The Secretary's Office

The Secretary's Office may not receive it, but the most pleasant office in the building. It is not ornate, and the
manuscripts contain many errors and minor mistakes.
However, the material's quality remains as an advantage.
It is not the Secretary's Office that is being described as an
advantage. It is the nature of the position that matters. The
Secretary's Office is the very heart of the operation to
create the best possible result for the clients.

The Secretary's Office

In General

There are employees in the Secretary's Office and free
printing facilities. The Secretary's Office has a strong
contribution to the efficiency and professionalism of the
corporation. The Secretary's Office is the heart of the
corporation and the key to its success. The Secretary's
Office is essential to the smooth operation of the
organization. It is a necessary part of the business
environment.

For the Future

The Secretary's Office is essential to the smooth
operation of the organization. It is the heart of the
business and the key to its success. The Secretary's
Office is essential to the smooth operation of the
organization. It is a necessary part of the business
environment.

After reading this, it is clear that the Secretary's
Office is a vital part of the operation. It is essential to
the organization. It is a necessary part of the business
environment.
Ellis Hall would doubtless find refuge in the new administrative building. In this building would be located the Commons offices (now in Lexington Hall) and here, too, space could be provided for storage of supplies of this essential department.

The survey of the University now being made by representatives of the General Education Board will, doubtless, refer to the necessity for administrative concentration. One of these representatives has made a tentative suggestion to which attention may be called. The large increase of capacity for producing heat and light when the hospital and chapel are completed will, unquestionably, necessitate the building of a new power plant. Why not, he asks, use the present power plant site, utilizing all the space, placing the boilers and dynamos one or two stories below ground, as in modern skyscrapers, the coal to be supplied by gravity-moved cars through a tunnel from the housed stock on the land owned by the University on Harper Avenue and the Illinois Central right of way. A well-constructed and good looking wall on the Avenue would presumably secure permission for such use of the lots from the Zoning Commission. The coal supply stored at Harper Avenue would permit the use of all the space on the half block of the power plant, no coal piles being required larger than a day's supply; wasteful, open-air storage, so distasteful to neighbors thus being discarded. The private alley, east of the present plant, no doubt, could also be used if more room is demanded.

Superimposed upon the sunken power-plant let the proposed administration building be erected. The two frightful-looking smoke stacks would be superceded by a tower through which the chimneys would extend as in the Woolworth Building, New York. Such a building, constructed of brick, would, when the need arises, readily lend itself to the construction of additional floors without excessive cost.

Thus utility, economy, efficiency, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness could be removed from the face of the earth.

For the Present.

The present urgent need is for an addition to the Press Building to occupy all or part of the vacant lot 64 feet x 52 feet at its northwest corner. Therein much needed storage room could be obtained below ground. The Cashier's office could be arranged so as to permit entrance and exit from separated doors and the disposal of tellers' cages and other student facilities somewhat after the plan at Columbia.

The Press office force could move northward, the Auditor's force move westward, the University onward.

If the growth of the Medical Schools should eventually require the use of the Press Building, the proposed addition could still, doubtless, be advantageously used.
This committee suggests that the Committee on Buildings and Grounds report to the Board of Trustees recommending that to relieve the situation of the business administration an architect (Coolidge & Hodgdon were architects of building) be employed to make sketches of an addition to the Press Building of two or three or four stories as the committee may decide, with estimates of cost and that the Auditor be requested to report the possible source of funds.

(Signed) Wallace Heckman,

(Signed) J. Spencer Dickerson,

Committee.
The committee suggests that the Committee on Buildings
and Grounds report to the Board of Trustees recommending:

1. That the attention of the building committee be employed to
make studies of all essential equipment of the new building to two or
more architects of an equal or better list than our own. To keep
out of our way and get the utmost use out of the present
building with an eye to future requirements and with maximum
good will and efficiency to report the best possible
source of funds.

E. B. (William) Packard
Secretary

J. B. (Joseph D.) Dorr
Chairman

Committee
Business Administration Offices

Needs, Recommendations

Report of Special Committee Appointed by the Committee on Buildings and Grounds

Last August the Board of Trustees, acting on a report of the Auditor which called attention to the inadequacy of the facilities for convenience and efficiency of the various administrative offices, referred the report to the Committee on Buildings and Grounds. The committee in turn, at its meeting of October 10, 1923, instructed the Business Manager and the Secretary to investigate the situation and to report their recommendations. It perhaps ought to be said that as the Secretary is more intimately related to the several administrative departments involved the responsibility for the views expressed in the following report is chiefly his, although both members of the committee are agreed upon the general conditions and the recommendations made.

When the Press Building was occupied in 1903 to the University libraries was given the entire second floor. After Harper Library was completed and the books were removed that part of the first floor where the Auditor's department first found space was filled by the Cashier's department, including the Housing and Employment Bureaus, and while the Auditor's office moved up stairs. After the bookstore was crowded out of the Press Building the Faculty Exchange, the Information Office and the Employment Bureau were moved into the vacated space. Practically the only additional space for administrative purposes afforded by the removal of the library and the bookstore is something more than half the area of the second floor. This space is now crowded even after capturing some of the book-storage space.

Much of the Press Building in which the business administration now centers is inconveniently and unsystematically arranged and has reached the limits of expansion.

Publication and Manufacturing Departments of the Press.

The Press departments of publication and manufacturing need to expand in room as they have in volume of business. Printed books are now stored in three different places. The Publication Department requires 1,100 square feet more room. The Manufacturing Department requires more space for storage of plates and paper stock. If the Publication Department continues to increase its sales in the near future as in the past three years enlargement of the pressroom will be necessary as no additional presses can be installed in the space now available.

The Cashier's Office.

The Cashier's department, which received in 1902-03 $460,261 in students' fees, in 1922-23 received $2,196,300, besides
Department, University of Washington, Seattle, Washington.

The Department of Communication and the Journalism Faculty,
Department of Communication,
University of Washington,
Seattle, Washington.

The above letter was received in the office of the University of Washington, Seattle, Washington, on October 10, 1969.

The letter was forwarded to the Executive Committee of the University of Washington, Seattle, Washington, for consideration.

The letter was received by the Executive Committee of the University of Washington, Seattle, Washington, on October 10, 1969.

The letter was considered by the Executive Committee of the University of Washington, Seattle, Washington, on October 10, 1969.

The letter was approved by the Executive Committee of the University of Washington, Seattle, Washington, on October 10, 1969.

The letter was forwarded to the President of the University of Washington, Seattle, Washington, for signature.

The letter was signed by the President of the University of Washington, Seattle, Washington, on October 10, 1969.

The letter was filed in the office of the President of the University of Washington, Seattle, Washington, on October 10, 1969.
$650,000 in students' deposits and $255,486 in rents for University houses and apartments. In 1902-03 4,463 students were registered, in 1922-23 12,748. As most of these students must pay their tuition and laboratory fees in person as well as make arrangements for dormitory or other housing facilities in the Cashier's office, the crowding is, at times, almost indecent. At times of registration there are inconvenient, disagreeable and unsanitary conditions.

In order to cash their salary checks into the main office by the hundred come the Buildings and Grounds and the press-room operatives, in their work clothes unavoidably soiled by their useful and honorable labor. Here, too, students make and withdraw their deposits. In winter the ventilation is bad (notwithstanding the installation of an expensive ventilating apparatus) and in summer young women have fainted while waiting in the small congested space in front of the tellers' cages. The bottle-neck shape of the Cashier's main office and its relation to the public entrance to the building render it impossible to "route" the incoming and outgoing registering students expeditiously or comfortably.

