Even before the changes brought on by World War I etched so clearly the realities of a new era, and how ill-prepared the University was to meet them, the Trustees had envisioned the general problem that lay ahead. The several student bodies had been growing steadily, and the needs and opportunities for more extensive and diversified educational offerings were evident to all. The imperative demands were for more buildings, a consolidated professional campus, strengthened faculties with higher salary scales, and greatly increased endowments. Until these shortcomings were remedied, further well-rounded progress would continue to be blocked effectively. The thought that had been given to these general problems evolved into a plan, after the War, that was christened "Greater Northwestern." It proposed what seemed then to many to be a grandiose blueprint of the unattainable. The definitive plan crystallized from a survey, conducted in 1919-20, to determine the needs to which established policies committed the institution, if its present position and purposes were to be maintained. The plan provided for all of the wants just enumerated and set a decade as the period in which the seemingly colossal sum of $25 million would be sought to accomplish these ends. Owing to the munificence of two benefactors, who supplied half of the total amount, the goal was exceeded by some $5 million.

The years following World War I found the University confronted with staggering deficits, some of which were met by the generosity of two Trustees and other timely aid from the General Education Board. After two contributions, the Board offered to appropriate $600,000 if the University would complete a fund of $2,000,000 for the purpose of establishing and maintaining salary
scales in certain areas. With a deadline date to meet, it was decided to organize for immediate objectives within the University. The tract for a consolidated, professional-school campus had been provided by funds raised in 1920. Hence the new money to be solicited for all purposes totaled $5,100,000, of which amount $600,000 was assigned for a building and its endowment for each of the Schools of Medicine, Law, Dentistry and Commerce. In nine months, ending in June, 1924, $8,500,000 had been pledged. Only the School of Commerce of the Chicago group failed to meet its quota by that date; in sharp contrast, the Medical and Dental sums were oversubscribed three and one-half times by an unforeseen act of philanthropy (p. 213 ff.).

Chicago Campus site, viewed from the future location of Passavant Hospital, at the time of the Campus purchase; 1920.

ACQUIRING A SITE

William A. Dyche, Business Manager of the University, pointed out as early as 1908 the savings that could be gained then from a relocation of the professional schools a few blocks north of the Chicago River. Again, as early as 1913, the feeling was intensifying that the professional schools should abandon the locations then oc-
ocupied and consolidate on a new site. James A. Patten, Vice-
President (and soon President) of the Board of Trustees, was the
chief proponent for transferring all of these Schools to Evanston.
On the other hand, Dean Wigmore of the Law School had proposed
earlier that this unit should move to a site adjacent to the Criminal
Courts Building at Dearborn and Austin (now Hubbard) Streets.
All agreed that the present accommodations of the several Schools
were outmoded and outgrown, that the buildings and locations
could never convey a university atmosphere, and that their lack of
centralization hindered administration and fostered a feeling of
isolated neglect.

Nathan W. MacChesney, a Trustee, urged a plan for a unified,
single campus to be located on the rapidly transforming Near
North Side of Chicago, at Chicago Avenue and Lake Shore Drive.
In 1915, when first proposed, it was "a dreary expanse of rubble
and mud." It was a part of the so-called District of Lake Michigan,
or Streeterville, extending from the Chicago River to Oak Street.
This property the redoubtable Captain Streeter and his equally for-
midable wife claimed by right of discovery and squatting, following
the grounding of their boat on a sandbar at the foot of Superior
Street in a storm. Partly built up by drifting sand through wave ac-
tion, they claimed it was not a Chicago domain but, rather, a new
dominion which they named the District of Lake Michigan. They
were still defending a portion of it against the police through the
first two decades of this century. The particular property that in-
terested Mr. MacChesney consisted of nearly nine acres, known as
the Farwell and Fairbanks tracts. About where the Ward Memorial
Building now stands, Billy Sunday, the evangelist, was soon to pitch
his huge tabernacle-tent and try to convert Chicago.

Opposition to any new Chicago location was encountered from
some members of the Trustees and of the College of Liberal Arts,
who feared that such a development would interfere with progress
at Evanston; they were supported by Mr. Patten, who favored a
completely unified University at Evanston. When MacChesney
presented his plan for a Chicago Campus to the Trustees, Deans
and selected representatives of the Faculties in December, 1915,
Patten said: "You are crazy. What you are suggesting will cost
three million dollars!" The reply was: "Mr. Patten, what I am
suggesting will cost at least thirty million dollars, if it is successful."
MacChesney did not exaggerate. Today the lands purchased and the buildings erected on them aggregate an expenditure of several times that amount.

