

[ca. March 1914]

REPORT OF THE UNDERGRADUATE WALKER MEMORIAL COMMITTEE.

The undergraduate committee respectfully submits the following report on the report of the Alumni Walker Memorial Committee report made in May 1913.

PURPOSE OF THE COMMITTEE

This committee was appointed by the Institute Committee in November 1913 at the instance of Pres. Maclaurin, to criticize and suggest changes in the plans submitted by the Alumni Committee, and to give the undergraduate opinion as to the allotment of space in the New Walker Memorial to student activities.

PROCEDURE.

1. The procedure of the work of the Committee has been to consider each section of the Alumni report to interview various men and recent graduates interested in the plans, and to obtain the opinion of as many undergraduates as possible. Considering how broadly and thoroughly the alumni had studied the problems, it has been thought advisable to limit its work to a very careful study of certain portions of the report.

2.

As the structure of the following report is similar to that of the Alumni, the latter should be read in conjunction with this report.

II. LOCATION AND AREA.

In as much as the actual construction is now going on, there is little to be said about the recommendation as to the location of the Memorial and the student buildings, but the committee feels that the plan of Mr. Bosworth, which places the Memorial directly on the Esplanade, the student buildings in a quadrangle, and the athletic buildings and field in the rear, is by far the best arrangement.

The committee takes exception to the latter part of Section 5 of Article 2 which reads:

"that the Athletic Field should be planned for use for not less than twenty-five years, thereafter admitting of replacement if required by the Institute's general growth."

The committee feels that the Athletic Field should be considered an integral part of the student group, and that the keeping of this entire group absolutely intact is of paramount importance. It is fully understood and realized that the space

3.

needed for student accommodation and Institute growth will greatly increase, but the committee strongly urges that in order to meet this increase, the Athletic Field should not be sacrificed and should not, under any conditions, be removed from the original student group. Rather than this, the expansion should be met by acquiring additional land near the site. Perhaps it seems somewhat early to consider such expansion at this time but there is a tendency toward having traditional intentions carried into effect, and it is to forestall, if possible, any such intention that your committee takes this decided stand. The committee wishes to emphasize the recommendation "that the Walker Memorial and the Dining Hall be connected by an Arcade." We believe this to be highly desirable and further suggest that this be enclosed and heated, and as much a part of the two buildings as possible.

The committee agrees that all available open space should be used for tennis courts, except the area enclosed by the group of student buildings, which we recommend be planted with large, growing trees, and fine expanses of lawn; which arrangement would correspond to a campus.

4.

III. WALKER MEMORIAL.

The committee heartily agrees with Sections, A, B, C, and D of the alumni report, and after much consideration and many interviews agrees that it is to be desired that the Dining Hall and the Walker Memorial be separate and distinct buildings connected by an arcade. It seems desirable that these should be separate for several reasons, the most important being, odors and noise always exist in a college dining hall. This has been found to be the case in almost every instance where the quick serving of a large amount of food is necessary. Other colleges have found it so and in many places where the problem has had to be solved, a separate building has been used as in Yale. However, if an enclosed arcade were built, such as is recommended, the advantages of a single building would be retained to a great degree.

E. (Ground Area)

The committee agrees with practically all of this section, but deems it absolutely essential that the ground area should be at least 16,000 square feet. In our interviews with both the members of the alumni and faculty who are interested, we have received the opinions, that the present plans in the alumni report

5.

are to a large extent, inadequate.

F. (The Interior)

Your committee asks the forbearance of the Alumni Committee when we say that we do not think they were quite as cognizant of the student needs and requirements of the undergraduate activities as others more intimately connected with student life. We therefore find it necessary to recommend that the interior arrangement of the Walker Memorial be largely revised and changed.

In order to bring out the interesting facts about undergraduate activities, the committee has compiled the following information which may help to familiarize the readers of this report with present conditions.

Institute Committee.

It is necessary to say but very little regarding the Institute Committee. It is made up of some 28 representations from the classes and activities and is the governing body of the undergraduate association. Its power is very great, and it is expected that it will become more of a force even than now when Technology is established in Cambridge.

The business office of this committee will become a sort of business centre for all activities, where the

6.

telephone exchange is placed, the business of the finance committee is carried on, the services of a stenographer can be had, where books can be filed in a general fireproof vault, etc., etc.

"The Tech"

The Tech, founded in 1881 is a fortnightly paper, has gone through the stages of becoming a weekly, a tri-weekly, and finally a daily in 1909. It now holds a strong position in Technology endeavoring to give the students a daily newspaper covering every phase of Institute life. Its staff amounts to forty men and its business departments handles about \$4000 during our year.

"Tech Show"

Tech Shows started in 1898 for the purpose of raising funds for the athletic association, and this object has been continued throughout the 16 years of its successful existence, improving and enlarging constantly.

The work of the show is divided between two departments, the business and stage, each having a corps of ten or twelve men on their active staffs, with 60 or 70 in the cast and chorus, falling under the stage department. The managers and their assistants in both the departments and working throughout the entire

7.

year and rehearsals for the cast and chorus take up the greater part of February march and April. The money handled during the year amounts to about \$7000. Connected with the show is an orchestra of some fifty men which practices throughout the year, and plays for the various performances given in Boston, Providence Northampton etc.

All the work in all departments is done by students, excepting a coach, an orchestra leader, and a dancing master are employed.

TECHNIQUE.

Technique, the Institute Annual, is published in April by a board of fifteen Juniors. The Technique board is elected each spring by a committee of twenty five Juniors elected by a popular vote of the class. The new board takes up its work at the beginning of the school year. Weekly meetings are held in the Technique office, but almost all the work is done by the individual members in their spare time. The Technique office is in constant use throughout the year, and owing to the secrecy that is always maintained concerning the book, the office could not be used for other purposes at any time.

8.

The annual income of Technique is approximately \$5000.00:- from advertisements, \$2000.00; from the sale of books, \$2000.00; from fraternity, club and other inserts, \$1000.00. The profit varies each year from \$200.00 to \$1100.00 according to the quality of the book and the number of advertisements secured. The profit is turned over to the Institute Committee to be used as that committee may see fit. In case of a deficit the members of the board are required to make it up.

Technique is improving with each issue. The old hard and fast styles have been left behind, and each year sees a better and more attractive book. The future is very bright for Technique.

THE M. I. T. COMBINED MUSICAL CLUBS.

The combined Musical Clubs date from 1886, when a Mandolin, Banjo, and Guitar Club were founded, the Glee Club having been started in 1884. The clubs now number about sixty men, being composed of three separate organizations, the Glee, Banjo, and Mandolin Clubs. These are bonded together under one association, the M.I.T. Combined Musical Clubs, which secures the concerts and collects all fees from the members.

About ten concerts are given during the year, two

9.

of which, one in December and one in Junior Week, are held in Boston. The remaining concerts are given in towns adjacent to Boston, and extended trip not having been taken since 1910.

"PROFESSIONAL SOCIETIES"

Professional societies hold a very important position at the Institute. There are at present eight societies in the larger courses, all of which aim to bring the students in closer touch with practical men of the outside world. Members of the faculty of all departments are very enthusiastic in their support of the societies and in many cases consider attendance at the talks and smokers almost as part of the students required work. The memberships range from fifty to one hundred in the several organizations.

COSMOPOLITAN CLUB.

The very cosmopolitan nature of Technology, with its fifty nationalities and 113 foreign students made it quite fitting that in 1910 a truly Cosmopolitan Club should be founded with a purely social purpose. The club succeeded admirably, now having an enthusiastic membership of about 70. "National Nights are given during the year which are very popular.

10.

T.C.A.

The Technology Christian Association, affiliated with the Young Mens Christian Association, has an active membership of about 400. Its aim is to be of service and to inspire its members to a more Christian life. It holds talks weekly in the Union where some of the most famous speakers in the vicinity speak on practical and moral subjects.

M.I.T.A.A.

Athletics are controlled by this student Athletic Association, and an Advisory Council. It is expected that in the near future the student organization will increase in power and authority and be a much more important factor in the regulation of athletics. As it is now, it has merely powers of recommendation and approval, as to the action of the Advisory Council. The membership is about 20.

"The Technology Monthly"

The Technology Monthly, just recently organized and now combined with the Harvard Engineering Journal, is so new that it is difficult to state just what its field of activity will be. It aims to give voice to the student and faculty opinions of a serious and scientific nature, and at the same time to bring before the

11.

Institute news from the outside world as well. Its staff consists of 15 men.

The Committee has also sent the following circular letter to each activity at the Institute which could possibly need space in the New Walker Memorial.

Dear Sir:

The undergraduate Walker Memorial Committee asks you to answer the following questions in order that the recommendations of the Committee to the President as to the allotment of space to student activities may be as accurate and impartial as possible. It should be borne in mind that in the New Technology conditions will be somewhat different from those at present and that the number of men engaged in activities will increase materially in many cases.

- (1) Present space given to activity who use rooms?
- (2) Present space given to activity? (Square feet).
- (3) Actual needs of the activity?
- (4) How much actual desk space is needed?
- (5) In what way would your activity wish the allotted floor space divided?
- (6) In case of rehearsals how much space is needed and how often used?
- (7) How much stenographic work does your activity have?

12.

- (8) Would your activity be willing to pay its proportionate share of expense of office service?
- (9) What expansion is expected in the activity in the New Technology?
- (10) Have you made any arrangements for a fund to provide new desks, furnishings, etc., which will be used by your activity exclusively in the Walker Memorial?
- (11) How is your activity doing this?
- (12) Remarks.

Replies were received from each activity and are summarized in the following tabulation.

14.

With these figures as a working basis your committee has studied very carefully the suggested plans in the Alumni Report with regard to the allotted space for activities and general rooms as well. The present space occupied by activities above amounts to a total of 5000 Square feet, and the amount desired as is clear from the above tabulation is 13,000 sq. ft. It is quite evident from the alumni plans that only about one half of the actual necessary space for present needs and future expansion has been provided for. The committee therefor recommends that 13,000 square feet be given to activities alone divided as suggested in the accompanying tentative plans.

This recommendation may at first thought seem somewhat excessive in view of the very small allotment in the Alumni Report and in view of the fact that only 5000 Square feet is occupied by the activities now, but after a thorough investigation of the activities' needs with a view to the future expansion as is evident in the replies tabulated above, your committee is still convinced that this figure is none too large. Future expansion is expected in nearly all activities. The committee feels that a most important fact in favor of granting this large amount of space to student activities is that many of the following clubs and activities

300

are rising the lecture rooms and class rooms of the Institution. The Tech Show uses the Union dining room at much in convenience to the dining room authorities. The Institute Committee uses a lecture room in English C, the Banjo Club a class room in Lowell building. Conflicts between the Musical Clubs and the Tech Show rehearsals are notorious. The Technique Electoral Committee must take any room that it can find, although this is unquestionably one of the most important undergraduate committees, meeting twice or three times a week during the entire second term. The Senior Class Day Committee has much trouble in obtaining an adequate meeting room. Many smaller committees such as the Junior Prom Committee and Senior Portfolio Committee experience the same trouble. The professional Societies, one of the most important branch of student activities, must hold their talks and meetings in lecture and drawing rooms.

We therefore submit the following recommendations as ^{to} the arrangement of the interior.

There should be a basement and three floors arranged approximately as follows:

The basement should include:

Basement

Tech office	2000
Technique (office)	500
Tech Show (business office)	400
Monthly	220
Institute Committee (office) this general office for all M typewriting, telephone etc.	200
M.I.T.A.A. (office)	100
Musical Clubs (Office)	150
Committee Room (Institute Comm) also used by Technique Elect. Committee, Class Day (Commit- tee etc.)	1200
Two Musical Club rooms (centre of building sound proof wall	2400
Bowling alleys	3100
General lavatory	500
Store Room for activities	300
Reserving room, store room, space needed for kitchen supplies	2000
	<u>12070</u>

17.

