idea of the

apartment can be made for from $500 to

$800 1'not more than the latter amount.

I recommend that we send him

to proceed. Afternoon I think we may wish

two weeks longer that the decision of the

Liquor division can be postponed for several

weeks.

Very truly yours,

Mr. Hobson H. Sweet

Union Stock Yard

Office, Ill.

P.S.: CB