A majority opinion came to agree that the various schools of the University should be concentrated in two centers, and that the Chicago units should be removed to the Near North Side of Chicago. The preparation of a comprehensive plan of buildings, to satisfy both present and future needs, was interrupted by World War I. Meanwhile (January, 1917) a self-constituted committee of three Trustees secured an option on the coveted property, without cost to the University. On June 15, 1920 the Trustees voted (but not unanimously) to purchase the tracts for $1,420,000. Trustee Patten resigned immediately, but eventually acknowledged his error in judgment and contributed $50,000 to the fund. In the interval since 1917, William Dyche, one of the three Trustees, had kept the option alive and had worked valiantly to persuade other Trustees to favor the plan. Particularly important, he had succeeded in interesting Milton H. Wilson, without whose generous support the campus-project would have failed of fruition (p. 210).

At the close of the inaugural ceremonies of Walter Dill Scott in 1921, as tenth President of Northwestern University, it was announced that a gift of $250,000 had been pledged toward the purchase of the new campus. The prospective donors were Mr. and Mrs. George A. McKinlock, who wished to create a memorial to honor their son, killed in France during the War. This pledge was made conditional on the University naming its new property the "Alexander McKinlock, Jr., Memorial Campus." Payment of the money was promised during the lifetime of Mr. McKinlock, or by his last will; meanwhile, interest on the sum would be paid regularly at current rates. By order of the Board of Trustees the campus was so named. Because of financial troubles neither Mr. McKinlock nor his estate was able to meet his capital pledge. Accordingly, all payments (totaling $156,000) were returned and, in 1937, the city campus was renamed the Chicago Campus. Long before this, in 1930, monumental Memorial Gates, costing $25,000, had been installed at the corner of Superior Street and Lake Shore Drive. They serve to commemorate the son's heroism and the temporary campus name. These beautiful gates are probably the largest pieces of ornamental wrought iron ever executed in this country.
Crucial to the success of Campus-funding was the contribution of $625,000 by Trustee Wilson who gave so generously at numerous other crises in the life of the University, and on death bequeathed it $8,000,000. He shunned publicity with respect to his gift for the Campus site, which represented two-fifths of the total cost of acquisition.

The original purchase comprised land between Chicago Avenue and an alley halfway between Superior and Huron Streets. In the other direction it extended from Fairbanks Court to Lake Shore Drive; 1930.
Drive. Additionally there was a plot of land facing Chicago Avenue and extending west from Fairbanks Court to a still-existing alley. Later this would be leased to Wesley Hospital as half of its building site.

Two adjustments of street relations became important. One involved McClurg Court, which had been planned to extend northward through the land that became University property and end at Chicago Avenue. By order of the City Council this portion of the thoroughfare was vacated and became added to the Campus. The second proposal was to close Superior Street between Fairbanks Court and Lake Shore Drive, and add this land to the Campus. Superior Street would then bend at Fairbanks Court and continue along the alley between Superior and Huron Streets to the Drive. The University would deed sufficient land (30 feet and 60 feet, respectively) to permit the necessary widenings. All signs pointed toward a favorable action. The City Council approved the measure; the Press urged its passage; the Mayor, who had just received an honorary degree from the University, was a supporter. The approved bill reached the Mayor's desk when he was vacationing. A few hours before it would have become an ordinance without his signature, he returned hurriedly, went to City Hall and vetoed the measure. It was understood that pressure had been exerted on the Mayor by the Catholic Diocese of Chicago, with property rights considerably farther west on Superior Street.

Had the rerouting succeeded as planned, the Campus of that day would have lain wholly within broad, bounding streets. This seemed highly desirable at the time because no one was thinking of future needs that could not be accommodated within a nine-acre tract. But now that the Campus was to remain split from east to west by Superior Street, the desirability of securing the entire strip between Superior and Huron Streets became an expensive imperative, and this addition was acquired in 1928 (p. 227).

The idea of consolidating the Chicago Campus into a single unit did not subside, and it took another turn. The new suggestion was to end Superior Street by a turn-around that would invade an otherwise single tract and thus provide a vehicular approach to Passavant Hospital. This dream faded as new buildings arose to the east, the Veterans Hospital built to the south and the Campus expanded even to Erie Street. Presumably it will remain indefinitely
split into three east-west strips.

The daily press saw correctly the prospective merit and value of a university campus in the midst of a city. Thus, in 1921, the Chicago Evening Post predicted that "Such a campus, ornamented by impressive buildings overlooking the blue waters of Lake Michigan, would make another beauty spot in the 'Chicago Plan' now gradually unfolding before us." Two years later, Mr. MacChesney reviewed the history of the Campus and concluded: "It is the most constructive enterprise contemplated in Chicago since the founding of the University of Chicago and the building of the World's Fair in 1893."