Reasons are numerous for the placing of the grill on the top floor and the activity offices and rooms in the basement. If the activities are located in the basement, no business would be transacted above the first floor, and by having entrances to the basement from the campus, would be of great convenience to men engaged in activities and do away with the needless passing through other parts of the building.

The grill, if situated on the third floor would have an excellent outlook over the Charles River basin, and would be much more pleasant from an aesthetic point of view. A roof garden might also be run in the fall and spring in connection with the Grill. By having the kitchen on the top floor all objectionable odors etc. would be dispensed with

The first floor should contain a general living and lounging room 3500 Sq. ft. with settles and fireplaces open in general effect, two stories high. This room should be placed in the front of the building with the longer side facing the Esplanade. A check room near the main entrance to the Memorial (600 sq. ft.) an office for administration purposes (300 sq. ft.), a library, reading room and writing room 3000 sq. ft. Faculty and Alumni reading, writing and smoking rooms 3000 sq. ft.

Total 10,500.

18.

This figure does not include halls which should be broad and attractive. The main entrance should be on the side opposite the Esplanade, facing the group of student buildings. There should be entrances on each side and a broad terrace on the front off the large living room. A very good general layout for this floor is shown by the accompanying plan of H. K. Franzheim.

Second Floor (mezzanine)

Ladies retiring room (next to auditorium)	300
Cosmopolitan Club room	600
T.C.A. office and room	1200
2 Rooms for general use of clubs, etc.	1200
Auditorium	3500
with movable chairs to admit its use for small dances etc.	
Billiard and pool room	3500

The remainder of this floor would be occupied by the upper part of the large living room.

The Auditorium should extend to the roof and the entrances to the balconies should be from the third floor.

The third floor should be a grill room seating 125 (2000sq.ft.) 3 smaller dining rooms, arranged

19.

when thrown together to seat 50 (800 sq. ft).

Auxiliary Kitchen, serving room, pantry, service, lavatory 1500 sq. ft. A small gymnasium with lockers, shower baths etc. 3500 (sq. ft.)

Arcade.

should contain:

Telephone booths,

Cigar stand

Soda fountain

Barber shop and boot-blackening establishment

Student Post-Office

Check room

News stand and book store run and managed by

the Cooperative Society.

The Committee suggests that the application of the manager of the present Tech Barber Shop be given favorable consideration.

In this report the Committee deemed it advisable not to discuss the questions of organization and administration, but limited its work to the needs of the activities and to the reconstruction of that part of the alumni report which dealt with the space and requirement of the activities.

Respectfully submitted.

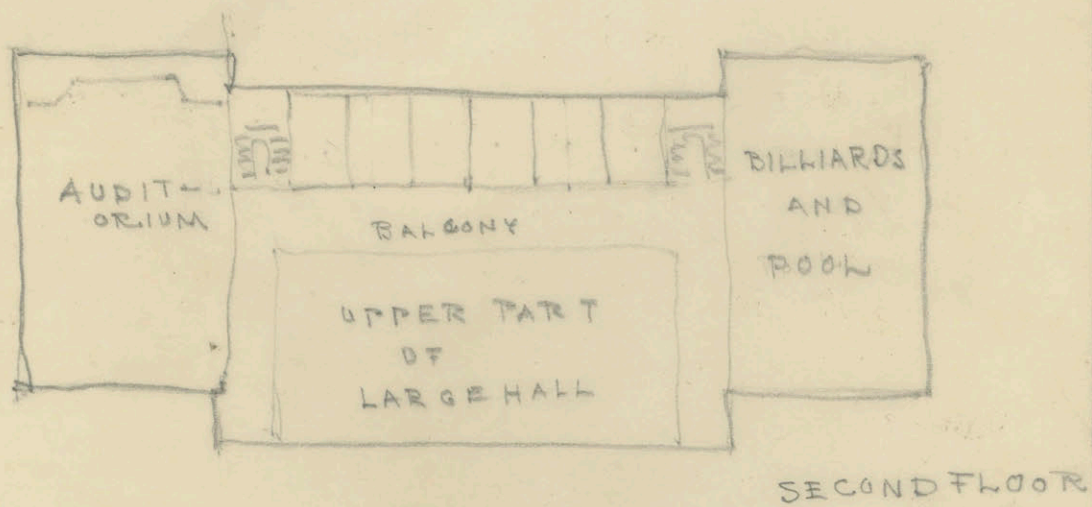
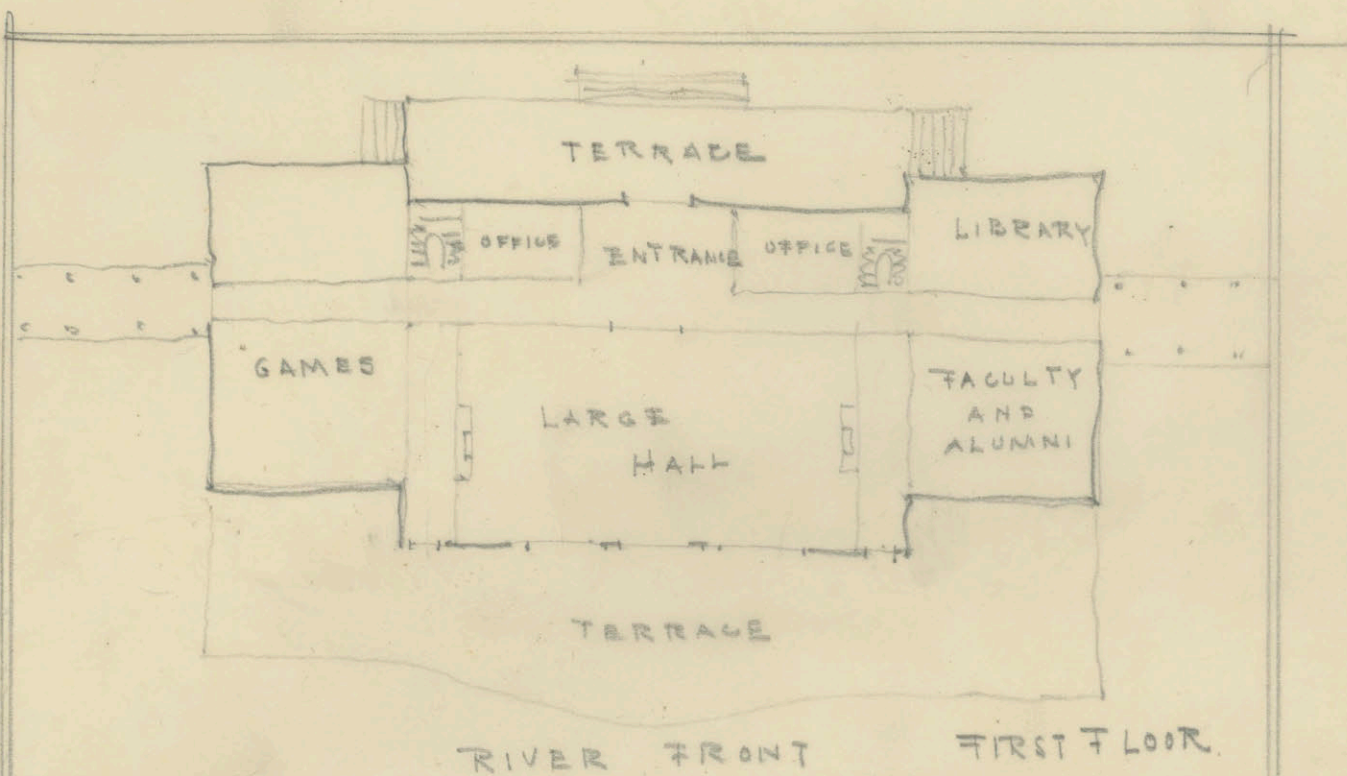
Charles E. Fox
A. Palmer Sabri.

Howell Taylor

P. M^cC. Werlich

George R. Urquhart

R. W. Weeks



Arch. Engineering.

2/23/14.

Mr. H. P. Sabin;

Dear Sir:

In answer to yours of Feb. 19th the executive committee have decided upon the following answers to your questions:

(1) At present about half a dozen men are engaged in official duties. Total membership is 30, being lower than previous two years.

(4) This being a new society the increase in membership should be looked for as very large and same allotment of desks as for average society would probably be required.

(7) Increase in stenographic work looked for tho comparatively small at present.

(9) Expansion looked for in new bldgs. to be large since not only is the Course (Option 2) comparatively new but the society itself just recently founded.

Respectfully

S. A. Smith,
chrm. comm.

The Civil Engineering Society

of the
Massachusetts Institute of Technology

BOSTON, Feb 21 1914

Mr. H. P. Sabini
Levy Walker Memorial Comm. —

Dear Sir:—

The answers to questions submitted to the Civil Engineering Society are as follows.

- 1) 150 members.
- 2) None
- 3) Use of auditorium for meetings
" " dining room " dinners
Desk space.
- 4) Space for one desk.
- 5) —
- 6) —
- 7) Very little (say 30 letters per year)
- 8) Yes.
- 9) Increase in membership to about 200
- 10) No
- 11) —
- 12) —

Your truly
P. E. Mornill '14
President

The Cosmopolitan Club
....of....
The Massachusetts Institute of Technology
Boston, Massachusetts

316 Huntington Ave.,
Boston, Mass.
Mar. 2, 1914.

My dear Mr. Sabin,

On the accompanying sheet are the answers to the questions which the Undergraduate Walker Memorial Committee has submitted to our club.

You will notice that some questions are left unanswered. This is due to the fact that conditions involved in those questions do not exist in our club.

Wish the Committee every success.

Yours most truly,
Turgus H. S.
(Secretary)

Feb. 18, 1914.

The Cosmopolitan Club,
Dear Sir:

The Undergraduate Walker Memorial Committee asks you to answer the following questions in order that the recommendations of the Committee to the President as to the allotment of space to student activities may be as accurate and impartial as possible. It should be borne in mind that the number of men engaged in activities will increase materially in many cases.

- (1) No. of men engaged in activity who use rooms? *1. About 80-100, this number varies with the membership of the club.*
- (2) Present space given to activity? (Square feet). *2. None.*
- (3) Actual needs of the activity? *3. A room which can hold at 40 or 50 people. The room is to be chiefly a social gathering room with reading material, & papers.*
- (4) How much actual desk space is needed? —
- (5) In what way would your activity wish the allotted floor space divided? *5. It is not necessary to have the floor divided in any way.*
- (6) In case of rehearsals how much space is needed and how often used? —
- (7) How much stenographic work does your activity have? *Judging by the present, very little stenographic work.*
- (8) Would your activity be willing to pay its proportionate share of expense of office service? —
- (9) What expansion is expected in the new Technology? —
- (10) Have you made any arrangement for a fund to provide new desks, furnishings etc., which will be used by your activity exclusively in the Walker Memorial? *10. Yes, we have been planning this.*
- (11) How is the activity doing this? *11. Not definite yet.*

(12) Remarks, The above answers are based on the present conditions of the club. It is, without doubt, highly essential that a room of some sort be given this club so that the members, students from all nations, are thrown together and mutually benefited. As the prospect of having greater number of foreign students in Tech. in the future is bright, a room large enough to provide for such an increase is desirable. Yours most truly,
Jarvis Hosi, secretary.

ELECTRICAL ENGINEERING SOCIETY

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

BOSTON, February 24, 1914.

Mr. Henry P. Sabin, Sec.

Boston, Mass.

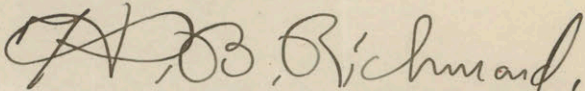
Dear Sir,

In response to your request of Feb. 19th. referring to the Walker Memorial permit me to reply for the Electrical Engineering Society as follows.

Questions 1 - 6. The only need that we have for room is a place where meetings of 100 students may be held. The upper rooms of the Union now serve this purpose.