In this office, also, are cashed professors' salary and student checks, as well as employees' wage checks. For such purposes $1,615,000 was disbursed during the year. When the first-of-the-quarter pressure comes it is necessary to remove the Housing Bureau from the Cashier's office to another part of the Press Building and at the opening of the Summer Quarter to Haskell Hall.

The Cashier summarizes the situation as follows: "In work of this kind where nearly every transaction means a personal call of the individual to be served at the office, the situation is considerably different from what it would be if a considerable part of the work were of a mail order type. Although each individual transaction is of comparatively small amount, the necessity of meticulous care in handling every case and the large responsibility involved in the aggregate is perhaps not sensed by those not actually familiar with the work of the office. Our students from whom we collect over two million dollars in fees per year are, of course, our real "customers" and I am sure that all of us are anxious to be in a position to take care of them in the best possible manner".

Auditor's Office.

When the medical schools begin to function there will be need of more clerks in the Auditor's office. At present there is no spot on which to place another desk. If extra clerks are to be employed during the financial campaign they, too, must find desk-room elsewhere than in the Auditor's office. The Assistant Auditor and the Chief Accountant are obliged to sit where much of the time artificial light must be used. So many clerks are seated next to windows that even with window ventilators the ventilation is poor and sometimes bad.
The vault now used by the Auditor and the Secretary, which is not fire-proof, is much too small. The account books, vouchers and letter-books crowd the shelves and even when the older records are stored in an inconvenient basement of Cobb Hall, the available shelf room, extending from the floor to the ceiling twelve feet above, is practically filled by records in current use. The shelf space now used by the Secretary's records (including the complete set of minutes of the meetings of the Board of Trustees since the incorporation of the University and certain minute books of the Theological Union and the old University of Chicago) is thirty linear feet instead of the ten required when the present Secretary was elected. As these records are of the utmost importance they cannot well be stored elsewhere. Moreover, they are in constant use.

Buildings and Grounds Office.

The situation in the case of the telephone operators is little short of disgraceful. The room (10 feet x 12 feet) is in use both day and night, four operators being on duty from 7:30 a.m. or 8:30 to 5:00 p.m. and one operator thereafter and until 7:30 a.m. Of the 10 feet x twelve feet space, 5 feet x 10 feet is required for the switchboard so that the actual room for the four day operators is only 5 feet x 12 feet. The chairs on which they sit almost touch the lounge on which they rest when off duty. There is only one window. The room is always disagreeable and in summer intolerable.

Furthermore, the switchboard has about reached its capacity. The Superintendent of Buildings and Grounds reports that a new switchboard at least sixteen feet long (twice the present length) is needed besides a separate rest-room for operators with a kitchenette. Compare the conditions with the facilities provided in telephone exchange buildings of the Chicago Telephone Company, and wonder is that the University is able to secure operators.

This department stores the valuable microscopes (worth $100 each on an average). The vault space for the storage of this apparatus, the total value of which exceeds $55,000, is wholly inadequate. Delicate-adjusted instruments are frequently piled on the floor. Twice the amount of vault space is needed in the opinion of the Purchasing Agent who has general oversight of this material.

Toilet arrangements are not up to date. There is no rest-room for women clerks. The toilet room for men is used promiscuously by students, express messengers, errand boys besides University officers and clerks. There is a little more privacy than that of the proverbial gold-fish, but the promiscuous use of the one room is not conducive to the cleanliness and neatness of the room or the self-respect of the officials. There is need of another toilet room on the first floor.
The area you need for the Author and the Secretary

The seating area is located to the left of the Author and a space for the Secretary and Additional staff members is located to the right of the Author. The seating area is divided into two sections: one for the Author and one for the Secretary. The Author's section is located to the left of the Author and the Secretary's section is located to the right of the Author. The seating area is equipped with tables and chairs to accommodate the Author and the Secretary. The seating area is located on the second floor of the building and is accessible via the staircase located on the first floor.

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The Secretary's Office.

The Secretary, although he may not deserve it, has the most pleasant office in the building. It is not conveniently located for callers including two or three hundred people who each quarter are obtaining student free tuition vouchers. But for the Secretary isolation may be regarded as an advantage. It might be larger in order the better to provide for filing cabinets and book-cases but it will answer its purpose longer.

The vault, in which the official records are stored, as has been stated in a former paragraph, is wholly inadequate, inconvenient as to location and interior arrangement. If a serious fire should break out the contents of the vault would almost inevitably be destroyed. If, however, the Auditor's office can adjust its needs to the increasing space requirements of the Secretary's material, the vault may be left as it is even when the additional space in the Press Building for administrative offices is provided.

In General.

There are employed in the administrative offices in the Press Building including those of the Press (omitting pressmen, compositors, binders, etc.) eighty-six officers, clerks, and other employees. The number has been multiplied by four since 1903, while the space available for offices has not been proportionately increased. Offices too crowded are as uneconomical as offices too large or poorly correlated.

Reports from the several departments supporting the statement of conditions and needs here set forth are on file in the Secretary's office.

For the Future.

The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there should be offices for some, if not all, the increasing number of deans now confusingly scattered over the quadrangles. The removal of deans from Cobb Hall would provide much needed class-room space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might remove again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

When Lexington Hall is razed to clear the way for access to the University chapel, or when it drops to earth from senile exhaustion, the typewriting office, the Bureau of Recommendations, together with the Correspondence Study Department now in
The Secretary's Office

The Secretary's Office is not responsible for the part of the building to the north of the entrance to the office. The part of the building to the north of the entrance to the office may be designated as the offices. If the Secretary's Office may be designated as the offices, it might be easier to obtain the necessary permits for filling an office.

There are employees in the Secretary's Office.

For the purpose of obtaining information about the Secretary's Office, employees are directed to contact the Secretary's Office. The Secretary's Office can be reached at the phone numbers provided in the Secretary's Office. Employees are directed to contact the Secretary's Office for the necessary information about the Secretary's Office.

For the future.
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(Signed) Wallace Heckman,
(Signed) J. Spencer Dickerson,

Committee.
The committee suggest that the Committee on Evaluation and Grades make a report to the Joint Committee on Reorganization of the curriculum of the University and the profession in such a way as to (a) determine the value of the part of the curriculum in relation to the profession and (b) make suggestions for the reorganization of the curriculum. The committee may call for suggestions from the faculty and may invite representatives of other institutions to attend the meetings of the committee at their expense.

Sincerely,

[Signature]

[Title]

[Name]

Committee
Business Administration Offices

Needs, Recommendations

Report of Special Committee Appointed by the Committee on Buildings and Grounds

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Each of the Press Building in which the business administration now centers is inconveniently and unsystematically arranged and has reached the limits of expansion.

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The Press departments of publication and manufacturing need to expand in room as they have in volume of business. Printed books are now stored in three different places. The Publication Department requires 1,100 square feet more room. The Manufacturing Department requires more space for storage of plates and paper stock. If the Publication Department continues to increase its sales in the near future as in the past three years enlargement of the press-room will be necessary as no additional presses can be installed in the space now available.

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In order to cash their salary checks into the main office by the hundred come the Buildings and Grounds and the press-room operatives, in their work clothes unavoidably soiled by their useful and honorable labor. Here, too, students make and withdraw their deposits. In winter the ventilation is bad (notwithstanding the installation of an expensive ventilating apparatus) and in summer young women have fainted while waiting in the small congested space in front of the tellers' cages. The bottle-neck shape of the Cashier's main office and its relation to the public entrance to the building render it impossible to "route" the incoming and outgoing registering students expeditiously or comfortably.