Fifty-odd years have elapsed since construction began on the new Campus. At that time, the view toward the north encompassed little more than a City playground and a partial waste land, leading to a fringe of buildings and the Drake Hotel, all facing Oak Street Beach. To the south-east and Lake Michigan, more waste land interrupted only by the original, blocklike Furniture Mart. Toward the Loop, an unobstructed view, except for small houses until the eye was arrested by the Wrigley Building, Tribune Tower and the mosque-capped Shrine Club (now the Radisson Hotel). To the west, many picturesque dwellings done in a variety of styles; regretably only a few remain to hint of a period when this neighborhood, bordering the once residential Pine Street (in 1920 renamed as North Michigan Avenue), had something of an old-world atmosphere. The spanning of the Chicago River by the Michigan Avenue bridge, also in 1920, signalized the impending change that would transform a former residential street into the "Magnificent Mile," disrupt an adjacent neighborhood, and turn a lakeside wasteland into a forest of multistoried buildings.

A CAMPAIGN FOR HOUSING AND ENDOWMENT

The original estimate that a building for each professional school, and its endowment, would require $600,000 seemed at first formidable, and had the task been left to ordinary contributors, it could well have remained such. Fortunately, however, donors of large sums grasped the opportunity to create memorials, and the
programs as a whole expanded toward more ambitious goals. Mrs. Rachel Mayer made possible the Levy Mayer Hall, which provided luxurious quarters for the School of Law. Judge Elbert H. Gary gave the Gary Library of Law, set at a right angle to the main building. Much later, the original plan of a complete law quadrangle was fulfilled. The Wieboldt Foundation erected Wieboldt Hall for the use of the School of Commerce, the Medill School of Journalism, and soon the University College (evening studies). Mrs. Ellen M. Thorne gave money for a hall, including an auditorium, in memory of her husband, George R. Thorne. Provision for immediate needs in the Campus project was completed through the guarantee of adequate housing for the Medical and Dental Schools, as will be related presently. Hospitals were necessary for effective co-ordinated work, and a student dormitory was highly desirable in a region each year becoming less suited for rooming purposes. These, however, could wait for a time, and had to do so.

In preparation for the campaign to provide a medical building the importance of favorable publicity was stressed, and a series of attractive booklets was prepared. A supplementary pamphlet, setting forth the cause of the Medical School, bore the title *The Battleground of Disease*. Also an extensive compilation furnished a fund of information covering the achievements of the Medical School and its Faculty. In it, all significant aspects of scientific, educational and civic contributions were set forth. The intensive campaign opened in October, 1923, and ran for nine months. October and November had yielded $80,000 toward the medical quota when announcement was made of a gift from Mrs. Elizabeth J. Ward that changed all sense of values. Six months later, at the final accounting, the general fund had, nevertheless, been raised to $145,000. This total was more than was pledged for building purposes by any other School on either campus. For the University as a whole the total campaign more than doubled all gifts received in the previous 72 years of its history.

In late autumn, 1923, the outlook seemed dim indeed for the completion of the medical quota on time. Gloomy predictions were setting an indefinite number of years before any move to the new campus could be expected when, without warning, lightning struck. The not-so-secret hope of everyone had focused on the possibility of
a large donor, who would become the major contributor. Even so, no one was prepared for the announcement on December 15, 1923, that Mrs. Elizabeth J. Ward had given three million dollars to be used for the creation of a Medical Center, including dentistry, on the new campus. She had decided to create a memorial to her hus-
band, Montgomery Ward, the pioneer mail-order merchant and also the civic leader who had succeeded in preserving the lake front for the use of the people. Over several years no prospective venture had fulfilled the desired requirements of magnitude, wide scope of usefulness, and permanence that Mrs. Ward envisioned. But now the plans for a Northwestern campus in Chicago, and the drawings of the proposed buildings, were sufficient to indicate to her that this project would meet the requirements; and so the decision was made. Events had proved again that the advice of Daniel Burnham, the creator of the Chicago Plan, was sound when he said: "Make no small plans, for they have no magic to stir men's blood."

In proposing the gift, Mrs. Ward made clear the reasoning that led to her decision:

It seems to me that a memorial should contain the following elements: It must be a visible thing that adds something to the values of a city. It must be enduring. It must be useful to humanity.