Questions 7 - 12. The amount of stenographic work is such that it can be handled by the officers of the society and the society would not be willing to pay for such work. As the size of this society increases only as the number of students increases it will not meet the problem of a sudden expansion with the removal to Cambridge.

Yours very truly,


President Electrical Engr. Society.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY,
BOSTON, MASS.

OFFICE OF THE
INSTITUTE COMMITTEE

A. C. DORRANCE, PRES.
F. P. SCULLY, VICE-PRES.
C. W. WOOD, SEC.-TREAS.

February 25, 1914.

Mr. H. P. Sabin, Sec'y.,
Undergraduate Walker Memorial Committee,
Massachusetts Institute of Technology.

Dear Sir:

At present the accommodations of the Institute Committee are decidedly inadequate and in answering your questions we shall not base our report upon the present allotment of desk space, etc., but rather upon the needs of this Committee under the changed conditions of the New Technology.

(1) At the present time, the Institute Committee has a desk in the office of the Tech Show. This desk is used principally by the President and Secretary-Treasurer, although the Point System and Union Committees also use it occasionally. The Executive Committee should ^{have} a room in which the regular business of the Institute Committee could be transacted. The meetings of the committee-at-large would properly be held in one of the general meeting rooms of the Walker Memorial.

(2) Present Space about 50 sq. ft.

(3) A room about the size of the present Technique Office is needed. Approximately 250 sq. ft.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY,
BOSTON, MASS.

OFFICE OF THE
INSTITUTE COMMITTEE

A. C. DORRANCE, PRES.
F. P. SCULLY, VICE-PRES.
C. W. WOOD, SEC.-TREAS.

February

- (4) Threedesks will probably be needed. Floor space covered 40 sq. ft.
- (5) One large room.
- (7) All minutes, reports, and notices of the Committee are type-written.
- (8) Yes.
- (9) The Institute Committee will undoubtedly continue the expansion which has been so noticeable in the past three years. At present it is the connecting link between practically all of the principal activities and we have every reason to believe that the Committee will be of even greater importance under the new conditions.
- (10) No.
- (12) If possible, the Institute Committee office should be given a prominent location, so placed that the offices of the other activities would be readily accessible.

In this report, the needs of the Finance Commission have not been included, except that one of the desks in our office could be placed at the disposal of the officers of the Finance Commission.

For the Executive Committee,

Arthur C. Dorrance

Mechanical Engineering Society

of the

Massachusetts Institute of Technology

Affiliated with the American Society of Mechanical Engineers

Prof. E. F. Miller, Honorary Chairman
H. W. Treat, Chairman
W. H. Brotherton, Vice-Chairman
L. L. Downing, Secretary
F. P. Karns, Treasurer

Governing Board
C. H. Wilkins
R. L. Parsell
F. G. Purinton

491 Boylston St., Boston, Mass., Feb. 25, 1914.

Mr. H. P. Sabin, -Sec.,

Undergraduate Walker Memorial Comm.,

234 Newbury Street,

Boston, Mass.

Dear Sir,-

In answer to your letter of Feb. 19, I will try to answer your questions as well as possible.

- (1) There are at present about 125 members of the Mechanical Engineering Society.
- (2) There is at present no space given to this activity.
- (3) The actual needs of the activity is a room or rooms which might be used for a library, a reading room, or a place of meeting for the Governing Board and the different committees.
- (4) No actual desk space is needed.
- (5) One room with possibly a small ante room would be sufficient.
- (6) In place of the rehearsals mentioned in this question, the M.E. Society would have lectures and smokers which will probably be held in some main hall.
- (7) The stenographic work of this activity is limited to letters and circulars pertaining to the trips and lectures of the society.
- (8) This activity would be willing to pay its proportionate share of expense of office service.
- (9) In the New Technology it is expected that the society will

Mechanical Engineering Society

of the

Massachusetts Institute of Technology

Affiliated with the American Society of Mechanical Engineers

Prof. E. F. Miller, Honorary Chairman
H. W. Treat, Chairman
W. H. Brotherton, Vice-Chairman
L. L. Downing, Secretary
F. P. Kams, Treasurer

Governing Board
C. H. Wilkins
R. L. Parsell
F. G. Purinton

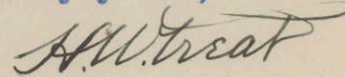
491 Boylston St., Boston, Mass.,

be larger in membership and that there will be better interest and more activity. Efforts will be made to interest every man in courses two and five.

(10) No provision has been made for furnishings, etc., but the fund which is carried over from year to year by the society might be used for this purpose.

Any further information regarding the M.E. Society will be gladly given upon request.

Very sincerely yours,



Chairman M.E. Society.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
GLEE, BANJO AND MANDOLIN CLUBS

SEASON 1913-1914

TECHNOLOGY UNION, 42 TRINITY PLACE

BOSTON, MASS. February 25, 1914.

Undergraduate Walker Memorial Committee.
Massachusetts Institute of Technology
Boston, Massachusetts.

Dear Sirs:

In answer to the questions in your letter of the 18th. relative to the needs of the Combined Musical Clubs in the New Technology, I wish to submit the following:

- (1) 65 men in Clubs at present, and all use the rooms.
- (2) The Clubs have two desks, occupying about 40 sq. ft., in the outer Show office.
For rehearsals rooms A and B in the Union, and 6 or 26 Lowell are used at least six times every week.
- (3) The actual needs of the Clubs are:-
 - (a) An office for the General Manager and his assistants.
 - (b) Two large rooms for rehearsals.
- (4) 100 square feet of desk space is needed.
- (5) A satisfactory division is indicated in answer 3.
- (6) Two rooms about 1800 square feet each are needed, one or both being used every afternoon for two hours.
- (7) The stenographic work consists of about 200 letters a year, and is very likely to double or triple.
- (8) The Clubs would be willing to pay their proportion share of the office expenses.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
GLEE, BANJO AND MANDOLIN CLUBS

SEASON 1913-1914

TECHNOLOGY UNION, 42 TRINITY PLACE

BOSTON, MASS.

(9) As soon as the alumni recover from the recent calls made on their cash for the new buildings the Clubs should be making long trips such as the musical organizations of almost all other colleges take, and such as the Clubs made to Chicago in 1910. This should bring out even more men than are in the Clubs at present, and would greatly increase the work of the managers.

With the concentration of students in the dormitories the number of rehearsals would probably be increased; too little time can be demanded of the members under present conditions to get the results desired on the artistic side.

(10) There is as yet no fund for furnishing offices.

(11)

(12) The most important need of the Clubs is rooms for rehearsals that are large enough ~~to give~~ so that the men will not be so used to cramped quarters as to be unable to perform well in an auditorium. A reasonable sized room is absolutely essential; it would be better to have one large room than two that were too small.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
GLEE, BANJO AND MANDOLIN CLUBS

SEASON 1913-1914

TECHNOLOGY UNION, 42 TRINITY PLACE

BOSTON, MASS.

At present there are always conflicts between the rehearsals of Glee, Banjo, and Mandolin Clubs, and the Orchestra and Tech Show Cast and Chorus. The Glee Club always has to rehearse in the room where their piano is. The Mandolin and Banjo Clubs ~~never~~ never rehearse at the same time, but the Glee Club generally conflicts with one or the other making two rooms imperative. The rooms should be separated by a sound proof wall at least.

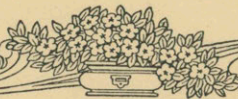
It is very probable that a furnishing-fund for the Musical Clubs' rooms will be started this year.

Hoping this is what you desired, I am,

Yours truly,

Ralph D. Salisbury
General Manager.

SOME FACTS ABOUT THE
Technology Christian Association



It is the largest student organization at M.I.T.
405 members, (January 15, 1914)

Average attendance 250 at 12 Thursday noon
meetings this year.

ACTIVITIES

Practical, helpful talks Thursdays at 1.30 in the
Union.

Bible study and discussion classes.

Social service.

Freshman advisory system.

Co-operation with local Churches.

Small collection of helpful books at entrance to
General Library.

The Association has two secretaries who are
at your service for any sort of help or counsel.

TWO GOALS NOW BEFORE US:

1. Increase the membership to 500 this term.
2. Get all the members to take an active part in
some Christian work.

Expansion and intensive development.

Will you help us reach these two goals?

MEMBERS PAYING \$1.00 OR MORE TO THE
T. C. A. HAVE MEMBERSHIP PRIVI-
LEGES IN THE BOSTON
Y. M. C. A.

ASK FOR A CARD.

ADVISORY BOARD

WALTER B. SNOW, '82 CHAIRMAN
 PROF. GEORGE B. HAVEN, '94 TREASURER
 DEAN ALFRED E. BURTON
 WILLIAM C. EWING, '97
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 F. NATHANIEL PERKINS

TECHNOLOGY CHRISTIAN ASSOCIATION

BOSTON, MASS.

L. R. TALBOT, GENERAL SECRETARY
 F. H. BLAIR, ASSISTANT SECRETARY

OFFICERS

MILES E. LANGLEY, '13 PRESIDENT
 CHARLES G. NORTON, '15 VICE PRESIDENT
 RALPH H. HOWES, '14 TREASURER

March 4, 1914

Mr. H. P. Sabin

234 Newbury St.,
 Boston, Mass.

Dear Mr. Sabin,

I am sorry that I was not able to answer your questions in regard to the accommodations desired by the T.C.A., by the date suggested. We did not have a meeting of the executive committee in time to do that, and in a matter so important as this I did not care to answer without giving the men a chance to talk the whole situation over carefully. This is especially true since I am not likely to be connected with the T.C.A. when these plans go into effect.

I must be borne in mind that the T.C.A. is situated rather differently from other organizations in many respects. Hence I find some difficulty in replying in just the form in which your questions are put. For instance, the number of men who use the rooms (see No. 1) is small at the present time, if by that we mean those who actually use the office. If, however, we mean the men who attend the Thursday noon meetings, we must say 350, since that is the maximum attendance, and the average this year is 250.

Answer to 1: 40 now.

2. About 160 sq. ft. (10 x 16)

3. " 1200 " , divided as indicated in 5.

4. Room for at least two secretaries, each having a roll-top

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desk, with provision for another assistant secretary, who will come as the work grows. In addition, room for a typewriter-desk. This does not take into account room for letter-files, book-cases, etc., which I presume you do not mean to include in this question.

5. In accordance with diagram enclosed.

6. It is hard to answer this question, since the Association does not now have any function calling for rehearsals. In the new buildings it will have such affairs from time to time. We should want the right to use any room available for play rehearsals, etc., on these occasions, which would not be frequent.

7. The two secretaries now do all the typewriting, and there is no stenographer to take dictation. After the change to the Cambridge buildings, it will be expected that one of the assistants shall act as stenographer, as one of his duties.

8. Probably not, since the Association will have its own office force, as explained in 7.

9. From two to three times the present attendance at the Thursday noon meetings, at whatever time and place they may be held. A much larger increase is expected in all other lines, but this is certain to be especially noticeable in the use of the offices by the students for consultation with the secretaries and with one another, and for planning in the interests of the Association.

10. The student treasury ought to have a small balance at the end of this year to be applied to this purpose; the Advisory Board

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 RALPH H. HOWES, '14 TREASURER

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also is bearing this in mind.

11. See 10.

12. What the T.C.A. needs more than anything else is a place where it will be before the student body. In spite of all we can do now, there are men in the Institute who hardly know there is such an organization. The present office is in an out-of-the-way part of the "campus"; we need to be in a prominent place. When such a place is provided, ten times the number of men who are now really active will use our rooms and thus give us a chance to get acquainted with them. It should be borne in mind that in our case it is not the number of men who will hold positions of responsibility that must be considered, as in the case of almost every ^{other} activity, but the number who can be attracted to put themselves within the reach of our influence. Meetings, Bible study, etc., are merely means to the end of extending that influence.