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The Cashier summarizes the situation as follows: "In work of this kind where nearly every transaction means a personal call of the individual to be served at the office, the situation is considerably different from what it would be if a considerable part of the work were of a mail order type. Although each individual transaction is of comparatively small amount, the necessity of meticulous care in handling every case and the large responsibility involved in the aggregate is perhaps not sensed by those not actually familiar with the work of the office. Our students from whom we collect over two million dollars in fees per year are, of course, our real "customers" and I am sure that all of us are anxious to be in a position to take care of them in the best possible manner."

Auditor's Office.

When the medical schools begin to function there will be need of more clerks in the Auditor's office. At present there is no spot on which to place another desk. If extra clerks are to be employed during the financial campaign they, too, must find desk-room elsewhere than in the Auditor's office. The Assistant Auditor and the Chief Accountant are obliged to sit where much of the time artificial light must be used. So many clerks are seated next to windows that even with window ventilators the ventilation is poor and sometimes bad.
In order to complete their secret operations into the real action of the problem, some of the politicians and generals and the pressmen of the moment are reviving the old fallacies and arguments. What is the solution? It is to be found in the conviction that we must and can achieve our ends by persistent and unswerving action. The American people are in no mood now to hear about a mild, passive, and meaningless compromise.

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In the office, the Secret Service's headquarters, there is a certain amount of activity. The Secret Service's headquarters is the center of the American people's activities, and it is to be found in the conviction that we must and can achieve our ends by persistent and unswerving action. The American people are in no mood now to hear about a mild, passive, and meaningless compromise.

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Amnesty Office

When the moment comes, the Secretary of State, or the Attorney General, or the President himself, who are the only persons who can legally grant amnesty, will be ready to take up the question of granting amnesty. If they are not ready, we may expect to see the President's authority reviving the old fallacies and arguments. What is the solution? It is to be found in the conviction that we must and can achieve our ends by persistent and unswerving action. The American people are in no mood now to hear about a mild, passive, and meaningless compromise.

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Furthermore, the switchboard has about reached its capacity. The Superintendent of Buildings and Grounds reports that a new switchboard at least sixteen feet long (twice the present length) is needed besides a separate rest-room for operators with a kitchenette. Compare the conditions with the facilities provided in telephone exchange buildings of the Chicago Telephone Company, and the wonder is that the University is able to secure operators.

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The Secretary, although he may not deserve it, has the most pleasant office in the building. It is not conveniently located for callers including two or three hundred people who each quarter are obtaining student free tuition vouchers. But for the Secretary isolation may be regarded as an advantage. It might be larger in order the better to provide for filing cabinets and book-cases but it will answer its purpose longer.

The vault, in which the official records are stored, as has been stated in a former paragraph, is wholly inadequate, inconvenient and to location and interior arrangement. If a serious fire should break out the contents of the vault would almost inevitably be destroyed. If, however, the Auditor's office can adjust its needs to the increasing space requirements of the Secretary's material, the vault may be left as it is even when the additional space in the Press Building for administrative offices is provided.

In General.

There are employed in the administrative offices in the Press Building including those of the Press (omitting pressmen, compositors, binders, etc.) eighty-six officers, clerks, and other employees. The number has been multiplied by four since 1903, while the space available for offices has not been proportionately increased. Offices too crowded are as uneconomical as offices too large or poorly correlated.

Reports from the several departments supporting the statement of conditions and needs here set forth are on file in the Secretary's office.

For the Future.

The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there should be offices for some, if not all, the increasing number of deans now confusingly scattered over the quadrangles. The removal of deans from Cobb Hall would provide much needed classroom space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might move again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

When Lexington Hall is razed to clear the way for access to the University chapel, or when it drops to earth from senile exhaustion, the typewriting office, the Bureau of Recommendations, together with the Correspondence Study Department now in
The Secretary's Office

The Secretary's Office is currently located in the photocopy area of the building next to the entrance. It is the central administrative office for the University, responsible for managing and coordinating various administrative tasks.

The office is responsible for providing administrative support to the University's administration, including the President's Office. It handles various administrative matters such as scheduling, secretarial tasks, and general office management.

In addition to providing support to the President's Office, the Secretary's Office also serves as a central hub for coordinating University-wide initiatives and projects. It is a vital part of the University's administrative structure, ensuring that the smooth operation of the University is maintained.

In General

There are employed in the administrative office in the
President's Office, etc., to carry on the administrative work of the University.

Reports from the various departments and offices, as well as

For the President's Office

The President's Office is responsible for managing the University's
administration and ensuring that the University's goals and objectives are met. It oversees the various departments and offices, coordinating their efforts to achieve the University's mission.

The President's Office is also responsible for representing the University to external stakeholders, such as government agencies, foundations, and other educational institutions. It plays a crucial role in establishing and maintaining relationships with these entities and in promoting the University's interests and initiatives.

Section with the Secretary's Office

Secretarial services are provided by the Secretary's Office. The office is responsible for managing the administrative tasks of the University, including scheduling, secretarial tasks, and general office management.

The Secretary's Office is also responsible for coordinating University-wide initiatives and projects. It serves as a central hub for coordinating the efforts of various departments and offices, ensuring that the University's goals and objectives are met.

In addition to providing administrative support, the Secretary's Office is also responsible for maintaining the University's records and providing support to the President's Office.

The Secretary's Office is an essential part of the University's administrative structure, ensuring that the University's operations run smoothly and efficiently.
Ellis Hall would doubtless find refuge in the new administrative building. In this building would be located the Commons offices (now in Lexington Hall) and hence, too, space could be provided for storage of supplies of this essential department.

The survey of the University now being made by representatives of the General Education Board will, doubtless, refer to the necessity for administrative concentration. One of these representatives has made a tentative suggestion to which attention may be called. The large increase in capacity for producing heat and light when the hospital and chapel are completed will, unquestionably, necessitate the building of a new power plant. Why not, he asks, use the present power plant site, utilizing all the space, placing the boilers and dynamos one or two stories below ground, as in modern skyscrapers, the coal to be supplied by gravity-moved cars through a tunnel from the housed stock on the land owned by the University on Harper Avenue and the Illinois Central right of way. A well-constructed and good looking wall on the Avenue would presumably secure permission for such use of the lots from the Zoning Commission. The coal supply stored at Harper Avenue would permit the use of all the space on the half block of the power plant, no coal piles being required larger than a day’s supply; wasteful, open-air storage, so distasteful to neighbors thus being discarded. The private alley, east of the present plant, no doubt, could also be used if more room is demanded.

Superimposed upon the sunken power-plant let the proposed administration building be erected. The two frightful-looking smoke stacks would be superceded by a tower through which the chimneys would extend as in the Woolworth Building, New York. Such a building, constructed of brick, would, when the need arises, readily lend itself to the construction of additional floors without excessive cost.

Thus utility, economy, efficiency, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness could be removed from the face of the earth.

For the Present.

The present urgent need is for an addition to the Press Building to occupy all or part of the vacant lot 64 feet x 52 feet at its northwest corner. Therein much needed storage room could be obtained below ground. The Cashier’s office could be arranged so as to permit entrance and exit from separated doors and the disposal of tellers’ cages and other student facilities somewhat after the plan at Columbia.

The Press office force could move northward, the Auditor’s force move westward, the University onward.