The urban campus of Northwestern University offers opportunities particularly appropriate for the memorial which I have in mind. The proposed style of architecture is fitting, and sufficiently impressive to stand out even among all the buildings overlooking the Lake. Chicago is destined to become a great city, including in its greatness permanent centers for all forms of philanthropic and educational institutions. Endowed universities seem to me to be the most enduring of all human institutions, and Northwestern University, by its location and by its history, seems destined to endure.

I am led to believe that the ideal of service dominates the various schools of Northwestern University. I have selected as a memorial the Medical Center because of its commanding site overlooking the Lake, because it will render a large measure of service to humanity, and because it will be as enduring as any memorial that can be devised.

This initial gift stipulated that $2,500,000 should be used for the building and its equipment, whereas $500,000 should be set aside as endowment for maintenance. A month later, 300 diners gathered to do homage to Mrs. Ward and give her thanks. The tables were turned on the hosts when it was announced that she had decided that more money would be necessary to provide adequate facilities and had, therefore, transferred to President Scott another million
dollars. The securities representing both gifts actually realized $4,234,000. This was the largest benefaction in the history of Chicago that had been made in the lifetime of a donor. In accepting the gifts, the Trustees ordered that the building should be officially designated the "Montgomery Ward Memorial," and promised that the new medical center would conduct activities in the three categories that Mrs. Ward had specified: first, individual, by imparting knowledge to students; second, humanitarian, by advancing the frontiers of knowledge, and by improving the prevention and treatment of disease; and third, civic, by rendering community health-service.

In this manner, provision for a medical building and its equipment was well taken care of by the beginning of 1924, but there still remained the problem of how to support the enlarged activities that should be made commensurate with the physical plant. For some fifteen years the University had been absorbing operational deficits incurred by the Medical School, and these had become onerous ($68,700 in 1926). Only endowment offered a satisfactory long-term solution. Happily, the administrational viewpoint had changed since the time of President Harris, who held that medical endowment was justified only insofar as the strictly scientific instruction and laboratory facilities resembled those furnished by the College of Liberal Arts!

In March, 1926, when the construction of the Ward Memorial was well advanced, came the surprise announcement that Mrs. Ward had matched her previous gifts to the medical center, and this time for the support of improved teaching and research. A letter from her financial counselor to the University read:

> In order that her gift may yield the fullest measure of service, Mrs. Ward has instructed me to give to you securities approximating $4,000,000 in value for the purpose of enabling you to obtain the highest quality of personnel for the instruction and research staff of your medical and dental schools, permitting them to attain the highest standards.

The tremendous import of this benefaction for the immediate productive operation of her memorial vision cannot be overestimated. It was decided that the share of the income from this principal allocated to the Medical School should be eighty per cent. Some
other endowments were received in the period focusing on a “Greater Northwestern.” These, and later gifts, will be described in the following chapter.

A FOURTH BUILDING PROJECT

With money for a building in hand, the Faculty turned to the problem of how to spend it to the best advantage. Several basic facts had to be learned at the outset. A beautiful building of stone is costly. The foundations of a tall building that has to find support on hard pan, many feet underground, take a sizable cut from the total sum available for the project. The money then assigned for the building proper buys a fixed number of cubic feet of construction, and only shape can thereafter be altered. It soon became clear that the net space, outside that of service areas, would be much less than was originally imagined, and that the Dental School was demanding far more spacious accommodations than had been anticipated. So at the very outset there were hard problems to face.

The original concept of a medical center, in the minds of both Dean Kendall and Charles H. Thorne (Mrs. Ward’s counselor, who had been delegated by her to discover a project suitable for benefaction), definitely excluded any participation by the Dental School. Subsequently, and without Dr. Kendall’s knowledge, the Dental School became included as a beneficiary through the intervention and urging of President Scott, who had been a participant in the earlier conference. The President naturally felt responsible for seeing all of the professional schools transferred to the new campus. The line of reasoning ran: since the amount made available for a building was two and one-half times the total sums originally set as the goals of both Schools, why not get both Schools under cover?

The Dental Dean was an aggressive person, close to the administration, who at one stage submitted his resignation to enforce a demand. And so he straightway chose numerous floors and drew plans to stake out the space he proposed to appropriate. By contrast, just as the serious planning for the new building was about to begin, the Medical School found itself handicapped through its deanship becoming vacated by resignation in June, 1924. Worse
still, although Dr. Cutter was selected in January, 1925, as the next Dean, he could not assume duty until July of that year.