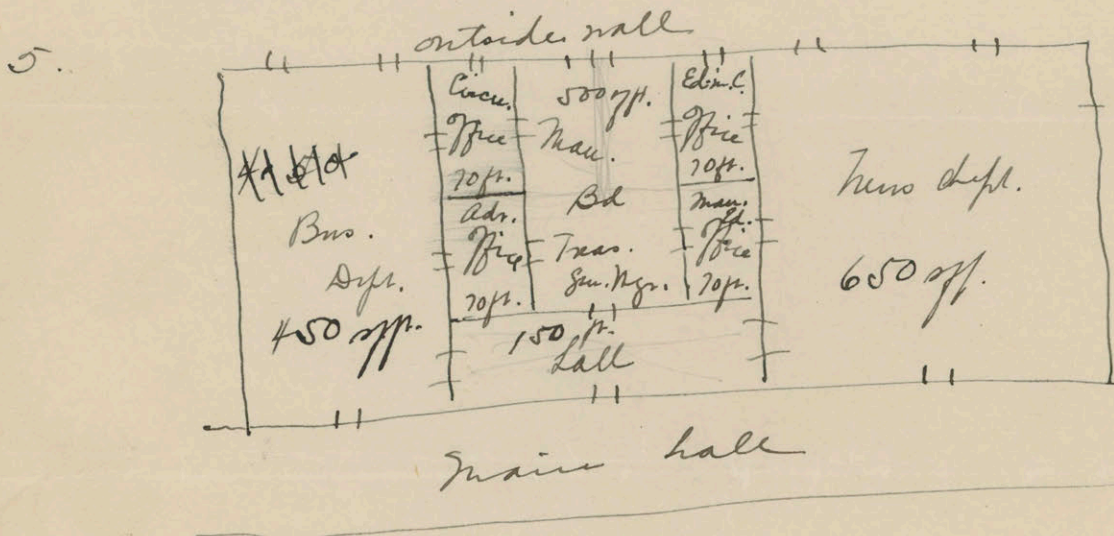
Respectfully submitted,

L. R. Talbot
 General Secretary

for the Cabinet of the T.C.A.

BOSTON, MASS.,

1. 50 men — probably an immediate increase to 75.
2. 500 sq. ft.
3. 1900 sq. ft. — 2000 sq. ft. better
4. Six large desks, two smaller ones.



6. No rehearsals
7. About 10 hours per week.
8. Yes. Depending on whether The Tech in the future would hire a combined book-keeper and stenographer. This is very probable.
9. An immediate increase to 75 men and in three years

S. H. TAYLOR, GENERAL MANAGER
E. A. WEAVER, EDITOR-IN-CHIEF
L. E. ARMSTRONG, MANAGING EDITOR

THE TECH

VOLUME XXXIII

PUBLISHED DAILY AT THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
ESTABLISHED 1881

G. A. PALMER, TREASURER
C. W. LACY, ADVERTISING MANAGER
H. ROGERS, CIRCULATION MANAGER

OFFICES
42 TRINITY PLACE
TELEPHONE, BACK BAY 5527
OR BACK BAY 2180

BOSTON, MASS.,

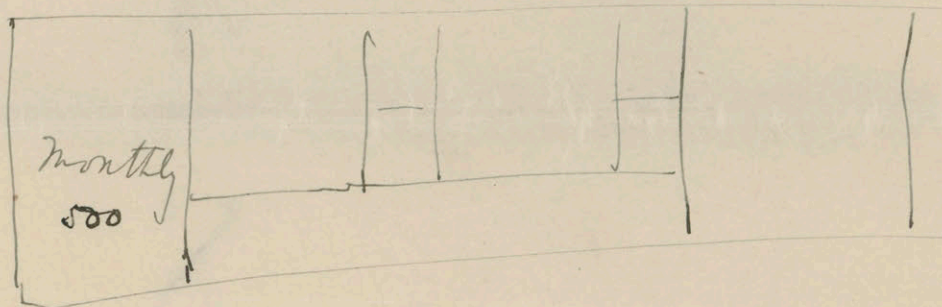
100 men working out for the paper.

10. No.

11. —

12. We hope to start such a fund this year.

If the Monthly and the Tech continue the plan
would work out as follows for the arrangements



G. A. PALMER, TREASURER
C. W. FROST, ADVERTISING MANAGER
H. ROBERTS, CIRCULATION MANAGER
OFFICES
42 TRINITY PLACE
TELEPHONE, BACK BAY 8957
ON BACK BAY SIDE

THE TECH
VOLUME XXXIII
PUBLISHED DAILY AT THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
ESTABLISHED 1881

RECEIVED
E. A. BRYANT, CIRCULATION MANAGER
L. R. HENNING, MANAGER

div - Sample
Merrill

Pat. Signing Relation

Pat. Signing

Harvard

with

Buy and Sell

Finance Bill

BOSTON, MASS.

[Faint handwritten text]

[Faint handwritten text]

[Faint handwritten text]

100
✓

Feb, 17, 1914.

The Technique,

Dear Sir:

The undergraduate Walker Memorial Committee asks you to answer the following questions in order that the recommendations of the Committee to the President as to the allotment of space to student activities may be as accurate and impartial as possible. It should be borne in mind that in the New Technology conditions will be somewhat different from those at present and that the number of men engaged in activities will increase materially in many cases.

- (1) No. of men engaged in activity who use rooms? *15-18*
- (2) Present space given to activity? (Square feet). *220 sq. ft.*
- (3) Actual needs of the activity? *350 sq. ft. including two small offices*
- (4) How much actual desk space is needed? *50 sq. ft.*
- (5) In what way would your activity wish the allotted floor space divided? *One large room and two small offices.*
- (6) In case of rehearsals how much space is needed and how often used?
- (7) How much stenographic work does your activity have?
- (8) Would your activity be willing to pay its proportionate share of expense of office service? *Yes*
- (9) What expansion is expected in the activity in the New Technology? *None*
- (10) Have you made any arrangement for a fund to provide new desks, furnishings, etc., which will be used by your activity exclusively in the Walker Memorial? *Fund has been started.*
- (11) How is your activity doing this? *By turning over portion of surplus.*
- (12) Remarks.

It will be of great convenience to the committee if the executive board of the activity answers these questions before February 25th.

Very truly yours

H. P. Sabui.

Sec'y of the Committee.

234 Newbury St.,
Boston.

ESTIMATE FOR WALKER MEMORIAL CLUB HOUSE

April 26, 1915.

This estimate is based upon four unnumbered 1/16" scale architectural sketches and one elevation, date of issue April 23rd, 1915, and verbal specifications from the architect's office, written up under date of April 26, 1915.

S U M M A R Y

1 - Foundations	\$ 20,000.00
2 - Superstructure	142,500.00
3 - Interior Partitions & Finish	42,500.00
4 - Plumbing, Heating, etc.,	22,000.00
5 - Electrical Work	6,500.00
6 - Service Equipment	6,500.00
Total Cost Exclusive of Architect's Fee	<u>\$240,000.00</u>

CUBIC CONTENTS between outside lines of wall and from top of basement floor to

top of parapet =

596,000 cu.ft.

COST per cubic foot

40¢ " "

SPECIFICATION FOR WALKER MEMORIAL

Massachusetts Institute of Technology
Stone & Webster Engineering Corporation, Agt.
Constructing Engineers

April 26, 1915.

General

The following is a brief specification to form a basis for an estimate for the Walker Memorial, in accordance with conversations between Messrs. Kebbon, Thomas, and Alden, Saturday, April 24, 1915.

Foundations

Reinforced concrete on wood piles.

Structural Frame

Reinforced concrete.

Stonework

Limestone facing on all four elevations.

Window reveals of such depth that the total exterior wall thickness, including stone and backing, will not exceed 17".

Granite Base Course

At ground line only.

Limestone Steps

Landing and free standing columns.

Floor Grades

Basement	Grade 16.10'
First Floor	" 29.60
Second "	" 46.10
Third "	" 61.60
Roof of East & West Wings	" 74.60
" " Center Portion	" 79.60

Waterproofing

Basement walls waterproofed from top of footings to ground line at grade 21.6'. Basement floor waterproofed by a membrane layer underneath the structure floor. Basement walls waterproofed on outside with plastic waterproofing.

Exterior walls waterproofed with R. I. W. on the inside.

Roofing

Tar and gravel roofing laid on a float finish surface over cinder crickets.

Skylights

One skylight 10 ft. wide by 40 ft. long over the center portion of the gymnasium.

Windows

As shown on the plans, figured at \$1.00 per square foot.

Floor Finishes

Granolithic finish throughout the basement. Terrazzo in the lobby of the first floor and wood floors throughout all other rooms on the first floor and upper floors.

Stairs

Structural steel with marble treads, landings and risers.

Iron balustrades, wood rails and wainscoting of Keene cement.

Interior Wood Trim

Of oak in all rooms consisting of baseboard, chair rail and picture moulding. Wood panels and beam ceiling in dining room on the first floor and wood panels five feet high in vestibule on the second floor.

Caen stone wainscoting in lobby of first floor. Plaster panels and plaster beam ceiling in lounging room on the first floor. Ornamental plaster ceiling in the lobby of the first floor. Stone fireplace in dining room and lounging room on the first floor and in library on the second floor.

Wood stage in auditorium but no stage accessories, curtains, etc., are included.

A large locker room and toilet room in basement equipped with 150 lockers and 14 fixtures.

No equipment, shelving or furniture is figured in the gymnasium, auditorium, dining room, kitchen, library or various lounging rooms in the building.

The gymnasium is figured as located in the third story instead of in the basement as shown on the plans and a corresponding number of offices have been moved from the third floor to the basement.

A tile walkway is figured on the roof four feet wide entirely around the high portion of the building to permit observation of the River.

Interior partitions of gypsum block; 12" terra cotta fire walls are required.

A heating system is figured in the building with an underground steam connection from the east end of Building No. 2.

Ventilation and automatic sprinkler systems have both been omitted.

STONE & WEBSTER ENGINEERING CORPORATION

STONE & WEBSTER BUILDING, 147 MILK STREET, BOSTON, MASS.

CONSTRUCTING ENGINEERS

DWIGHT P. ROBINSON,
PRESIDENT & GENERAL MANAGER.
HOWARD L. ROGERS,
FIRST VICE PRESIDENT & TREASURER.
GEORGE O. MUHLFELD,
VICE PRES. & CONSTRUCTION MANAGER.
FRED. N. BUSHNELL,
VICE PRES. & ENGINEERING MANAGER.

CABLE ADDRESS STOWEBENCO - BOSTON LIEBERS CODE



NEW YORK, 5 NASSAU STREET.
CHICAGO, FIRST NATIONAL BANK BUILDING.
DALLAS, COMMONWEALTH NATIONAL BANK BUILDING.
SEATTLE, PIONEER BUILDING.

ADDRESS ALL COMMUNICATIONS TO THE CORPORATION

REFER TO EXECUTIVE

Job Order No. 1536.

Boston, Mass., April 27, 1915.

Dr. R. C. Maclaurin,

Pres., Massachusetts Institute of Technology,

491 Boylston Street, Boston, Mass.

Dear Dr. Maclaurin:-

In accordance with a request from Mr. Kebbon we have prepared an estimate of the cost of the Walker Memorial Building, based on sketches furnished by him, and we wish to confirm the figure of \$240,000.00 given to Mr. Kebbon yesterday.

The plans from which the estimate was prepared are very preliminary and the estimate is as conservative as we are justified in making it on the information at hand. Complete details could very readily alter the total cost fifteen or twenty per cent more or less.

We are enclosing a brief summary of the estimate, and the specifications upon which it was based.

Yours very truly,

Fred. N. Bushnell
Vice President.

Enclosures

Walker Memorial Committee Records.

Thursday, Feb. 17, 1916.

The Committee met at the Union Club at 5:30 p. m.

Present:- Messrs. Baker, Batchelder, Bemis, Hibbard, Morss, Noyes, Rockwell, Tyler also Mr. Kebbon and Mr. F. L. Locke. of the former Alumni Committee on "Commons."