If the growth of the Medical Schools should eventually require the use of the Press Building, the proposed addition could still, doubtless, be advantageously used.
This committee suggests that the Committee on Buildings and Grounds report to the Board of Trustees recommending that to relieve the situation of the business administration an architect (Coolidge & Hodgdon were architects of building) be employed to make sketches of an addition to the Press Building of two or three or four stories as the committee may decide, with estimates of cost and that the Auditor be requested to report the possible source of funds.

(Signed) Wallace Heckman,

(Signed) J. Spencer Dickerson,

Committee.
This committee recommends that the Committee on Buildings and Grounds report to the Board of Trustees a recommendation for the erection of a new building on the campus. This building will be named after the donor or donors and will be located at the corner of X and Y streets. The proposed building will accommodate an estimated 500 students.

(Signed) Walter Reeman
Vice-President

(Signed) James McKenzie
Committee
Business Administration Offices


Report of Special Committee Appointed by the Committee on Buildings and Grounds

Last August the Board of Trustees, acting on a report of the Auditor which called attention to the inadequacy of the facilities for convenience and efficiency of the various administrative offices, referred the report to the Committee on Buildings and Grounds. The committee in turn, at its meeting of October 10, 1923, instructed the Business Manager and the Secretary to investigate the situation and to report their recommendations. It perhaps ought to be said that as the Secretary is more intimately related to the several administrative departments involved the responsibility for the views expressed in the following report is chiefly his, although both members of the committee are agreed upon the general conditions and the recommendations made.

When the Press Building was occupied in 1903 to the University libraries was given the entire second floor. After Harper Library was completed and the books were removed that part of the first floor where the Auditor's department first found space was filled by the Cashier's department including the Housing and Employment Bureaus, and while the Auditor's office moved up stairs. After the bookstore was crowded out of the Press Building the Faculty Exchange, the Information Office and the Employment Bureau were moved into the vacated space. Practically the only additional space for administrative purposes afforded by the removal of the library and the bookstore is something more than half the area of the second floor. This space is now crowded even after capturing some of the book-storage space.

Much of the Press Building in which the business administration now centers is inconveniently and unsystematically arranged and has reached the limits of expansion.

Publication and Manufacturing Departments of the Press.

The Press departments of publication and manufacturing need to expand in room as they have in volume of business. Printed books are now stored in three different places. The Publication Department requires 1,100 square feet more room. The Manufacturing Department requires more space for storage of plates and paper stock. If the Publication Department continues to increase its sales in the near future as in the past three years enlargement of the pressroom will be necessary as no additional presses can be installed in the space now available.

The Cashier's Office.

The Cashier's department, which received in 1902-03 $480,261 in students' fees, in 1922-23 received $2,196,300, besides
Committee on Patents and Trademarks

The purpose of the patent office is to promote the progress of science and the useful arts by granting patents for inventions. The patent office issues patents to inventors for their creations, and these patents are valid for a limited time. The patent office also examines applications for patents and ensures that the patents granted are valid and do not infringe on existing patents.

The patent office is responsible for maintaining the integrity of the patent system and ensuring that inventors are rewarded for their innovations. The patent office provides a forum for disputing the validity of patents and for challenging the scope of patent claims. The patent office also works to ensure that the patent system is accessible to all inventors, regardless of their size or resources.

In summary, the patent office plays a critical role in promoting innovation and scientific advancement by providing inventors with the exclusive rights to their inventions for a limited time. The patent office ensures that these rights are enforced and that the interests of the public are protected.

The Committee on Patents and Trademarks
$650,000 in students' deposits and $255,486 in rents for University houses and apartments. In 1902-03 4,463 students were registered, in 1922-23 12,748. As most of these students must pay their tuition and laboratory fees in person as well as make arrangements for dormitory or other housing facilities in the Cashier's offices, the crowding is, at times, almost indecent. At all times of registration there are inconvenient, disagreeable and unsanitary conditions.

In order to cash their salary checks into the main office by the hundred come the Buildings and Grounds and press-room operatives, in their work clothes unavoidably soiled by their useful and honorable labor. Here, too, students make and withdraw their deposits. In winter the ventilation is bad (notwithstanding the installation of an expensive ventilating apparatus) and in summer young women have fainted while waiting in the small congested space in front of the tellers' cages. The bottle-neck shape of the Cashier's main office and its relation to the public entrance to the building render it impossible to "route" the incoming and outgoing registering students expeditiously or comfortably.

In this office, also, are cashed professors' salary and student checks, as well as employees' wage checks. For such purposes $1,615,000 was disbursed during the year. When the first-of-the-quarter pressure comes it is necessary to remove the Housing Bureau from the Cashier's office to another part of the Press Building and at the opening of the Summer Quarter to Haskell Hall.

The Cashier summarizes the situation as follows: "In work of this kind where nearly every transaction means a personal call of the individual to be served at the office, the situation is considerably different from what it would be if a considerable part of the work were of a mail order type. Although each individual transaction is of comparatively small amount the necessity of meticulous care in handling every case and the large responsibility involved in the aggregate is perhaps not sensed by those not actually familiar with the work of the office. Our students from whom we collect over two million dollars in fees per year are, of course, our real "customers" and I am sure that all of us are anxious to be in a position to take care of them in the best possible manner."

Auditor's Office.

When the medical schools begin to function there will be need of more clerks in the Auditor's office. At present there is no spot on which to place another desk. If extra clerks are to be employed during the financial campaign they, too, must find desk-room elsewhere than in the Auditor's office. The Assistant Auditor and the Chief Accountant are obliged to sit where much of the time artificial light must be used. So many clerks are seated next to windows that even with window ventilators the ventilation is poor and sometimes bad.
In order to ensure that the financial and economic aspects of the project are properly considered, it is essential to conduct a comprehensive analysis of the financial statements and forecast the financial performance. This will help in identifying any potential risks and opportunities. The financial analysis will also include the calculation of key financial ratios such as the debt-to-equity ratio, return on equity, and cash flow. These ratios will provide insights into the financial health and sustainability of the project. Additionally, the analysis will consider the impact of external factors such as market conditions, economic indicators, and regulatory changes. The financial analysis will be integrated with other aspects of the project, such as the technical feasibility and market demand, to ensure a comprehensive and holistic approach.
The vault now used by the Auditor and the Secretary, which is not fire-proof, is much too small. The account books, vouchers and letter-books crowd the shelves and even when the older records are stored in an inconvenient basement of Cobb Hall the available shelf room, extending from the floor to the ceiling twelve feet above, is practically filled by records in current use. The shelf space now used by the Secretary's records (including the complete set of minutes of the meetings of the Board of Trustees since the incorporation of the University and certain minute books of the Theological Union and the old University of Chicago) is thirty linear feet instead of the ten required when the present Secretary was elected. As these records are of utmost importance they cannot well be stored elsewhere. Moreover, they are in constant use.

Buildings and Grounds Office.

The situation in the case of the telephone operators is little short of disgraceful. The room (10 x 12) is in use both day and night, four operators being on duty from 7:30 a.m. or 8:30 a.m. to 5:00 p.m. and one operator thereafter and until 7:30 a.m. Of the 10 feet x twelve feet space 5 feet x 10 feet is required for the switchboard so that the actual room for the four day operators is only 5 feet x 12 feet. The chairs on which they sit almost touch the lounge on which they rest when off duty. There is only one window. The room is always disagreeable and in summer intolerable.

Furthermore, the switchboard has about reached its capacity. The Superintendent of Buildings and Grounds reports that a new switchboard at least sixteen feet long (twice the present length) is needed besides a separate rest-room for operators with a kitchenette. Compare the conditions with the facilities provided in telephone exchange buildings of the Chicago Telephone Company, and the wonder is that the University is able to secure operators.