As planning for the Medical School gathered impetus, the new Dean at once found it necessary to make trips from Omaha to Chicago to secure what seemed like a more equitable allocation of space, and in this he was successful to a degree. The argument of Dean Black was that whatever accommodations the Dental School obtained then for basic instruction, research and clinics, would be all that could be foreseen ever, whereas the Medical School would surely acquire hospitals and other buildings as time went on. The Medical School, for its part, felt that wholly too much space was being pre-empted for a small segment of the total activities of a Medical Center; it reduced to the claim of teeth against the rest of the body. In reviewing the plans of the Dental School, it was difficult to see the justification for blocks of space marked "Tooth-
brush Drills” and the like. In the end, with the removal of the University offices for business and administration years later, the Medical School obtained the basement, floors 1-7 and 14, and the tower. In 1945 the lowest floor of the tower was extended to become the fifteenth floor of the main building.

A comprehensive survey of each School of the University was conducted in 1924-25, by a largely external committee, in order to define primary objectives, to ascertain how well these goals were being achieved, and to recommend what was needed to accomplish the desired results. The several reports were doubtless highly informative to the President and Trustees, and afforded them a more sympathetic understanding of aims and performance. From the viewpoint of the Medical Faculty the findings and recommendations were rather obvious, trivial or both of these. The heralded, presumptive value of the survey in planning for a new building, and operating within it, proved to be slight indeed.

Floor plans were “completed” in the spring of 1925 in order to meet a time-schedule that called for occupation for the 1926-27 session. More deliberate planning would have been advantageous and, in the end, saved money as well. Ground breaking for five buildings and the dedication of the Campus itself were celebrated in elaborate ceremonies on May 8, 1925. This particular day was chosen because it was the seventy-fifth anniversary of the founding of Northwestern University by a small group of men, assembled in a law office less than a mile from the new campus site. The ceremonies were designed primarily to honor the donors who had made possible the consummation of a major stage of the Chicago share of the Greater Northwestern plan. A parade of purple-draped cars and buses, bringing faculties and students from Evanston, joined similar groups from the Chicago professional schools. Officials of the University, prominent alumni, civic dignitaries and leaders in various civic affairs gathered to give formal recognition to this addition to the life and beauty of Chicago. An impressive ritual was employed in the dedicatory and groundbreaking ceremonies. As soon as the spade of each donor turned the sod, monster steam shovels began the excavation in earnest. The Northwestern Band and the A Capella Choir had already contributed more formal music. A reporter for the Chicago Tribune wrote lyrically:
Silver spades gleaming in the sunlight against the new black earth, purple robes and mortar boards of collegiate rank invading the downtown district, youth trailing at the heels of a group of elderly millionaires planting the seeds of a future civilization, and on the wings of song the chant of *Quaecumque Sunt Vera*. 
It was, beyond contradiction, a momentous occasion.

Construction proceeded rapidly, and the impressive grouping of all of the new buildings, designed in a modified Gothic style under the direction of James Gamble Rogers, soon became evident. The cornerstone laying, set for June 11, 1926, found the buildings so far advanced that their obvious magnitude and dignity added much to the effect of the occasion. Five hundred of the Faculty, trustees, alumni, students and friends attended a luncheon; a quick decision had transferred the principal addresses there because of a downpour of rain. Soon, however, the skies cleared and a colorful academic parade led the way to the nascent campus. Here the cornerstone of each building was laid, employing an elegantly conceived, special ritual. For each cornerstone a metal strong-box had been prepared in which were deposited: a biography of the donor; a copy of the program and addresses of the day; a copy of the Alumni News containing pertinent historical material; a copy of The Story of Northwestern University; and lists of all professors through the years, all alumni, and present students. All of these documents had been treated chemically so as to ensure permanency. Aware of the significance of this event, the Chicago Tribune reported as follows:

Northwestern University realized the work and the dreams of a quarter of a century yesterday only to see a new goal ahead... Four cornerstones were laid under the towers of the collegiate gothic structures that have already made a new skyline near Chicago Avenue and the lake... Such a scene and such a purpose probably was never in the minds of the nine lawyers, clergymen and business men who met in Grant Goodrich's office over the hardware store in Chicago's town square 75 years ago to start an institution for sanctified learning and a literary University. The wholesale cornerstone ceremony was carried out amid an appropriate setting of academic dignity, student parade and civic interest... . . .