Mr. Kebbon presented a new elevation and revised floor plans which were examined and discussed in detail.

In the basement it was agreed to omit all but one of the servants' rooms in the southwest corner, making a new entrance and transferring the ladies' rooms to this wing.

On the first floor, it was agreed to provide an entrance on the west side of the dining hall across the terrace, and it seemed to be the general opinion of the Committee that it would be expedient to omit the fire-place at the end in order to utilize the entire width of the dining hall for cafeteria or other service. There should also be doors connecting the main dining hall with the dining room and lunch room adjoining ^{though} ~~so~~ these doors might ordinarily be kept closed.

Second Floor. Some members of the Committee thought communication between the ends of the building important by means of a gallery in the dining hall, but there was decided objection to this and no action was taken.

Third Floor. It was agreed to omit names of particular activities.

The chairman presented the following letter from President Mac-laurin which was much appreciated by the Committee.

"I regret that an engagement makes it impossible for me to be present at the next meeting of the Walker Memorial Committee. It seems now as if the long and arduous labors of your Committee are to be crowned with success, for the essential features of the plan last presented in the Technology Review seem to have met with general favor. Doubtless, further study would suggest modification of details, but it would be a great matter to have the broad outlines of the plans fixed so that building can begin with as little further delay as possible. The Executive Committee of the Corporation is ready to begin building operations as soon as it has assurance from the proper authority that the plans are acceptable to the alumni. I understood you to say that your Committee expected to be ready to bring the matter to the attention of the Alumni Council at its next meeting. Of course, all recognize the importance of avoiding further delay."

Mr. Morss also spoke in regard to the circular about to be issued by the Alumni Fund Committee.

Voted that the Walker Memorial Committee, having approved plans for a Walker Memorial Building submitted by the Corporation ^{through} the architect, recommends that all subscriptions for the Memorial, less Committee expenses, be released and turned over to the Corporation of the Institute for use in the construction of the said Walker Memorial.

Voted that the Committee authorize the chairman to appoint two members to act as a sub-committee with him to represent the Committee in case any question should arise as to minor details of the plans.

Voted that the Committee express general approval of the plan, for organizing ^{ation} an administration, published by the former committee of five in the Technology Review for June, 1913, except in so far as the changed character of the present building plans may render modifications desirable.

3.

In regard to unpaid subscriptions, it was voted that the chairman be authorized, in conference with Mr. Morss, to prepare a circular letter to be sent to persons whose subscriptions had not been paid.

~~Secretary.~~



ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

February 19, 1916.

Mr. H. E. Kebbon,
Stone & Webster Co.,
Massachusetts Ave.,
Cambridge, Mass.

Dear Mr. Kebbon;

I ^{will send} enclose a copy of the records of our Committee meeting. In regard to the details of the plans, the following points were, I think, more or less definitely agreed upon.

Basement. Include shooting gallery, now or later, under eastern terrace. Omit all but one servants' rooms putting in a new entrance in the southwestern wing and transferring the ladies' rooms to this wing. Provide windows for the kitchen making the steps at the northern end narrower, perhaps 25 to 30 feet. Arrange, if practicable, for duplicate stairs from the kitchen to the serving room. Look out for ventilation of squash and hand ball courts. Rectify entrance in northeastern wing with reference to rooms adjoining, as suggested by Mr. Cook.

First Floor. Provide steps for western terrace and side entrance from it to great dining hall. Shift fireplace from end of hall in arranging for cafeteria service on a large scale. On this point, however, I refer you to President Maclaurin. Provide doors from great dining hall to small dining room and lunch room, not necessarily for ordinary use. Provide for any necessary storage of stage, etc.



ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

H. E. Kebbon

-2-

in connection with use of great dining hall as an auditorium.

Second Floor. Divide dining and meeting room in northwestern wing. Possibly movable partitions would suffice. The proposed introduction of galleries in the great dining hall seemed not to commend itself to the Committee, but I wish some solution might be found which would afford a connection with these dining rooms and the Tech Club Library. If the two are intended for the same people, I feel sure that it will prove very inconvenient for them to go down to the first floor and cross the main dining hall, even if they are able to enter it from that end, which seems doubtful. Moreover, I think we must expect that the use of different parts of the building may change as time passes and that some sort of connection between the ends may be more important at a future time than at the outset. I do not wish to set my judgment against that of my associates who objected to the gallery, but only to express the hope that you will consider the possibility of some solution acceptable to them also. It might be well to exchange the library and the billiard room.

[2/19/16]



ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

H. E. Kebbon

-3-

Third Floor. It seems important that any feasible means be taken to make the floor of the gymnasium relatively sound proof. It is understood that names of activities will be omitted. The space for toilet in the southeast wing seems larger than necessary.

There are probably other matters of detail which came to your attention, but ^{of} which I made no memoranda.

H. E. Kebbon

Very truly yours,



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ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

February 21, 1916.

Dr. R. C. Maclaurin,
Massachusetts Institute of Technology,
Boston, Mass.

Dear Dr. Maclaurin;

Your letter of February 16th in regard to the Walker Memorial was received by the Committee with much gratification, and the following votes were passed.

"Voted that the Walker Memorial Committee, having approved plans for a Walker Memorial Building submitted by the Corporation ^{through} ~~to~~ the architect, recommends that all subscriptions for the Memorial, less Committee expenses, be released and turned over to the Corporation of the Institute for use in the construction of the said Walker Memorial."

"Voted that the Committee authorize the chairman to appoint two members to act as a sub-committee with him to represent the Committee in case any question should arise as to minor details of the plans."

"Voted that the Committee express general approval of the plan for organization and administration published by the former Committee of five in the Technology Review for June 1913, except is so far as the changed character of the present plans may render modifications desirable."



ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

Dr. Maclaurin

-2-

In regard to unpaid subscriptions, it was voted that the chairman be authorized, in conference with Mr. Morss, to prepare a circular letter to be sent to persons whose subscriptions have not been paid.

Unless some serious question should arise affecting the carrying out of the plans in a fundamental way, the Committee hopes that its protracted responsibilities are closed, and looks forward to the prompt beginning and early completion of the Walker Memorial with great satisfaction.

In regard to certain features of the situation, I may comment as follows;-

First, dining hall, etc. The Walker Memorial Committee has naturally never regarded the problem of the general dining arrangements as within its province. We have been glad, for certain reasons, that they should be combined with our building, but we have not been able to give such thorough study to this problem as to enable us to express a confident opinion in regard to this part of the plans or in regard to the best method of conducting this highly important service. We are of the opinion that the space



ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

Dr. Maclaurin

-3-

provided in the dining hall, the accessory dining rooms, the kitchen, etc. is substantially adequate and well proportioned, but just how this space shall be used seems to me a question requiring expert study. So far as I can judge, such study would not in any case need to involve important architectural changes or thereby delay the beginning of construction.

Some members of the Committee, including myself, are inclined to favor a cafeteria system for the great dining hall as a whole, believing that this will economize service as well as space and that, if it is well planned and well managed, the subsidiary dining rooms will meet all other needs.

Faculty and Alumni. There has been considerable interest and considerable uncertainty as to the relation of these ~~parties~~ to the Walker Memorial. I think I represent the consensus of opinion of the Committee in saying that we believe it best, for the present at any rate, that members of the instructing staff and Alumni share the use of the Walker Memorial with the undergraduates and that without actual exclusion of undergraduates from any part of the building there be an informal reservation of one dining room for their use with the expectation that they will also use the second floor library in the southeast corner as a sort of headquarters.



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OF THE
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BOSTON

Dr. Maclaurin

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Maintenance. The report of June 1913, which has been referred to in one of the votes quoted above, recommended a uniform annual tax of \$4.00 on undergraduates and an associate membership for staff and alumni at \$10.00. For the combination building, the adoption of such a plan might be attempted with some difficulty, and it is appreciated that the tuition which our students pay is such as to make any addition objectionable. On the other hand, I can not help feeling that if the Walker Memorial is made absolutely free to undergraduates, they will appreciate it somewhat less than if they, by contributing to its support, make it in a different sense their own undertaking. Moreover, it will be extremely difficult, if the Walker Memorial is made free to all undergraduates, to collect any dues from instructing staff or alumni. Again, if the Walker Memorial has no independent income, in the absence of both endowment and dues, I fear it will suffer financially from the preference which the general treasury must always give to educational expenses. For these reasons, though the question has not been acted upon by the present Committee, I hope the idea of membership dues will not be abandoned without quite careful consideration of all its aspects. The alternative of optional membership and dues would, however, be entirely objectionable from my standpoint as membership ought to be universal~~y~~ for male undergraduates.

[2/21/16]



ALUMNI ASSOCIATION
OF THE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON

Dr. Maclaurin

-5-

In regard to certain features of the plans, I enclose a copy
of a letter to the architect.

Very truly yours,

H. H. Tyler

Copy

Dr. MacLaurin.

March 15, 1916.

498
Noted to Dr. Tyler
3/22-16

Dear Mr. Wasen:

Thank you for your letter of March 8th.

It was the best judgment of the committee that whatever could be accomplished by the general circulation of plans, or even by their presentation to the Council, had been already gained, and that attention at the recent meeting should be focussed not on architectural details but on the general question embodied in the resolutions offered. I appreciate of course that we may have misjudged the situation to some extent and that we may have been over-anxious to see work begun promptly. However that may be, the planning rests finally with the Executive Committee of the Corporation and has now passed from our hands to theirs, we reserving, as you know, the right to deal with minor alterations or to re-open the whole question if there should be any radical change, for example, in consequence of serious shortage of funds.

I am taking the liberty to refer your letter (with a copy of this reply) to President MacLaurin.

Very truly yours,

Mr. L. C. Wasen.

(signed) H. W. Tyler.

P. O. DRAWER 5173
TELEPHONE MAIN 5547

EASTERN OFFICE
BEMIS BRO. BAG CO.
MARSHALL BUILDING
40 CENTRAL STREET

498

BOSTON, MASS. Mar. 22, 1916.
AFB/H

Dr. R. C. Maclaurin,
Mass. Institute of Technology,
Boston, Mass.

Dear Dr. Maclaurin:-


This morning I tried to get you by 'phone but you were evidently having a long tussle with someone. This letter may serve the purpose.

In connection with laying out the cafeteria and dining room details in general, I would suggest that you personally 'phone or write Mr. Holt and, if feasible, make a definite arrangement with him to act in an advisory capacity, through Mr. Kebbon, with the understanding, however, that we may take other advice, as, for instance, that of Miss Stevenson of the Laboratory Kitchens. My point is that we ought to consult Holt on the details as soon as possible under definite arrangements regarding his compensation, - however, that we should not necessarily confine our consultation to him, but be free to call in other authorities. This advice ought to be taken as soon as possible (this sounds like a doctor's prescription).

I want very much to have a talk with you soon, perhaps next week, regarding the running of these various new functions of the Institute's, - dormitories, Walker Memorial, commons, etc. If you have not decided how these matters should be taken care of, I would like to go over the subject with you.

Yours truly,

A. F. Bemis.



Mar. 22, 1916.
FB/H

Mr. H. E. Kebbon,
Cambridge, Mass.

Dear Mr. Kebbon:-

In response to your letter of the 20th, enclosing revised plan of the Walker Memorial and requesting any criticisms I might have as soon as feasible, I assume you have heard, or will hear, from Dr. Maclaurin, with whom Dr. Tyler, Mr. Baker and I had a conference yesterday afternoon.

The revised plan in the main looks very good and I see no reason why a building with these general outlines should not be proceeded with.

Mr. Holt seems to be very much interested in helping to get the cafeteria and other dining room details as nearly right as possible to fit the conditions. Subject to whatever arrangements Dr. Maclaurin may make with him for acting in a consultative capacity, it seems to me it would be well to get in touch with him as soon as possible, giving him a dimension sketch of the plan covering space available for the purpose, thus enabling him to make a concrete suggestion regarding the arrangement of the fixtures, etc.