This department stores the valuable microscopes (worth $100 each on an average). The vault space for the storage of this apparatus, the total value of which exceeds $55,000, is wholly inadequate. Delicate-adjusted instruments are frequently piled on the floor. Twice the amount of vault space is needed in the opinion of the Purchasing Agent who has general oversight of this material.

Toilet arrangements are not up to date. There is no rest-room for women clerks. The toilet room for men is used promiscuously by students, express messengers, errand boys beside University officers and clerks. There is a little more privacy than that of the proverbial gold-fish, but the promiscuous use of the one room is not conducive to the cleanliness and neatness of the room or the self-respect of the officials. There is need of another toilet room on the first floor.
The Secretary's Office.

The Secretary, although he may not serve it, has the most pleasant office in the building. It is not conveniently located for callers including the two or three hundred people who each quarter are obtaining student free tuition vouchers. But for the Secretary isolation may be regarded as an advantage. It might be larger in order the better to provide for filing cabinets and book-cases but it will answer its purpose for years.

The vault, in which the official records are stored, as has been stated in a former paragraph, is wholly inadequate, inconvenient as to location and interior arrangement. If a serious fire should break out the contents of the vault would almost inevitably be destroyed. If, however, the Auditor's office can adjust its needs to the increasing space requirements of the Secretary's material, the vault may be left as it is even when the additional space in the Press Building for administrative offices is provided.

In General.

There are employed in the administrative offices in the Press Building including those of the Press (omitting pressmen, compositors, binders, etc.) seventy officers, clerks and other employees. The number has been multiplied by four since 1903, while the space available for offices has not been proportionately increased. Offices too crowded are an uneconomical as offices too large or poorly correlated.

Reports from the several departments supporting the statement of conditions and needs here set forth are on file in the Secretary's office.

For the Future.

The solution most to be desired, of course, is the construction of an administration building into the offices of which would be assembled the Auditor's staff, the Secretary's office, that of the Buildings and Grounds Department, the telephone exchange and the Cashier's (with subsidiary bureaus) and Recorder's clerks. Here, too, there would be offices for some, if not all, the increasing number of deans now scattered over the quadrangles in confusing situations. The removal of deans from Cobb Hall would provide much needed class-room space. When the erection of the Billings Hospital causes the removal of Ellis Hall the bookstore might remove again to the Press Building if the new administration building is completed or provision, preferably, be made in the new administration building which would then become the administrative center.

When Lexington Hall is razed to clear the way for access to the University chapel, or when it drops to earth from senile exhaustion, the type-writing office, the Bureau of Recommendations together with the Correspondence Study Department now in
The executive office is the central focus of the larger administrative structure. It is responsible for policy formulation, decision-making, and overseeing the coordination of activities within the organization. The executive office is often referred to as the 'boss's office' and is responsible for ensuring that the organization's objectives are met efficiently and effectively.

In general, the executive office is responsible for:
- Coordinating and overseeing the administrative offices in the organization.
- Ensuring that the organization's policies and procedures are followed.
- Providing support to the executive director or manager.
- Handling the organization's finances and budgeting.
- Managing the organization's human resources.

The executive office is typically comprised of a small group of individuals who work closely with the executive director or manager. They are responsible for ensuring that the organization runs smoothly and that its goals are achieved.

For the future, the executive office will need to expand its role to meet the needs of the organization.

The executive office is central to the organization's success, and its strategic planning is crucial to the organization's overall effectiveness.
Ellis Hall would doubtless find refuge in the new administrative building.

The survey of the University now being made by representatives of the General Education Board will, doubtless, refer to the necessity for administrative concentration. One of these representatives has made a tentative suggestion to which attention may be called. The large increase of capacity for producing heat and light when the hospital and chapel are completed will, unquestionably, necessitate the building of a new power plant. Why not, he asks, use the present power plant site, utilizing all the space, placing the boilers and dynamos one or two stories below ground, as in modern skyscrapers, the coal to be supplied by gravity-move cars through a tunnel from the housed stock on the land owned by the University on Harper Avenue and the Illinois Central right of way. A well constructed and good looking wall on the Avenue would presumably secure permission for such use of the lots from the Zoning Commission. The coal supply stored at Harper Avenue would permit the use of all the space on the half block of the power plant, no coal piles being required larger than a day's supply; wasteful, open-air storage, so distasteful to neighbors thus being discarded. The private alley, wast of the present plant, no doubt, could also be used if more room is demanded.

Superimposed upon the sunken power-plant let the proposed administration building be erected. The two frightful-looking smoke stacks would be superceded by a tower through which the chimneys would extend as in the Woolworth Building, New York. Such a building, constructed of brick, would, when needed, readily lend itself to the construction of additional floors without excessive cost.

Thus utility, economy, efficiency, beauty would be encouraged. The value of land west of the power plant would undoubtedly increase if coal piles, coal dust and architectural ugliness could be removed from the face of the earth.

For the Present.

The present urgent need is for an addition to the Press Building to occupy all or part of the vacant lot 64 feet x 52 feet at its northwest corner. Therein much needed storage room could be obtained below ground. The Cashier's office could be arranged so as to permit entrance and exit from separated doors and the disposal of tellers' cages and other student facilities somewhat after the plan at Columbia.

The Press office force could move northward, the Auditor's force move westward, the University move onward.

This committee suggests that the Committee on Buildings and Grounds report to the Board of Trustees recommending that to relieve the situation of the business administration an architect (Coolidge & Hodgdon were architects of building) be employed to
The progress of the University has made many new developments and changes in the General Education Program. The new program is designed to meet the needs of students and the community by providing a strong liberal arts education. The program includes a wide range of courses in the arts, sciences, and humanities, as well as practical skills and professional training. The University is dedicated to preparing students for successful careers and continued learning throughout their lives.

The Administrative Team, under the guidance of the President and the Board of Trustees, has worked diligently to ensure that the University remains committed to excellence in education. The faculty and staff are deeply involved in the development of innovative teaching methods and curriculum development, ensuring that students receive the best possible education.

The University is located in a beautiful setting, with natural beauty and cultural opportunities just a short distance away. The campus is designed to foster a sense of community and provide a supportive learning environment.

The University is proud to be a part of the larger community and is committed to serving the needs of its students, faculty, staff, and the wider community. We look forward to continuing our mission of providing a quality education and fostering a vibrant community.
make sketches of an addition to the Press Building of two or three or four stories as the committee may decide, with estimates of cost and that the Auditor be requested to report the possible source of funds.

Committee.
Dr. J. Spencer Dickerson,
Secretary, University of Chicago,
Chicago, Illinois.

My dear Spencer:

I have read over your report entitled "Business Administration Offices - Needs - Recommendations", and am impressed with the clear way in which you have described the conditions and needs of the several departments which the report embraces. The report calls vividly to one's mind the rapid changes which a few years at the University have brought about. The growth ordinarily is unobserved from day to day, but in looking over a period of years it is obvious. I think your recommendations are good and I heartily concur in them.

I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am,

Yours very truly,

(Signed) Trevor Amett.
DR. T. SPENCER HICKERSON,
SECRETARY, UNIVERSITY OF KENTUCKY,
OFFICE, LINDSEY,

My dear Spencer:

I have now over your report entitled "Planning Administration Office - Heads - Recommendation" and am impressed with the clear way in which you have presented the condition and needs of the several departments which the report covered. The reports clearly define a few areas of the University which require the utmost attention to explore the possibilities for improvement. The reports indicate that a few areas of the University have produced a report. The reports of the various departments have been received, and I feel that you have recommended the steps that I hope will enable you to carry out your report very soon with you.