In the brass cornerstone box Mrs. Ward placed these words: "Within this box my hands have placed as a sacred trust and as a tender memorial a brief account of the life of my beloved husband, Montgomery Ward, in whose memory this building is erected. His life was founded upon integrity, and he, being dead, still serveth the community which he loved. May this building stand from generation to generation as a symbol of faith, of hope and of love."
The beginning of the 1926-27 school year in September, saw the Ward Building occupied and awaiting classes. It was a beautiful, but functional, edifice of fourteen stories, surmounted by an ornate, six-storied tower. Construction and furnishings had cost $3,373,000. The building faced northward on Chicago Avenue, leaving room toward Superior Street for future developments. The basic construction was of concrete on a steel framework; the exterior was of gray Indiana limestone, exquisitely carved at the doorways, above the central windows and in the pinnacles of the tower. The group of buildings on the new Campus drew citations from two architectural juries.

This impressive building, with its new equipment and pleasant surroundings, contrasted sharply against the accommodations left behind. Yet such is the nature of modern construction that the relatively fresh appearance of the Ward Building has been maintained through fifty-odd years of hard use. This is in sharp contrast to the 33-years occupancy of the Dearborn Street buildings, whose interiors of wood and plaster had come to seem so time-worn and dingy. When the school year began in the new building, Dean Cutter reported: "There was a lot of suppressed excitement and a show of real enthusiasm by the members of both classes when they were first assembled this morning, but no display of undue exuberance."

At the conclusion of the first academic year on the new campus, three days (June 15-17, 1927) were devoted to the dedication of the Montgomery Ward Memorial Building, in conjunction with dedications of the other buildings. Throughout the entire week alumni clinics were conducted in all Departments of the School; programs of scientific papers were also presented. On June 15 occurred the formal dedication of the Archibald Church Library. A bronze bas-relief of Dr. Church was unveiled, as were portraits of Founders and distinguished, former faculty members; in the evening there was an Alumni Dinner. On June 16 dedications of the Frederick Robert Zeit Museum of Pathology and of the James A. Patten Research Laboratories were observed, as was also the formal installation of incumbents into professorial chairs of Physiology and Anatomy, endowed in honor of two early teachers — Nathan Smith Davis and Robert Laughlin Rea. In the evening of the same day a Dedication Convocation took place in the John B. Murphy Memorial Auditorium.
Additionally, June 17 was reserved to solemnize a general dedication of the Campus. Throughout the day various dedicatory exercises were conducted in the new buildings, broken by a largely attended general luncheon. In the evening, after the President’s Dinner, an academic procession moved to the Fourth Presbyterian Church, where a special Convocation was held, featured by the con-
ferring of numerous honorary degrees in the fields of Medicine, Law, Dentistry and Commerce.

Shortly after the dedicatory observances, the President of the Board of Trustees made known plans for the erection of new hospitals “that would make Northwestern University and the City of Chicago the greatest medical center in the country.” These were to cost approximately $20,000,000, and at least three of them were scheduled to be completed within five to ten years. The five were designated as follows:

a 300-bed general hospital; including a training school for nurses;
a 200-bed maternity hospital;
a 125-bed children’s hospital;
a hospital for industrial injuries.

None of these projected developments came to early fruition, owing in part to a catastrophic national depression and World War II.

Six weeks later, a tragic happening followed on these jubilations. Mrs. Ward, returning from a winter in California, was driven from the railroad station to the Campus to see, for the first time, the completed Ward Memorial Building. It was not opportune for her to enter the building on that occasion. From the Campus she was driven home, where she was taken ill that night and died the next morning. The Board of Trustees recorded a resolution which read, in part:

The gracious gentlewoman, who gave so generously that medical science be advanced and that humanity might be served, is gone from us but lives in our affectionate remembrance and grateful appreciation.

She was lovely in her type. Her splendid benefaction and the influence of her example will ever make for whatever things are true and good.

Because her gift was so splendid, it is doubly tragic that she should not have lived to see its full unfolding. The Ward Memorial Building and the work now going on in that building, made possible by her vision in behalf of the suffering, are the memorial which she created for her husband and in which she will live with him.
Flanking the main doors to the Ward Building are two recessed, chiseled inscriptions that cannot be bettered as guiding principles for the investigator, teacher or medical practitioner. The one at the right of the entrance is from William Harvey: “I profess both to teach and to learn from the fabric of Nature.” The one at the left of the entrance is the sublime declaration of Hippocrates: “With purity and holiness I will pass my life and practice my profession.”

Main entrance to the Ward Building.