Personally I would favor getting advice from someone else as well, possibly Miss Stevenson of the Laboratory Kitchens, who was a great friend of Mrs. Richards and, undoubtedly, would be very glad to be of service in the matter.

Yours truly,

A. F. Bemis.

COPY to Dr. Maclaurin.

BEMIS BRO. BAG CO.
40 CENTRAL STREET
BOSTON

hand m
498

April 12th, 1916
AHC

Mr. C. A. Holt,
Cambridge, Mass.

My dear Mr. Holt,

I understand from Dr. Maclaurin and Mr. Kebbon that you are planning to leave within a few days for a trip to the West which will take you through Chicago. Both Dr. Maclaurin and Mr. Kebbon thought that it would doubtless be quite helpful to you in connection with the problem of the cafeteria in the Walker Memorial if you could stop off in Chicago to visit the University of Chicago. Inasmuch as I was recently in Chicago and took the occasion to visit the University for the purpose of seeing the cafeterias they maintain there, I was asked to write you and broach the subject to you. Would it not be possible for you to arrange to stop over in Chicago and spend a few hours during the middle of the day at the University of Chicago? I feel quite sure you would find it interesting and profitable.

At the time of my visit about the first of March I met Miss Cora C. Colburn who is at the head of all the cafeterias and dining rooms at the University. I have enclosed a letter of introduction to her, and I hope that she will be able to show you about her plant. If for any reason you should not be able to meet Miss Colburn, I think it would be well for you to see, if possible, Mrs. Alice P. Norton, who is the mother of Prof. Norton of M.I.T., but lives in Chicago and is connected with the University and is interested in matters of this nature. She would be able to show you around.

In order to save time and trouble, I might suggest that you call Miss Colburn's office by telephone from the city and make an appointment with her before you go out to the University. I am writing her that you may call upon her, and I will say in closing that I very much hope that the details of your trip will be arranged to make this visit in Chicago.

Very truly yours,

A. F. Bemis



Copies to
Dr. Maclaurin ✓
Mr. Kebbon

OFFICE
40 CENTRAL ST.
BOSTON, MASS.

RESIDENCE
CHESTNUT HILL
MASS.

MAIL ADDRESS
P. O. BOX 5173
BOSTON, MASS.

ALBERT FARWELL BEMIS

Apr. 20, 1916.
AFB/H

Dr. R. C. Maclaurin, Pres.,
Mass. Institute of Technology,
Boston, Mass.

Dear Dr. Maclaurin:

Walker Memorial

As arranged at the last meeting in your office regarding the Walker Memorial, I gave Mr. Holt a letter of introduction to Miss Colburn of Chicago University.


Also as arranged, I asked Mr. Holt to see how the plan involving two U-shaped serving counters would work out.

In connection with either plan of serving counter, I want to suggest making the dining room in the northwest corner of the first floor a grill room, and eliminating from the service in the main dining room all thought of special grill order service. Such service in my opinion would be impracticable for the main dining room, anyway, and under the plan I suggest those who wish the special grill orders would, naturally, go to the grill room for them. Such a room could be made very attractive, and I believe it would work out very well from a practical point of view.

There are one or two other suggestions I want to make regarding details of the plan in the north end of the basement and first floor, and assume that it would not be too late to make such changes when kitchen, dining room and storage room details are again brought up by Mr. Kebbon or you for consideration.

Yours truly,

A. F. Bemis.



COPIES to Dr. H. W. Tyler
Mr. H. E. Kebbon

BEMIS BRO. BAG CO.
40 CENTRAL STREET
BOSTON

Boston, Mass.
June 12, 1916.

AFB/H

Mr. H. E. Kebbon,
Cambridge, Mass.

Dear Mr. Kebbon:

Walker Memorial - Basement Plan

Answering your query of the 9th, there is nothing to which I object in the arrangement of rooms in the north end of the basement of the Walker Memorial recent plans, which to correct would require any change in the proposed structure of the building, as far as I can see.

My criticism is simply that with more study I am confident a better arrangement of the various functions can be worked up so that the servants' locker and dressing rooms and, preferably, also their dining rooms may be near the servants' entrance, as well as near the service stairway leading to the second story, in order to avoid the necessity, according to present plans, of indiscriminate passing back and forth through the supply, bakery and butcher's rooms of the servants working on the second floor, who, otherwise, would have no reason for getting down into those rooms. According to the experts with whom I have talked, it is extremely important to keep all supply rooms particularly and, preferably, also the bakery and butcher shop, etc., under lock and key and constant supervision of the superintendent and away from servants who have no business with that part of the work. Notwithstanding that Mr. Holt has approved of the plans in this particular as they exist, I am confident that some further study, possibly some further expert advice, would result in material improvement.

I hope to make a more concrete suggestion myself but am, naturally, seriously handicapped in so doing by lack of expert knowledge on the subject.

Yours truly,

COPY to Dr. R. C. MacLaurin.

A. F. Bemis.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BOSTON, MASS.

452

June 22, 1916.

DEPARTMENT OF MATHEMATICS.

Dear Dr. Maclaurin:

At a conference attended by Messrs. Bemis, Ford, Holt, Kebbon, and myself, the plans for the basement of the Walker Memorial were discussed, and Mr. Kebbon agreed to study the matter further, as there appeared to be time, without delaying the construction.

It was the belief of all of us that one change ought to be made at this time, namely: the provision for a simple covered driveway at the north end of the building for delivering supplies and for the removal of waste. I understand that this was previously cut out on account of the estimated cost of \$2000, but this was said at our meeting to be excessive, and in the absence of such a tunnel it seems pretty certain that there will be serious trouble from ice and that the basement entrance is likely to be unsightly with the inevitable exposure of garbage and other waste in process of removal. If it should seem necessary to economize somewhere else, to offset this, wouldn't an insignificant reduction in the height of the building cover it? I raise this last question on my own responsibility.

I have arranged for a conference between Mr. Ambrose Walker and Mr. Kebbon in regard to the fireplace.

Very truly yours,

R. C. Maclaurin

Dr. R. C. Maclaurin.

approve ~~service~~ ^{service} ~~service~~ ^{service} driven at N. 50th St. ~~last~~
provided cost is kept to minimum. Perhaps you can plan so as to
permit ~~the~~ ^{later} ~~improvements~~ ^{these} ~~of~~ ^{desired} ~~later~~ ^{when} ~~the~~ ^{more} ~~work~~ ^{is} ~~done~~ ^{possible}.
As in progress made ^{then} ~~the~~ ~~work~~ ~~is~~ ~~done~~ ~~at~~ ~~the~~ ~~same~~ ~~time~~ ~~as~~ ~~the~~ ~~other~~ ~~work~~ ~~is~~ ~~done~~.
I hope you can come, some day.

Dear Dr. Macfarlane:

At a conference attended by Messrs. Bennis, Ford,
Holt, Kesson, and myself, the plans for the basement of the
Walker Memorial were discussed, and Mr. Leppan agreed to
study the matter further, as there appeared to be time, with-
out delaying the construction.

It was the belief of all of us that one change
ought to be made at this time, namely: the provision for
a simple covered driveway at the north end of the building
for delivering supplies and for the removal of waste. I
understand that this was previously cut out on account of
the estimated cost of \$2000, but this was raised at our meet-
ing to be excessive, and in the absence of such a tunnel
it seems pretty certain that there will be serious trouble
from ice and that the basement entrance is likely to be
unhealthy with the inevitable exposure of garbage and other
waste in process of removal. It should be seen necessary
to economize somewhere else, to offset this, wouldn't an
insufficient reduction in the height of the building cover
it? I raise this last question on my own responsibility.
I have arranged for a conference between Mr.
Ambrose Walker and Mr. Kesson in regard to the fireplace.

Very truly yours,

W. H. ...

Dr. R. G. Macfarlane

Dear Mr. Bemis:

I wrote to Mr. Kebbon regarding the question that you raised with reference to the Walker Memorial and have just received his reply, as follows:-

"In answer to your letter requesting information as to the provision which has been made in the Walker Memorial for the T. C. A. and other student associations, I would say that six offices have been provided on the top floor and two in the basement, making eight (8) in all, none of which have been definitely assigned any activity. I believe that eight is the number of offices prescribed by the Walker Memorial Committee, but I shall investigate the matter more fully."

Yours sincerely,

October 23, 1916.

Mr. A. F. Bemis,

P. O. Box 5173,

Boston, Massachusetts.

1378

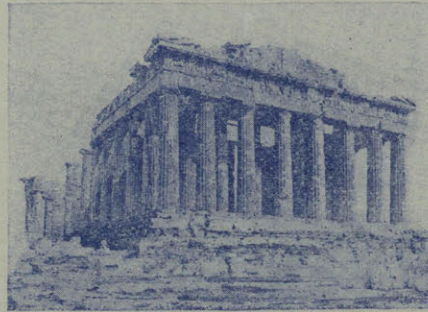
P. GALASSI CORPORATION

IMPORTERS DEALERS CONTRACTORS

PASQUALE GALASSI, PRESIDENT
PAUL T. CAMPBELL, TREASURER

ASSOCIATES

ALBERTO LEVIS
REGINALD HARDCASTLE



TILE
FAIENCE
FIREPLACES
SLATE FLAGGING
MARBLE
MOSAIC
TERRAZZO
MARBLE CHIPS

382 BOYLSTON STREET

BOSTON, MASS. April 27, 1921.

IN RE.

Densmore & LeClear,
88 Broad Street,
Boston, Mass.

Mr. Bullock.

Gentlemen:

We are pleased to hand you herewith our formal proposal for furnishing and setting a terrazzo floor with either an 8" or 6" sanitary terrazzo base in one single space in a building in Boston.

You will notice that our proposal quotes three prices: the first price is based upon us furnishing you with a floor and base of either white or mixed colored terrazzo divided into panels 10x10 with a brass strip and this price is based upon you furnishing us with a prepared concrete foundation to within 1-1/2" of the finished surface.

Price #2 means an addition to price #1 if we are to furnish also the 1-1/2" extra thickness of concrete foundation, making our work a total thickness of 3".

Price #3 means to cover the labor for removing and carting away of 7/8" floor board and floor screeds now in the under concrete.

We have taken into consideration that you wish a first-class job in every respect and guarantee the surface against cracking.

If given this work we mean to carry this purpose out to the best of our ability.

Thanking you for the opportunity of quoting you, we are,

Very truly yours,
P. GALASSI CORPORATION,

by *A. Levis*

PG:S (Enc.)

Densmore & LeClear,
88 Broad St.,
Boston, Mass.
Mr. Bullock.

PROPOSAL

P. GALASSI CORPORATION

F. GALASSI, PRESIDENT
382 Boylston Street, Boston

Date April 27, 1921.

DEAR SIR:

We propose to furnish and set on prepared foundation as described below:

Name of Work.....Terrazzo.....

Name of Structure and location.....Name unknown.....

.....Boston, Mass.

as per ~~plans and specifications by~~.....measurements as described below.....(Arch.)

submitted to us.....April 26, 1921.....(Engr.)

For the sums as follows:.....

Upon a foundation furnished to us within 1-1/2" of the finished surface, we will furnish and set in a room 100x100 a white or mixed colored terrazzo floor having a 6" or an 8" sanitary terrazzo base at the four walls; the floor being cut up by brass strips into panels of 10x10, for the sum ofPrice #1\$5150.00

If we are to furnish and set 1-1/2" extra thickness of concrete, please add to the foregoing sum.....Price #2\$1000.00

If we are to remove the present wood floor, which we understand consists of one layer of 7/8" board and the floor screeds at present under concrete and cart same away from building, please add to the foregoing sums.....Price #3\$ 700.00

NOTE

THIS PROPOSAL IS SUBMITTED WITH THE UNDERSTANDING THAT IF IT IS ACCEPTED, THE CONDITIONS NOTED BELOW, SHALL GOVERN THE EXECUTION OF THE WORK.