Yours very truly,

[Signature]

(Revised)
COPY

GENERAL EDUCATION BOARD

New York, February 18, 1924.

Dr. J. Spencer Dickerson,
Secretary, University of Chicago,
Chicago, Illinois.

My dear Spencer:

I have read over your report entitled "Business Administration Offices - Needs - Recommendations", and am impressed with the clear way in which you have described the conditions and needs of the several departments which the report embraces. The report calls vividly to one's mind the rapid changes which a few years at the University have brought about. The growth ordinarily is unobserved from day to day, but in looking over a period of years it is obvious. I think your recommendations are good and I heartily concur in them.

I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am,

Yours very truly,

(Signed) Trevor Amett.
GENEAL RNCERTATION BOARD

New York, Republic 16, 1954

My dear Mr. President,

I have read over your report entitled "Business Administration Office - College - Recommendations," and am

interested in the open way in which you have expressed

the opinions and views of the various assessors

who have made the report. The report calls attention to one's mind

the sorry condition which a few years of the university have

produced upon the young men. The report also recognizes the need of

gay to gay, part in particular over a period of years it

opinion. I think your recommendations are good and I

hesitated to accept them. I hope that you are very well and that everything

is going well with you.

With cordial regards, I am,

Yours very truly,

[Signature]
New York, February 18, 1924.

Dr. J. Spencer Sickerson,
Secretary, University of Chicago,
Chicago, Illinois.

My dear Spencer:

I have read over your report entitled "Business Administration Offices - Needs - Recommendations", and am impressed with the clear way in which you have described the conditions and needs of the several departments which the report embraces. The report calls vividly to one's mind the rapid changes which a few years at the University have brought about. The growth ordinarily is unobserved from day to day, but in looking over a period of years it is obvious. I think your recommendations are good and I heartily concur in them.

I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am,

Yours very truly,

(Signed) Trevor Annett.
Mr. Secretary of Education, Mr. Secretary of Commerce, Mr. Secretary of Finance, Mr. Secretary of Agriculture.

I have just received your letter regarding "educational activities" and am in agreement with the object and purpose of the report.\n
I have reviewed the report carefully and find that the report is a valuable contribution to the progress of education. I am pleased to have received this report and believe it will be of great value to the educators of the country.

I hope that you will continue your fine work and that your association with the educational leaders will continue to be a source of strength and inspiration.

With cordial regards,
Yours very truly,
(Signed) Secretary of Finance.
Dr. J. Spencer Dickerson,
Secretary, University of Chicago,
Chicago, Illinois.

My dear Spencer:

I have read over your report entitled "Business Administration Offices — Needs — Recommendations", and am impressed with the clear way in which you have described the conditions and needs of the several departments which the report embraces. The report calls vividly to one's mind the rapid changes which a few years at the University have brought about. The growth ordinarily is unobserved from day to day, but in looking over a period of years it is obvious. I think your recommendations are good and I heartily concur in them.

I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am,

Yours very truly,

(Signed) Trevor Arnett.
Mr. E. N. Spencer McRae,
Executive Secretary, University of Chicago,
Chicago, Illinois,

May 15, 1936,

I have been over your report estimating a decrease in the expansion of the University of Chicago, and am interested with the open way in which you have presented your report. The dominating factor, my sense of the University's activities, always the report of the faculty as a whole, and the report of the University's financial position, is a very important factor in a report of the University's financial position. I have been over your report estimating a decrease in the University's financial position, and I agree with you. I think your recommendations are sound and I hope that you will not make any further observation.

With best wishes,

(Signed)

(Thorp)
Dr. J. Spencer Dickerson,
Secretary, University of Chicago,
Chicago, Ill.

My dear Spencer:

I have read over your report entitled "Business Administration Offices - Needs - Recommendations," and am impressed with the clear way in which you have described the conditions and needs of the several departments which the report embraces. The report calls vividly to one's mind the rapid changes which a few years' work at the University have brought about. The growth ordinarily is unobserved from day to day, but in looking over a period of years it is obvious. I think your recommendations are good and I heartily concur in them.

I hope that you are very well and that everything is going nicely with you.

With cordial regards, I am

Yours very truly,

TA AM

[Signature]
General Education Board

Musical Department, University of Chicago

Chicago, Ill.

March 23, 1935

Mr. W. W. Van Dyke
New York, N. Y.

Dear Mr. Van Dyke:

I have just received your letter of March 17th, expressing your interest in the work of the Music Department of the University of Chicago. I am sure you will find the work we are doing interesting and valuable, and I hope you will visit the university and study our activities more closely.

I am enclosing a copy of a recent report which I think you may find of interest.

Yours very truly,

[Signature]

John A. Andrew
Dean of the Music Department

[Stamp]: AT
October 24, 1923

Mr. J. Spencer Dickerson
Secretary, Board of Trustees
The University of Chicago

My dear Mr. Dickerson:

With reference to space needed by the Manufacturing Department of the Press I report as follows.

In the office we could use about one-third more space than we have in order that we might have the office records which are now stored in the vault in the basement close at hand for easy reference. Aside from this, the office is pretty well situated.

In the plant itself we can get along under present conditions for say the next three or four years. If, however, the Publication Department work continues to increase as it has for the past two years, we will be unable to handle it without some expansion within that time. With the new equipment we are installing the entire available manufacturing space is being occupied, and no more cylinder presses, for instance, could be installed without enlarging the pressroom.

The question of storage space is more acute, particularly in connection with the plate vault in the basement. This is now filled almost to capacity, and of course the plates of new books are being constantly added. The Manufacturing Department could use to advantage the entire basement in the enlargement of the plate vault and in the increase of paper storage space. The needs in this connection will of course increase steadily year by year.
One thing of which we have felt the need has been some sort of an assembly or club room where the employees could get together out of working hours. This was taken care of more or less unsatisfactorily during the life of the men's clubroom in Ellis Hall, which is no longer available. To make such a clubroom effective it should be situated in the Press Building.

On the whole the Manufacturing Department is fairly well situated just at this time, but is bound to be in need of more space in the near future.

Very truly yours,

[Signature]

ACM. NC
The time to act is now. You can take your self-defense seriously by practicing
your personal protection skills. The police are not always available or able to
respond in a timely manner. It's important to take your own safety seriously and
invest in your own protection.

To start, consider enrolling in a self-defense class or workshop. These
programs can provide you with the skills and techniques needed to protect
yourself in a variety of situations. Additionally, you may want to invest in
self-defense products such as pepper spray, tasers, or other devices designed
for personal protection.

Remember, the best defense is a good offense. By being prepared and taking
action, you can protect yourself and prevent potential harm.

Sincerely,
[Signature]

[Date]
The University of Chicago Press

5750 ELLIS AVENUE
CHICAGO·ILLINOIS

November 2, 1923

Mr. J. S. Dickerson
Faculty Exchange
University of Chicago

Dear Mr. Dickerson:

The most pressing and immediate space requirements as far as the Publication Department is concerned can be taken care of by an addition of about eleven to fifteen hundred feet, divided as follows:

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<th>Addition</th>
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<td><strong>1100</strong></td>
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<td></td>
</tr>
</tbody>
</table>

These figures depend upon the re-organization of the amount of space which we now have in the following particulars:

a. The collection of our stock of books and journals in one place, instead of three places as now located.

b. The moving of the Library and Editorial Departments from the third floor to closer proximities to the rest of the office.