ADDITIONAL LAND

Of the five habitations of the Medical School, only three of them sat on land that was owned by the School or University. And only the last is extant. The first was loaned rooms in the Lind Block, located in the central business district and a chance survivor of the Great Fire of 1871. With the years only one of the three original units remained, and this was the part at the northwest corner of Ran-
The Hippocratic inscription, left of the main entrance to the Ward Building (woodcut by Krieg).

dolph Street and Wacker Drive that housed the infant School. It became a casualty to civic progress in 1962. The second home and land, on South Michigan Avenue, were victims of street widening, and the third building was sold to Mercy Hospital and soon
demolished. The fourth property, on Dearborn Street, was evacuated in 1926 and purchased by the adjacent Wesley Hospital for $100,000 to insure against encroachment by some undesirable buyer. Since the empty buildings constituted a fire hazard, they were razed.

It soon became clear that the original Chicago Campus should be increased by land purchases necessary to the long-term expansion of a medical center. Of primary importance was the "Newberry Library tract," a half-block strip facing Huron Street and extending from Fairbanks Court to Lake Shore Drive. This tract, abutting the half-block already owned, was bought in 1928 for $2,185,000. Its cost was fifty per cent more than that paid for the total original campus site, but such were the skyrocketing prices over a period of eight years in a region then made desirable by the completion of the Michigan Avenue bridge in 1920. Next, a two-stage purchase obtained control of the entire block just south of the Newberry tract and Huron Street. It was sold, at cost to the Federal Government as a site for the Veterans Administration Research (now Lakeside) Hospital.

Still later, in 1952, the block just west of the Veterans Hospital was obtained for $2,000,000. A gift from Robert R. McCormick supplied two tracts of land, directly north of Lake Shore Park, valued at $1,000,000; the larger property is now leased to the American Hospital Association. Another McCormick gift was a plot south of the Veterans Hospital. In 1973 the City of Chicago sold to the University the block south of Wesley Hospital that contained two municipal garages and an open parking facility; the cost was $7,300,000. In 1974 the University bought for $1,400,000, the land and building west of Wesley Hospital that originally was the headquarters of the American Dental Association. In 1977 the land and building (p. 231), located at 850 Lake Shore Drive and used by the Lake Shore Club was acquired for $7,500,000.

Through all of these purchases the expanse of land now comprising the total Chicago Campus, and related to University purposes, totals some 25 acres.

SUPPLEMENTARY BUILDINGS
The erection of the George R. Thorne Hall, with its Thorne Auditorium and other rooms, was deferred until the accumulated income would make possible a building best fitted for its purposes. When the original gift of $250,000 had grown to $320,000 the construction proceeded and the edifice was dedicated in October, 1932. Its employment for special lectures, large classes, convocations, scientific meetings, and dramatic and musical presentations has made it an indispensable adjunct of effective campus life. This handsome and functional building faces the Lake, near the northwest corner of Superior Street and Lake Shore Drive. Relatively low, like the Law quadrangle, it contributes to the effect of increasing mass and height in a campus group that culminates in the Ward Building and the affiliated hospitals. The total, staggered composition, as viewed from the Drive, is both imposing and satisfying.

The problem of housing for students became an increasingly pressing one on the Near North Side. At first, off-campus fraternity housing took care of many, but these groups found it difficult to operate successfully as business encroached and old mansions were razed. The estate of Dr. and Mrs. Wallace C. Abbott, founders of the Abbott Laboratories, yielded most of the $1,750,000 that was assigned to build a student dormitory named “Abbott Hall.” The twenty-story building, bordering on Lake Shore Drive and facing Superior Street, was completed in 1940. It was constructed of steel, concrete and limestone, like all others in the earlier campus community. Even though of modern lines, it bore the dignity and external impressiveness of a private club. The basement contained recreational facilities. Sixteen floors, each with a lounge, housed 750 students, while the two top floors were given over to apartments. Soon fraternity groups of the various professional schools took blocks of space in the Hall; also after indefensible delay, women were grudgingly admitted to residence as well, but for a time these segregated floors were overseen by a nocturnal chaperone. Always an excellent money-maker, the Hall not only paid guaranteed interest on the Abbott fund, but also paid off indebtedness on some campus land-acquisitions and even repaid the principal advanced from the Abbott bequest.

A further building project of the University underwent a metamorphosis between conception and construction. In 1940
Abbott Hall, erected in 1940 as a student dormitory.

Mrs. Margaret G. Morton gave $1,800,000 for the erection and endowment of a hospital in memory of her husband, Joy Morton, founder for the Morton Salt Company. A neurosurgical hospital was proposed but restrictions on building during the War period prevented the immediate execution of her wish, and afterward the runaway costs became prohibitive. With the consent of heirs and the Court, it was finally decided to erect a building devoted primarily to research. This seven-storied Morton Medical Research Building articulates with the south wing of the Montgomery Ward Memorial. Dedicated in September, 1955, it constituted the first new medical facility to be erected by the University since the completion of the Ward Building in 1926. In the fifteen years since the gift was received, the accumulated capital had become $2,700,000.
The cost of construction and equipment was $1,280,000, whereas the remainder of the fund serves as endowment. With the passage of years and the erection of the Searle Building, the original purpose and allocation of space have changed somewhat. The Morton Building marked the end of construction in costly limestone on the Chicago Campus.