FOUNDATIONS TO BE FURNISHED US TO WITHIN ^(on wa in.)_(on floor in.) OF FINISHED SURFACE.

1. This proposal is subject to acceptance thirty days from date and is void thereafter at the option of the undersigned.
2. Loss of time due to strikes, lockouts, or any causes beyond our control to be added to the time of completion.
3. The use of hoisting facilities including labor and power for the operation of same, gangways, the necessary water, heat, light and storage space in the building to be provided by the owner or general contractor without expense to us.
4. No specific or pro rata charges for the use of telephone, plaster patching, general cleaning, general office expense, stenographer, watchman or temporary structures are included in this proposal. No allowance is made for pro rata charges of any sort or description.
5. This proposal is based upon the assumption that the fire insurance on our material, whether merely delivered at the building or set in place will be carried by the other party to the contract without expense to us.
6. If a surety bond is required in connection with our work add the amount of the premium.
7. Should additional plans or details, covering work included in this proposal and submitted to us during the execution of this work, fail to correspond with those drawings of date mentioned above, we reserve the right to readjust our prices to conform thereto.
8. We are to have opportunity for continuous and uninterrupted work from date we commence execution of work to date of completion thereof, or be reimbursed for expense incurred for any interruption for which we are not responsible. Where we are delayed through no fault of our own, in the installation of our material we shall receive at least 75% of the value of all material as manufactured for this contract.
9. Monthly payments to be made on or before the 15th of the month of 75% of the value of the material delivered at the building ready to be installed, and 90% of the work done in the building during the preceding month.
10. Please note, that unless otherwise stated, we include in this proposal final cleaning of our work; which process to be done once, and once only, at such times as it may be deemed wise for the best interest of the work of all parties interested.
11. We are not to be held liable for defects which may appear in our work resulting from movement of foundations for which we are not responsible.
12. This proposal when accepted becomes a contract which is subject to the approval of our credit department.
13. The above clauses 1 to 12 shall take precedence over any conflicting provisions contained in any plans, specifications or other contract documents.

Yours respectfully,

P. GALASSI CORPORATION

By *Aleris*

We carry Workmen's Compensation Insurance
in all New England States.
Certificates furnished upon request.

July 28, 1921.

Mr. W. E. Smith,
4 Boylston Street,
Boston, Mass.

Dear Mr. Smith:

We have a bid from the Terrazzo floor man, whom you suggested, of \$3500 for the Walker Memorial Dining Room. This bid includes tearing up the old wood floor and the screeds, leveling up the concrete and putting down the Terrazzo floor.

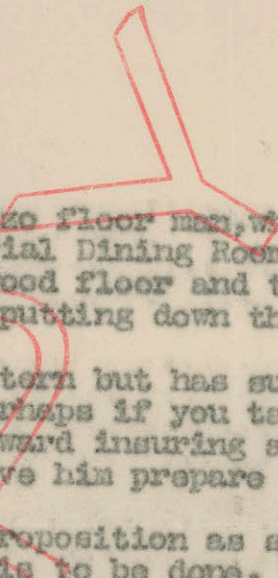
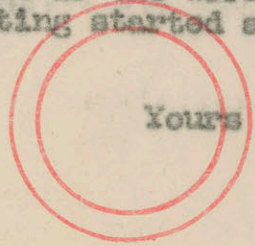
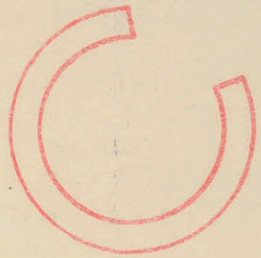
He has agreed to put in a pattern but has submitted no design. It has occurred to me that perhaps if you talked with him it might have something to do toward insuring a thoroughly good job, so I suggest that you have him prepare a design.

We are inclined to accept a proposition as soon as details are arranged but if the work is to be done, no time should be lost in getting started as it will take at least a month to do the job.

Yours truly,

Everett Morse.

EM-EM



To The Corporation
Massachusetts Institute of Technology
Cambridge 39, Mass.

The Alumni Council of the M.I.T. Alumni Association wishes to present to you the following facts and recommendations:

1. The Walker Memorial was designed for and dedicated to the use of the Student Body of the Massachusetts Institute of Technology.
2. Since its erection the various activities housed therein have grown greatly so that present facilities are wholly inadequate.
3. It is of basic importance that the Walker Memorial remain the center of all of the general student activities.
4. To provide for present necessities, and allow for reasonable future growth, some sweeping change must be made.
5. Of the many interests now centering in the building, but one can be moved without serious detriment, namely the athletics in the gymnasium.
6. By freeing this space, remodeling and re-apportioning the area thus made available, not only can all of the other student activities receive ample provision, but yet other activities now housed outside can also be provided for.

THEREFORE

It is respectfully requested that the following changes be authorized and carried out:

1. The second half of the seaplane hangar be transformed into a gymnasium according to plans appended.
2. The Field House be increased in size to provide additional locker and bathing space to replace that given up by athletics with the relinquishment of the gymnasium.

3. The space thus freed in the Walker Memorial, namely the gymnasium, the adjacent locker and bath rooms, the hand ball courts, etc. to be remodeled and re-apportioned according to plans herewith submitted.

An initial estimate of the total expense involved as originally computed is as follows:

Hangar	\$24,000.00
Walker Memorial	<u>103,000.00</u>
Total	\$127,000.00

This original estimate can be modified, as shown in the appendix, to reduce the gross expenditure to a sum less than \$100,000.00.

Assuming the cost to be this amount, namely \$100,000.00, the several activities, most nearly concerned with the change, have voluntarily offered to pay \$40,000.00, or 40% of the total cost. The apportionment among the several activities will be based upon the additional space facilities offered to them under the revised plan.

CONCLUSION.

The Advisory Councils of the several activities have declared their approval of this plan, namely, the assumption by the student activities of an obligation of 40% of the cost of the changes, to be paid as shown in the accompanying sheet.

The Alumni Council of the M.I.T. Alumni Association formally votes its approval of the plan as here offered, and respectfully petitions the Executive Committee of the Corporation to authorize it being carried into effect at once, transforming the hangar during the summer and remodelling the Walker Memorial during the Fall.

Allan Whiteford
Chairman

PROPOSED METHOD OF DIVIDING EXPENSE FOR
WALKER MEMORIAL CHANGES.

Original Estimate (including 10% addition)

Hangar	\$24,000.00
Walker	<u>103,000.00</u>
Total	\$127,000.00

Revised Estimate

Hangar	24,000.00
Walker	<u>70,000.00</u>
	94,000.00

Assume cost in round numbers as \$100,000.00

and Student contribution as 40,000.00

The activities to pay 5% interest plus 3% sinking fund charge
yearly or 8% per annum

Interest charge @ 8% = \$3,200 apportioned as follows:

<u>Activity</u>	<u>% Allotted</u>	<u>Yearly Pay.</u>	<u>Aver. Yearly Profit</u>
Tech	8.69	724	1000
T.E.N.	6.94	576	1500
Voo Doo	5.45	455	1500
Technique	5.11	425	2000
Tech Show	6.92	576	2000
Mus. Clubs	<u>5.31</u>	<u>444</u>	?
	38.42	3,200	

April 24, 1923.

Estimate of Cost of Proposed Changes
on 3rd Floor - Walker Memorial.

Institute Committee:			
25 yds. plaster	@	\$15.00	\$375.00
1 Door			40.00
Lights			20.00
2 Doors	@	50.00	<u>100.00</u>
			\$ 535.00
Meeting Room:			
Removing partition			\$1000.00
340 yds. plaster	@	4.00	1360.00
2 Doors	@	50.00	100.00
Stage			<u>250.00</u>
			2710.00
Voo Doo:			
2 Doors	@	50.00	100.00
			100.00
Mezzanine Floor:			
Steel Work			5000.00
500 yds. concrete slab	@	2.50 per yd.	1250.00
Finished floor 5000 ft.	@	.35 per ft.	1750.00
Pipe Rail around balcony 180 ft.			
	@	2.00 per ft.	360.00
(If ornamental, design should be given for estimate)			
Plaster under floor slab 500 yds.	@	4.00	<u>2000.00</u>
			10360.00
1200 yds. fireproof office partitions			18000.00
	@	15.00	
57 Doors	@	40.00	2280.00
75 Light outlets	@	20.00	<u>1500.00</u>
			21780.00
4 Fireproof stairways	@	1000.00	4000.00
3000 sq. yds. painting	@	.45	1350.00
14 outside windows through wall	@	300.00	4200.00
Lounge ceiling:			
312 yds.	@	15.00	4680.00
Plaster and glass treatment similar to room 2-390			
Skylights through roof slab, including removal of present roof slab, 1650 sq. feet	@	20.00	<u>33000.00</u>
			47230.00
Rear:			
Partition 75 yds.	@	15.00	1125.00
Lower five outside windows	@	125.00	625.00
Ladies' Rest Room Partition			
20 yds.	@	15.00	300.00
2 Doors	@	40.00	80.00
5 sanitary hoppers and enclosures	@	150.00	750.00
3 wash bowls	@	75.00	225.00
2 skylights 256 sq. ft.	@	15.00	<u>3840.00</u>
			6945.00
Changes in heating and ventilating system			<u>4000.00</u>
			\$93660.00
10% contingencies			9366.00
			<u>\$103026.00</u>

ESTIMATED COST OF REMODELING THE
NAVAL HANGAR.

New Shower Room, Passage, Office and Locker Room (46,100 cu.ft.)	\$9,220.
Taking down, moving and setting up 1000 lockers and building benches underneath	1,500.
12 shower heads and complete connections	330.
New floor in hangar	3,335.
Additional boiler, piping and radiation	2,150.
Painting	300.
Structural steel	3,000.
Repairs to roof or hangar	600.
Taking down and setting up gym apparatus	750.
Reserve and contingency to care for rising costs and labor	<u>2,515.</u>
Total estimated cost	\$24,000.

Princeton R. S. Williams

Memorandum in regard to Staff and Alumni
at the Walker Memorial.

It is understood to be not yet settled whether undergraduates will pay a uniform assessment or not.

The instructing staff need something in the nature of a Faculty Club, particularly for social purposes at the noon hour.

Alumni. No special provision seems to be important ^{other} for alumni in view of the location of the new Institute.

With a view to identifying staff and alumni with the Walker Memorial, promoting social relations between these groups and the undergraduate^s, providing social opportunities for members of the staff and gaining needed support for the Walker Memorial, the following proposals are offered:

1st. Instructing staff to have a reserved dining-room, balcony and living-room on the second floor with an ^{annual} ~~additional~~ assessment of \$5 or \$10 (to be determined). ^{Persons paying this fee might form a Faculty Club.} No part of the Building would be closed to members of the staff, and members of the staff not paying any assessment would have free use of the other dining-room facilities.

^{might} Alumni ~~having~~ ^e ~~association~~ or sustaining membership carrying the same privileges as those indicated for the instructing staff, the fee to be \$5. ^{per year} Technology Club

It is ^{an open} question whether staff and alumni members should be identified with the present Technology Club. In favor of such identification it may seem that the Club will have no other location in the near future and whatever tradition

attaches to the name will be preserved in the Walker Memorial. On the other hand, it may be better that the associate membership in the Walker Memorial should be independent of any previous tradition and that the Club should, if it pleases, continue its name and organization without collecting dues and with the possibility of holding occasional meetings in the Walker Memorial until such time as circumstances may determine ~~either discontinuance of the organization or the choice of a new location.~~ *a different policy.*

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

WALKER MEMORIAL BUILDING

COMPARISON OF ESTIMATES.

Total amount of April 1916 estimate, \$460,000.