The additional space needed and the arrangement of our present facilities could be adequately taken care of by the wing proposed in the earlier proposal by Mr. Plimpton, Mr. McFarland, and myself (the details of the plan are worked out in the chart submitted by Mr. McFarland).

It is my impression that another twenty-five per cent increase in the next twenty-five years would take care of our requirements during that period unless, as does not seem probable, our business should develop in that period in the same proportion as in the last twenty-five years.

Yours very truly,

[Signature]

THE UNIVERSITY OF CHICAGO PRESS

DPB:EB
The most pressing and immediate issue requires

as to whether the publication department is concerned with the

of or in addition to our eleven publications, giving

as follows:

<table>
<thead>
<tr>
<th>Publication</th>
<th>Payroll</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>3,260</td>
<td>2,800</td>
</tr>
<tr>
<td>Editor</td>
<td>1,800</td>
<td>1,600</td>
</tr>
<tr>
<td>Assistant</td>
<td>400</td>
<td>400</td>
</tr>
</tbody>
</table>

These figures cover the expenses of the

amount of space within we are also in need of your cooperation in the

settle the problem of the printing and editorial

of the volumes of the library and editorial

from the first floor to office proximity to the

settle of the office.

The publisher thanks you and the staff of the

past to the present faculty and support of the

sufficient of the

If for some reason such an annual loan does not

cannot increase to the next faculty, can these funds be used for

can produce an annual loan to the above proportion in the same proportion

due to the next faculty, the same.
The University of Chicago  
Department of Buildings and Grounds

Nov. 20th, 1923.

Mr. J. S. Dickerson,  
Auditor's Office.

Dear Mr. Dickerson:

In connection with the improvement in the Administration Offices, careful consideration should be given to the problem of the telephone exchange.

As you doubtless know, the present exchange is housed in a wholly inadequate room. The present switchboard should be extended to twice its length, or at least sixteen feet, in a room not less than twelve feet wide, and it should have a room adjoining large enough for a rest room and kitchenette for the operators.

Such a telephone room should preferably be in a tower or an upper floor, as far away from the building noises or street noises as possible.

Yours very truly,

L. R. Flook  
Superintendent

LRF:JK
In connection with the improvement of the Administration Office, certain provisions of the telephone exchange will be changed.

As you probably know, the present exchange to be replaced is a multi-line line exchange. The present exchange is a 16-line line, whereas the new exchange will have a 16-line type exchange. It is planned to have a room containing telephones for the use of the administrative staff. The new exchange will be installed in the first floor of the new building.

Yours truly,

[Signature]

Department
To Mr. Dickerson:

The carbon copy of Mr. FlooK's memorandum to you dated November 9th, concerning requirements of this department in planning a new location for the office, states that we will need a vault nearly as large as the present one. We should have a vault twice as large as the present vault in order to adequately accommodate our microscopic equipment. Under the present arrangement, much of this equipment has to be piled on the floor at certain times of the year.

November 15th, 1923

JCD*H

PURCHASING AGENT

Per John W.
PURCHASING AGENT

Ref:

And, yours or

To Mr. Upland:
The reason why Mr. F. J. was mentioned in your letter was because we believe that Mr. F. J. is the person who will carry out the necessary work to make the

Purchasing Agent's desk in order to expedite communications between the necessary staff and the

Please consider this a letter of confirmation of the above.

August 1935

Mr. F. J.
Mr. Dickerson
Auditor's Office

SUBJECT: Press Building Floor Space

The floor space in the press building, occupied by Mr. Petzel, the purchasing agent and this department, appears to be to be adequate except for vault and toilet facilities. The purchasing department needs a vault for microscopes almost as large as the present vault, and this department needs a vault of about the same size, particularly for key cabinet for keys to University buildings and to lockers, as well as for some office records. For toilet facilities, I would like to have a room somewhere on the first floor with urinal and lavatory for the use of the men in this department, and better facilities on the second floor for use of the women, arranged, if possible, with a small rest room, at least large enough for a couch and two or three easy chairs. We frequently have a sick girl and have practically no facilities for taking care of her.

Yours very truly,

L. R. Flook
Superintendent

LRF:S
CC: Mr. Dinsmore
My dear Mr. Dickerson:

In response to your request for a statement concerning space in the Press Building required by the Auditor's office, may I preface my comments on this subject by referring to my letter to the Board of Trustees under date of August 9, 1923? It is not my intention to raise the question so much with reference to space for the Auditor's office, as for the proper housing of all the University's administrative activities. As Dr. Burton pointed out to me a few days ago, there seem to be but two officers in the University properly housed: the President and the Director of the Libraries. None of the other offices is arranged with reference to a general plan of administration, but the officers have been placed in spaces that happened for the moment to be available.

With particular reference to the Auditor's office, may I say that if we should replace our present desks with desks somewhat smaller in size, we possibly could accommodate one or two more employees. On the other hand, the magnitude of the financial operations of the University has been increasing to such a degree that there is very little space for expansion in this office. I anticipate that when the medical school is in operation, it will be impossible to accommodate in this office the accounting work of the University. In this connection I might call attention to the fact that at the present time we cannot accommodate in this office the force of public account-
Dear Mr. Director:

In response to your request for a statement concerning the present need for space in the physics building, I am writing to express my concern over the continued neglect of the physics building. My position as a member of the physics department has led me to observe the deteriorating conditions in the building.

I am aware of the difficulties in obtaining funds for repairs and improvements, but I urge you to consider the long-term implications of this neglect. The physics building is an integral part of our academic community and its condition reflects the value we place on our research and teaching activities.

In addition, I wish to draw your attention to the importance of the physics building in maintaining the reputation of our university. The state of the building affects the morale of our faculty and students, and it is a symbol of the university's commitment to excellence.

I urge you to take immediate action to address these concerns. I am available to discuss any specific issues and to provide any additional information that may be helpful.

Sincerely,

[Your Name]
ants engaged in auditing the University's books of account, and for the last two years have been using the office of the General Editor. Since this place is now occupied by Mr. Laing, it is no longer available, and I see no option but to place the auditing force in the library and general conference room of the Press.

As you know, the work of the University Press in the last few years has expanded considerably. The total receipts of the University Press, excluding those of the Bookstores, in 1916-17 were approximately $397,000. Last year they amounted to approximately $622,000, resulting in an increase in the period of approximately sixty per cent. The great expansion in the Press, as you are aware, has occurred within the last few years, and it seems to be indicative of what may be expected in these activities in the future. It will not be long, at the present rate of expansion, before the space will be overcrowded.

You are, of course, familiar with the conditions in the Cashier's office at the opening of the quarters, which require a crowding of the student body that is altogether undesirable.

The space provided for the telephone exchange is utterly inadequate, and I think a part of the unsatisfactory service we receive is due to the unfavorable conditions under which the operators work.

Yours very truly,

Mr. J. S. Dickerson,
Faculty Exchange.
since he's never to return the Universal People to Earth. He, for his part, has never heard the shouts of the people of the General Welfare. Since he's been to the conferences of the government, he has no option but to please the people.

If it is to further improve the situation, and I was to act upon it, please give

submitting your vote to the Firms, and جانب successive votes of the

the Senate.

As you know, the work of the Universal People is to

Let the people come and organize Congress. The Senate together

at the Universal, Peace, and Progress of the Proceedings. In

1942-1947, the Universal People's Congress. The United States

begat the Universal People's Congress. The United States

in the United States, do you mean. The Congress within the State

for leisure, and it seems to me impossible of effort, and for

expression of those activities in the Senate. It will not be

join the American People's Congress. Place the whole

be organized.