New buildings which came to be added to the original group, the expanding hospitals, and the obsolescence of equipment after thirty years' use made it necessary to augment the central heating service, originally located in Wieboldt Hall. This was done by erecting a separate plant in 1960, located west of Abbott Hall and costing $2,600,000. Since the smoke stack abuts on Abbott Hall, this qual-
fies the building as an extension of the Hall, and thus circumvents the zoning restriction against separate heating units in this area.

In May, 1965, a fifteen-story building was dedicated and named for John D. Searle, Chairman of the Board of Trustees of Northwestern University, who was the principal private donor. Designed primarily for research, its cost was $9,300,000. It extends from the east wing of the Ward Building to Superior Street, and also connects with the east wing of the Morton Building. The exterior walls are in general conformity with older buildings on the campus, yet it tends somewhat to more modern design. The first floor serves as an extension to the Archibald Church Library, the fifth and seventh floors are given over to student laboratories designed as multidisciplinary units for the basic sciences (p. 252), while the two top floors provide facilities for animal care.
A 2,200-car garage, costing $5,300,000, was completed in 1973 on the westerly one-third of the University-owned block located due west of the Veterans Hospital. This construction was imposed by the City of Chicago, since the sale to the University of its block directly across Huron Street to the north would eventuate in the destruction of municipal garages situated on that land.

In 1974, at a cost of $1,400,000, the University purchased the land and six-story building, located west of Wesley Pavilion on Superior Street, that originally served as the headquarters of the American Dental Association. This renovated property (photo, p. 390) is occupied by the Northwestern University Medical Associates who use it as an ambulatory-care facility for private patients and for others who formerly sought the outpatient clinics of the Medical School.

In the more recent years the adequate housing of students and others living on and about the Chicago Campus became an increasingly urgent need. This challenge was met on August 28, 1977 by the purchase, for $7,500,000, of the land and eighteen-story building then occupied by the Lake Shore Club at 850 Lake Shore Drive. In this way the renamed Lake Shore Center provides 441 living units with bath, as well as excellent athletic facilities that include a swimming pool.

Most recent is an eight-story Health Sciences Building, to be completed in July, 1979. It was erected at a cost of $42,000,000 on previously purchased land across-streets from the Wesley and Passavant Pavilions. As a hospital adjunct it has been named the Walter E. Olson Pavilion and houses the following: all operating and recovery rooms; intensive care; emergency services and in-patient radiology. The top floor is occupied by the Cancer Center, while the basement and first two floors contain the several clinics of the Dental School. The transfer of the Dental Clinics from the Ward Building, and the previous closure of the Medical Clinics, left five floors in that building available for other purposes.

Following the removal of the School of Commerce to the Evanston Campus, where it became the School of Business Management, the Medical School has benefited by obtaining additional office space in Wieboldt Hall, and also larger class rooms to accommodate the expanded freshman and sophomore enrollments.

A comparison of costs in a fifty-year span is arresting. The
A Unified Campus

Health Sciences Building; erected 1979.

twenty-story Ward Building, built in steel and stone, cost (when equipped) $3,373,000. The eight-story Health Sciences Building, constructed in steel and fabricated blocks, cost $106,000,000, when furnished. But astoundingly cheap in comparison is the Liverpool Cathedral, just finished in England. Built handsomely in stone, and next in size to St. Peters in Rome, it cost only $11,000,000!

As time passed, medical administration became increasingly complex and scientific departments expanded and entered into newer kinds of research. These and other needs for adjustments to current pressures have forced many changes in spatial locations that once seemed so definitive in the Ward and Morton Buildings. Yet such changes had been foreseen from the time of initial plannings, and so walls of hollow tile were installed to facilitate remodelings.

The need of teaching hospitals on the Chicago Campus led to the erection of Passavant Memorial Hospital (1929), Wesley Memorial Hospital (1941) and the Veterans Administration Research (now Lakeside) Hospital (1954). Still later came the Rehabilitation Hospital (1974), the Prentice Women's Hospital and Maternity Center (1975) and an Institute of Psychiatry (1975). These and other associated hospitals are treated in detail in Chapter XIV.