Reductions made since April 1916:

(1) Reduction of 4-1/2% in cu. contents,	\$18,000.	<i>The 9% reduction not possible due to excess from under terrace</i>
(2) Reduction in amt. of structural concrete, Saving in design of columns, slabs & basement walls. Substitution of wood framing for the concrete gallery structure.	11,200.	
(3) Reduction in waterproofing, R.I.W. omitted from gymnasium.	300.	
(4) Structural steel reduced, Saving in design of gym. trusses.	2,000.	
(5) Skylights omitted, Louves changed from metal to wood.	3,100.	
(6) Windows changed from steel to wood,	5,400.	
(7) Gym. roofing changed from Tile to Composite, 3000 - 900 for ribs - 200 for screeds.	1,900.	
(8) Terrace floor changed from tile to granolithic,	1,200.	
(9) Fire protection system reduced, Sprinklers omitted from 3rd floor locker room.	1,500.	
(10) Elevator & Dumb waiters transferred to the equipment estimate,	5,000.	
(11) Part of terrace basemt. left unfinished,	500.	
(12) Wainscoting & stall partitions omitted from Dining room,	3,500.	
(13) Squash & Handball court finish transferred to equip.	1,200.	
Total reduction made, - - - - -		54,800.
Total amt. of estimate less reductions, - - -		<u>\$405,200.</u>

WALKER MEMORIAL.

Reductions proposed but not made -

(1) Use of simpler hardware,	\$1,000.	
(2) Omission of terrace lamp posts,	1,500.	<i>Has been made</i>
(3) Omission of partitions & finish, 2nd fl.rms.	5,000.	
(4) Omission of ornamental plaster, Dining Rm.	7,100.	
(5) Omission of finish from Bowling Alleys, and Pool room,	1,000.	<i>Has been made</i>
(6) Omission of all finish from terrace,	800.	
(7) Fire place to be simplified,	1,000.	
(8) Changing tower limestone to artificial,	3,500.	
(9) Driveway, to be eliminated,	3,000.	
(10) Leaving terrace basements entirely unfinished,	1,500.	

Total, - - - - \$-25,400.

WALKER MEMORIAL BUILDING.

Additions & increases since April 1916 estimate.

(1) Increased cost of excavation, Due to excessively soft bottom and unusually long haul to dump.	\$15,600.
(2) 50" piles used instead of 30"	7,300.
(3) Size of footing increased to include extra piles required,	2,700.
Total increase in fdtns. a/c	<u>25,600.</u>
(4) Base course changed from 1'-6" to 2'-6" in height,	1,200.
(5) Pilaster stones made solid instead of pointed,	1,400.
(6) Brick lining added in gym.	1,600.
Total increase in stone & Brick a/c, - - - - -	<u>4,200.</u>
(7) Furring added along exterior walls.	3,300.
Total increase in partition a/c	<u>3,300.</u>
(8) Stairways changed from wood to limestone,	4,000.
Total increase in stairway a/c,	<u>4,000.</u>
(9) Increased cost of floors, Changes from maple to parquetry oak in Dining room, Lounging room & Reading Rm.	2,400.
(10) More expensive type of door & trim specified,	2,600.
(11) Fireplaces made more elaborate,	3,000.
(12) Beamed ceilings added in Dining Rooms & Grill room,	3,800.
(13) Wood cornices added in several rooms,	1,400.
(14) Wood panelling added in Dining Rooms, Grill room & Lounges, Entrance lobby.	4,500.
(15) Mirrors added in grille room,	200.
Total increase in Millwork a/c,	<u>17,900.</u>
(16) Marble floors added in entrance lobbies and Trophy room,	2,700.
Total increase in marble a/c,	<u>2,700.</u>

*Joe + Al
Kerr, B.L.*

*includes marble
+ wood*

*Paint in R.
\$400
S. H. R. London
700
Grill Room
600.*

*Marble
1.25
Trophy*

W.S.L. 1250.

(17) Interior ornamental grilles added in Main lobby, Dining room & N. vestibule,	1,200.	}
(18) Tower window grilles elaborated,	2,800.	
✓ (19) Fire shutters added @ north end of Dining room,	200.	} <i>from the Down C I and Rev. figured.</i>
(20) Bronze saddles added	400.	
(21) Exterior transom grilles added,	400.	
✓ (22) Circular stair added,	300.	}
Total increase in ornamental iron a/c,	5,300.	
(23) Hardware total increased in proportion to increase in millwork and ornamental plastering	3,200.	} <i>Approximate addition.</i>
Total increase in hardware a/c,	3,200.	
✓ (24) Furred ceilings added in reading rm. Lounge rooms, grille rm. North Lobby, faculty & Alumni rooms, North Dining room, 2nd floor Cafeteria & Toilets,	4,200.	
✓ (25) Metal ceiling added in 1st floor Cafeteria,	1,200.	
(26) Plaster beams added in Reading rm. Lounge room, trophy room & North dining rm.	6,700.	
(27) Plaster sinkages in rooms outside of Main dining room,	700.	
(28) Plaster cornice added in North lobby, Trophy room & North dining rm.	800.	}
✓ (29) Furring added in upper walls of gym.	1,000.	
✓ (30) Fluted pilasters added in Trophy rm.	1,100.	
(31) Fluted columns added in Dining rm.	2,500.	
(32) Ornamental plaster ceiling added in Faculty & Alumni Dining rm.	400.	
(33) Fluted pilasters added in North Dining rm.	300.	
(34) Plaster mouldings added in Faculty & Alumni rooms and library,	400.	
(35) Ornamental brackets & Caps added in Reading rm, lounge rooms, Trophy rm.	500.	
(36) Ornamental plaster band added in Main dining rm.	2,200.	
(37) " plaster caps added in Trophy rm.	600.	
(38) Inserts added for hung ceilings,	400.	
Total increase in plaster a/c,	23,000.	

(39) Ornamental painting specified,	1,500.	
(40) Canvas walls added in lounge room & Reading rm.		400.
Total increase in painting a/c		1,900.
(41) Increase in plumbing a/c, 20 more fixtures than in Apr. estimate. Increased price of plumbing materials. More elaborate system than was con- templated in April 1916.		12,400.
(42) Increase in Heating & Ventilating a/c, Large amt. of indirect heating required. Thermostatic control added. Increased costs of H. & V. materials,		10,900.
(43) Increase in Electrical a/c, Covers addition of bracket lamps, floor & wall plugs and the cost of more ornamental fixtures than originally con- templated,		3,400.
(44) Miscellaneous increases not tabulated,		2,000.
		<hr/>
Total amt. of Increases,		\$119,800.
Amt. of April estimate as reduced,		405,200.
		<hr/>
Total amt. Apr. est. as reduced plus increases, - - - -		\$525,000.

WALKER MEMORIAL

Explanation of \$125,000 difference between Estimate of January 1917 and \$400,000 Appropriation.

(1)	Proposed Reductions from April 1916 - Estimates which have become Commitments		\$4000.
	Construction of driveway at north Occupation of Terrace Basement	\$2500. 1500.	
(2)	Increased Cost of Foundations		24000.
	Increased cost of labor	2500.	
	Increased cost of excavation	12500.	
	Increased length of piling	7000.	
	Increased size of footings	2000.	
(3)	Increase in Labor Rates		11500.
	Labor on Foundations - \$35000 - See (2)		
	Labor on Superstructure 65000 - 6%	4000.	
	Labor on Interior Work 75000 - 10%	7500.	
(4)	Increase in cost of Materials		23500.
	Materials in Foundations \$25000 - See (2)		
	Materials under contract 170000 - Not Inc.		
	Materials Still to be purchased	155000 - 15%	23500.
		<u>\$525000</u>	
(5)	Increase in Architectural Requirements		62000.
	Interior Finish	22500.	
	Ornamental Iron	5000.	
	Plastering & Painting	22000.	
	Plumbing, Heating & Ventilating and Electrical Work	12500.	
	TOTAL		<u> </u>

Note: From the same plans an estimate made in April, 1916, would have totalled \$490,000 instead of \$525,000. This takes into account the following items.

Increase in labor Rates - Item (3)	11,500.
" " Cost of Mat.- " (4)	23,500.
	<u>35,000.</u>

\$125,000.

WALKER MEMORIAL.

7.

Total of Jan. 1917 estimate, - - - - - \$525,000.

Reductions suggested by Mr. Kebbon, - - - - -

(1)	Omit finish in Billiard Rm. Bowling alley and shooting gal. - - - - -	\$2,200.	?
✓ (2)	Reduce Gym. walls to 8" & 4" and use sand limes Brick, - - - - -	1,600.	(550)
✓ (3)	Make N. & S. stairs of artificial stone,	2,000.	?
✓ (4)	Omit terrace posts, - - - - -	1,500.	
✓ (5)	Make gym. window grills of Hollow metal or wood covered, - - - - -	2,000.	
✓ (6)	Eliminate fireplace, small lounge,	700.	
✓ (7)	Make ent. lobby grilles of wood,	200.	
✓ (8)	Dining rm. floor, straight oak, - - - - -	1,000.	
✓ (9)	Vent outlets in dining rm. ceiling of flat metal, - - - - -	400.	
✓ (10)	Make serving rm. ceiling of wood,	1,000.	
✓ (11)	N. West lobby walls of plaster instead of wood, - - - - -	150.	
(12)	Grille rm. ceiling directly on concrete, Plaster wainscot instead of wood, - - - - -	200. 500.	? retain
✓	Eliminate Mirrors, - - - - -	200.	
✓ (13)	N. East lobby gran. floor & base instead of marble, - - - - -	500.	
✓	Grilles simplified or made of wood, - - -	100.	
✓ (14)	Eliminate panelling from Passage 134,	150.	
✓ (15)	Omit finish from faculty & alumni din. rm.	1,700.	? retain
✓ (16)	Faculty & Alumni Din. Rm. Omit ornaments from ceiling, - - - - -	350.	
✓	Simplify cornice & eliminate mouldings, ?	150.	?
✓ (17)	North Dining rm. ceiling on slab, Eliminate small beams, - - - - -	500. 1,300.	
✓	" window trim & entrance panels,	100.	?
✓	Make pilasters flat,	250.	
✓	Lighten cornice,	450.	
✓ (18)	Trophy rm. plaster on conc. beams and add small wood beams directly to ceiling	1,200.	
✓	Omit fluted columns,	1,600.	
✓ (19)	Omit false ceiling in serv. & Dishwash. rm.	150.	
✓ (20)	" wire lath walls from gym. - - - - -	400.	
✓	" plaster side walls "	250.	
✓	" painting " " "	300.	
✓ (21)	Replace marble in basmt. by granolithic.	200.	
✓	Eliminate ceiling plaster from basmt. rms.	500.	

\$23,800.

Total amt. of estimate minus reductions, - - - - - \$501,200.

Dr. MacLennan

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PROGRAM OF REQUIREMENTS
FOR THE
WALKER MEMORIAL CLUBHOUSE
NEW TECHNOLOGY SITE
CAMBRIDGE, MASS.

-:-

THE BUILDING

The design and choice of building material depends on the type decided upon for the Institute as a whole. It will cost approximately \$250,000. The Memorial should be in its general character, simple, dignified and attractive. It should be easy of access, and have entrances on all sides with ample light and air. There should be provision made in the form of porticos, etc., for such out-of-door sociability as has found a place in the past on Roger's steps.

THE INTERIOR

It is assumed that there may be four to five floors, but the grouping of rooms proposed must be considered merely tentative.

The interior should include the following rooms with about the area specified. The division between floors is somewhat arbitrary. It will be necessary to provide lunch space for at least six hundred students.

Basement

Lunch Room
Lavatories

6000
500

(see 4th floor.)

First Floor

Entrance Hall	1000
Administrative Office	500
Reception Room	500
Social Rooms	2500
Grill Room	1000
Reading Room	1000

Second Floor

Student Offices	2000
Writing Room	1000
Room for Games	1000
Library	1500
Faculty Room	1000

Third Floor

Gymnasium (To be used later as Auditorium)	6500	<i>present approx 6500</i>
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Fourth Floor

Kitchen	1000
Additional Offices for Student Activities	1000
Miscellaneous	1000
Additional lunch space	3500