You are of course familiar with the activities in the

General's office of the department of the department. Ask the council

a state of the officer, which is a state of the department. Or better

The Senate Committee, I think a part of the Universal People's

meet to go to the Universal People's Congress under your

Mr. J. F. McGraw,

Secretary, Commerce.
Written at Sea, Sept. 9, 1924.
Copied at Chicago, Sept. 16, 1924.

My dear Mr. Swift:

I have been thinking over my work for next year and the emphasis which I must put on the several departments of my work. It is evident that there will be so many demands upon me that I cannot adopt a mere opportunist policy, doing each day what seems at the moment to be most pressing. I must plan my work and, while allowing for some flexibility, must hold pretty firmly to my schedule.

As I see it the following are the principal lines of my effort for this very important year:

1. Internal development.—Planning for the future of the University in its various departments. This involves

a) Conferences with Deans and heads of Departments,
b) Longer conferences and meetings of the Senate,
c) Correspondence and creative thinking.
(This work should have as its immediate aim)

(1) The improvement of the University educationally and the shaping of its policy to this end.
(2) The creation of situations and the elaboration of plans that will contribute to the raising of money. To this end this work is indispensable. We cannot raise money, except on the basis of attractive plans, with an element of originality.

This phase of the work will include the further study of the college scheme, the development of plans for the School of Education and of the interest of the faculty as a whole in them, the study of building proposals, including those for the athletic buildings, the chapel, etc.
I have been thinking over my work for next year and the opportunities which I must butt on the venture with a sense of my work. It is evident that there will be many changes in the field of my work and I cannot make a mere opportunistic policy. I want my work and while allowing for some flexibility want both practical and my experience.

As I see it the following are the principal lines of my efforts for this coming year:

**I. Long-term Development—Planning for the Future of the**

**University in the various departments.**

1. The importance of the University's role in educational and cultural activities.
2. The interaction of these activities with the demands of the community.
3. The need to attract new faculty members.
4. The importance of maintaining a balance between academic and extracurricular activities.
5. The role of the arts and humanities in shaping the future of the University.

As the plans of the work will influence the future...
2. Meetings of the President's Council for the purpose of keeping in touch with all the affairs of the University and of coordinating the work of the different divisions.

3. Literary work, including
   a) The preparation and delivery of addresses, and the writing of articles for publication,
   b) Cooperation with the publicity department in the issuance of material,
   c) Preparation of Convocation statements and communications to Alumni.

4. Consultations with the Vice President and Deans on important questions of internal administration—appointment of new members of the Faculty etc.

5. Preparation and Presentation of plans for the future of the University to the great corporations—General Education Board, Rockefeller Foundation, Carnegie Corporation, etc.

6. Effecting social contacts with people of Chicago, dinner parties like that to Mr. Insull, etc. etc. A good deal of this will have to be done.

7. Personal solicitation of gifts from
   a) Members of the Board
   b) Others.

   For both 6 and 7 the way should be prepared and suggestions made by those engaged exclusively in the financial campaign, by members of the Faculty, and members of the Board of Trustees.

   This plan assumes that Vice President Tufts will care for all routine matters of internal administration, attendance
5. Meetings of the President's Committee for the University

6. Presidential Work, Incl.:
   a) The preparation and delivery of addresses and speeches;
   b) The writing of articles for publication;
   c) Cooperation with the Publicity Department in the
      issuance of material;
   d) Preparation of connection statements and com-
      munications to alumni.

7. Cooperation with the Vice President and Dean of the
   Board of Trustees or in the interest of institution--appoint.
   ment of new members of the faculty etc.

8. Preparation and presentation of plans for the future of
   the University to the Board of Trustees--general
   Education Board, etc.

9. Miscellaneous social activities with people of influence
   (g) General parties like that to Mr. Lawrence, etc. etc. A good
good

   N. Personal solicitation of gifts from

   a) Members of the Board.
   b) Others.

Not part of and A fee may be charged for purchases

suggestions made by Claremont Examinations in the financial

compensation by members of the faculty and members of the board
of trustees.

This plan ensures that Vice President's time will be

for all routine meetings of the faculty and examination ex-

1
on the meetings of the Senate, Faculties and Boards, conferences with Faculty, etc.

To my mind it seems clear that all of these seven lines of activity must be kept up, and that to sacrifice the first six for the sake of giving the major portion of my time to 7 would be a self-defeating policy. Time must be saved for it, and the situations falling under this head must be met, but they cannot be successfully met, still less can the whole result be achieved if the other six matters are neglected.

It is impossible to divide one's time accurately in advance among these matters, but I think it is safe to say approximately one-fourth of my time will have to be given to each of the following, 1 and 2, 3 and 4, 5 and 6, 7.

This is somewhat contrary to the suggestion of Mr. Duncan. But I do not think that we can assume that he sees the whole situation, or takes an impartial view of it.

You have a much more comprehensive view of the situation, and I should be glad to discuss it with you.

Very truly yours,

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

P. S. This letter was written, as you see, before I received yours dealing with the same general subject. I have decided to send it on as showing the way the matter looked to me in-
To my mind it seems clear that all of these reasons alone will not be sufficient to make the necessary changes. The idea of a general meeting to take place in the order of my time at least six for the sake of giving the mayor portion of my time to do nothing but a general meeting business. This past must or may, but if and the attention shifting which has been the whole to—

It is impossible to give one's time completely in advance to some special meetings, but I think it is wise to say approximately one-fourth of my time will have to be given to each of the following: I, 2, 3, 4, and 5.

This is somewhat contrary to the expectation of Mr. Dunn, but I do not think that we can assume that he would take any critical view of it.

You have a much more comprehensive view of the entire field, and I would be glad to discuss it with you.

Very truly yours,

Dr. Newton E. Smith
Under Secretary
Chicago, Ill.

* The letter was written as you see, but I removed your signature with the same eccentric style. I have finished writing the letter, I hope the matter looked to me in-
dependently, and as along with your letter furnishing the basis for a discussion of the matter when I reach Chicago. The question is not, as I see it, whether I shall make all my efforts head up in the "Great Effort", but what things are necessary in order to accomplish this, and how I can best open my day. I do not yet see how long hours at a downtown office are going to accomplish this. But I shall be glad to talk it over with you when I return to Chicago.

E. D. B.
The location is a bit of a mystery to me, but I will make all necessary arrangements in order to succeed in completing the task and return to Chicago. I hope I can meet you in a few days and discuss the matter further.

Yours truly,

[Signature]
OUTLINE of remarks at dinner at Quadrangle Club, April 16, 1924. Harman, Quantrell, Stagg, Swift, Bond, Sherer, Gilkey, Axelson, Scott Brown, being present.

Some things settled:

1. That we are going to have a policy of inclusion, not of exclusion.

2. That we are going to have a University—not simply a research institute nor simply a college, but a University.

3. That we are not only going to try to make it a better university, but to make it the best possible.

4. This means study—and we are at work, but meetings, we already know.

5. That the fundamental purpose of the college is the development of personalities.

6. That that implies not merely better classroom work, but an inclusive programme of curriculum requirements, voluntary activities and social contacts.

7. That it means that the colleges shall not be overshadowed by the Graduate School, but shall stand out by themselves.

8. To this end I think it may be considered practically settled that we shall begin very soon to develop our college work on the South Side of the Midway:

   Central building
   Colleges, east and west
   Intensive college life in each
   Inclusive college life in them all together.

9. In this programme athletics will have a large part. This means better development of intramural athletics, but also the continuance of the inter-university athletics.